



# Transforming West Norfolk

*Working Together - Making a Difference*

West Norfolk's Sustainable Community Strategy  
Tackling Important Local Issues  
2007-2030

West Norfolk Partnership **Management Group** Members are:

- ⊙ Norfolk County Council
- ⊙ Borough Council
- ⊙ Norfolk PCT
- ⊙ Norfolk Constabulary
- ⊙ West Norfolk Voluntary & Community Action
- ⊙ Job Centre Plus
- ⊙ College of West Anglia
- ⊙ Freebridge Community Housing

West Norfolk **Partnership Board**, as above and including:

- ⊙ Queen Elizabeth Hospital Kings Lynn NHS Trust
- ⊙ Connexions
- ⊙ Learning & Skills Council
- ⊙ Norfolk Police Authority
- ⊙ Environment Agency
- ⊙ Chamber of Commerce
- ⊙ Fire Service
- ⊙ Rural Community Council
- ⊙ Royal Air Force Marham
- ⊙ Parish & Town Council rep
- ⊙ Norfolk Coast Partnership
- ⊙ Voluntary sector orgs, MIND and Age Concern

## West Norfolk Now

The table below shows how West Norfolk compares in a county, regional and national context.

Each of the nineteen elements that comprise overall quality of life are 'scored' A to E, with A placing West Norfolk in the top 20% of local councils and E being in the bottom 20%. The overall score for each of these nineteen is based on an average of 6 indicators, which are summarised in Appendix C.

Report Card – West Norfolk 2008		Sub Region (Norfolk)	Region (East of England)	National
<b>Economy</b>	1. Economic Scale	A	C	C
	2. Productivity	C	E	D
	3. Economic Change	D	C	C
	4. Industrial Structure	D	E	E
	5. Business & Enterprise	D	E	E
	6. Skills & Qualifications	E	D	E
	7. Labour Market	E	E	E
<b>Society</b>	8. Knowledge Workers	C	D	C
	9. Prosperity	E	E	D
	10. Deprivation	D	D	D
	11. Inequality	E	E	E
	12. Health	D	C	C
	13. Crime	D	B	B
<b>Environment</b>	14. Housing Affordability	C	C	C
	15. Floorspace Change	D	E	D
	16. Connectivity	C	E	E
	17. Services	C	B	B
	18. Amenities	C	D	D
	19. Natural Environment	A	A	A

Green letters indicate improving performance since the 2006 baseline; red indicates worsening performance.

## Our Vision for the Future

**People will want to be part of the success story that is West Norfolk, drawn here to live, work, invest and visit.**

*In 2030...*

1. West Norfolk enjoys an unparalleled balance between quality of life and quality of opportunity with people drawn to the area to take advantage of this

### **Economy**

*We want to help people of all ages improve their skills and qualifications, and help raise their aspirations. We want to help people become entrepreneurs and benefit from the growing knowledge economy. We want to be a place where professional people want to live and work. In 2030...*

2. King's Lynn's reputation as a great place to live and work has spread across the country and reflects its regional importance
3. West Norfolk has a thriving economy with local employment opportunities
4. all young people succeed in school with raised aspirations
5. all adults in West Norfolk have the opportunity to develop their skills or learn new ones throughout their lives
6. West Norfolk is among the premier short-break destinations in the country tourism based on its historical, cultural and environmental offer

### **Society**

*We want to help reduce inequality wherever it exists. We want to make sure that people have good quality housing and local facilities, we want to help people deal with social change and ensure that a growing economy brings higher wages and an improved quality of life. In 2030...*

7. all communities in West Norfolk are strong, cohesive and safe
8. everyone living and working in West Norfolk receives quality services that meet their needs
9. residents of West Norfolk are active and engaged in their communities, helping to identify and respond to local needs
10. housing in West Norfolk will be focused on 'brownfield' land in sustainable towns and villages and be targeted towards local demand
11. All people in West Norfolk are active and healthy

### **Environment**

*We want to safeguard our justifiably famous natural and historic environment, at the same time making sustainability a central principle to our vision. We want to build connections with other local and regional economies, reduce reliance on the car, and prepare ourselves for the challenges of climate change. In 2030...*

12. West Norfolk has undergone growth that complements its high quality historical and natural inheritance
13. communities in West Norfolk benefit from quality public spaces and parks with access to the coast and countryside that make the area special
14. West Norfolk is meeting the challenges of climate change
15. people will be less reliant on the motor car to access places and services
16. West Norfolk still feels like somewhere unique in its own right, based on its own local distinctiveness.

## Our Aims & Objectives

To achieve this vision we have set a number of objectives.

### 1. **Aspiring & Skilled**

- 1.1. Raise aspirations and educational performance
- 1.2. Reduce exclusions from schools
- 1.3. Reduce the number of young people not in employment, education or training (NEET)
- 1.4. Increase participation in lifelong learning
- 1.5. Support housing and economic growth with major investment in education, training and skills development
- 1.6. Create a well educated, well qualified, skilled workforce

### 2. **Competitive & Enterprising**

- 2.1. Develop King's Lynn as an urban area of regional significance, accommodating at least 7000 of the 12,000 new houses allocated to the borough in the regional spatial strategy, increasing the population of the urban area to 50,000.
- 2.2. Deliver economic growth focused on King's Lynn's role as a regional service centre and key employment sectors of advanced engineering, tourism, value added food activities and developing entrepreneurship.
- 2.3. Regenerate King's Lynn as a town of regional significance
- 2.4. Increase levels of investment into West Norfolk

### 3. **Accessible & Connected**

- 3.1. Encourage the provision and use of large-scale wireless internet availability across the whole of West Norfolk.
- 3.2. Reduce avoidable journeys
- 3.3. Improve road safety

### 4. **Cohesive & Equitable**

- 4.1. Address social issues aimed at achieving safer and stronger communities targeted at the parts of the town with higher levels of deprivation.
- 4.2. Reduce anti-social behaviour, fear of crime and build respect in communities
- 4.3. Reduce incidences of teenage pregnancy
- 4.4. Reduce the number of deaths from coronary heart disease
- 4.5. Support older people to live safe independent and fulfilling lives
- 4.6. Provide equal access to services for all
- 4.7. Continue to build a cohesive and integrated society

### 5. **Attractive & Sustainable**

- 5.1. Provide new housing development that is sustainable in its location, nature and construction
- 5.2. Accommodate new development primarily on brownfield land which will be underpinned by investment in transportation, utilities and management of flood risk
- 5.3. Support the provision of green infrastructure and a full range of leisure, cultural and community facilities befitting a major urban centre
- 5.4. Cleaner greener parks and open spaces
- 5.5. Tackle Climate Change- reduce Carbon Dioxide emissions in West Norfolk
- 5.6. Protect and improve bio diversity

## 6. Collaboration & Leadership

- 6.1. Improve joint commissioning of services
- 6.2. Promote King's Lynn & West Norfolk as the place to live work and visit
- 6.3. Work with service providers to raise standards and promote integrated operation where possible and appropriate

## Our Values

- **Action Research / Learning**  
Putting ideas into practice, learning from and responding to experience
- **Adding value**  
Achieving more together than we can on our own through, collaboration, co-ordination and commitment.
- **Breaking down traditional service boundaries**  
Merging functions across organisational boundaries
- **Customer Focus**  
Ensuring that services meet the needs and expectations of citizens
- **Efficiency & Service quality**  
Improving efficiency and delivering value for money
- **Innovation**  
Ensuring that traditional thinking is not applied to traditional problems
- **Measurable impact**  
Ensuring that improvements are quantifiable
- **Tangible Outcomes**  
Delivering real change

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## Introduction

*“Ministers increasingly recognise that many of today’s high profile but complex social ills, such as anti-social behaviour, childhood obesity, drug abuse, and truancy can only be tackled across services, with all connected agencies working together with local people across the whole locality – so paving the way for local strategic partnerships.”*

Robert Hill, writing in ‘The Politics of Place’ published by the Leadership Centre

The Partnership's strategy encapsulates its aspirations for West Norfolk. It is intended to focus the combined efforts of the organisations that make up the West Norfolk Partnership toward a common purpose:

*“By 2030 people will want to be a part of the success story that is West Norfolk, drawn here to live, work, invest and visit”*

Central to the shared effort to achieve this vision and improve quality of life in West Norfolk is the work of key public, private, voluntary and community sector organisations. These organisations come together under the auspices of the West Norfolk Partnership to co-ordinate this effort and achieve more together than we can on our own through collaboration, co-ordination and commitment, making life better for people in West Norfolk.

The Partnership does this through a cycle of developing a shared, long-term vision for the area based on a robust evidence-base to define priorities; developing and implementing project and action plans to address these priorities; using the baseline evidence to track improvements and enable monitoring against outcomes and performance management, and structuring and supporting partnership working to achieve its ambitions.

The development of a Sustainable Community Strategy for West Norfolk reflects this ethos, following the process outlined below.

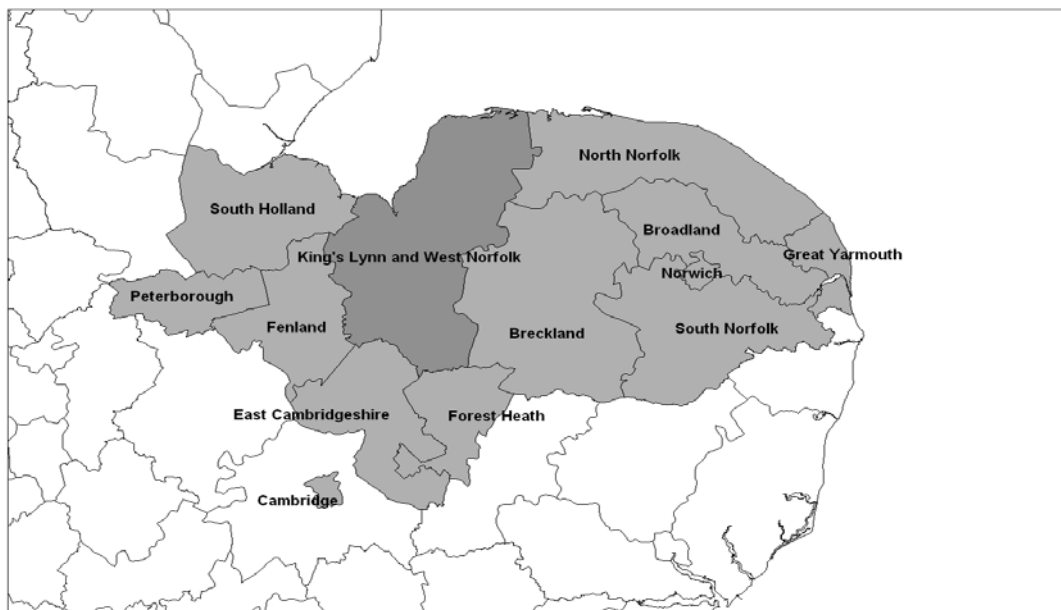
1. The **State of West Norfolk research** provides a policy steer based on the information contained within Dawn (Data about West Norfolk) the Partnership's online data observatory.
2. Research into the **future drivers for change** and the implications for West Norfolk were considered.
3. **Scenarios for the future**, were considered and the most likely options discussed
4. Conclusions were drawn as to the elements that a vision for West Norfolk should contain and the priorities that will contribute to the achievement of the vision.
5. These elements were captured in an outline strategy which has been consulted on with both the West Norfolk Partnership Management group and the Partnership Board.

## West Norfolk in Context

The largest Norfolk district, within the Eastern region, West Norfolk borders six districts, three counties and one region. The following are key characteristics of the area:

**Rurality and Sparsity:** West Norfolk is the sixth largest district in England, and with a current population of 142,300<sup>1</sup> it is the 31st most sparsely populated. The size and rurality of the Borough presents unique service delivery challenges, in terms of both taking services out into the more remote areas of the borough (e.g. benefits visiting officers, area offices, environmental health services) and also in providing appropriate channels through which people can access our services (e.g. community information points, website).

**King's Lynn as a Service Centre:** King's Lynn is the service centre and economic driver of a sub-region of some 200,000 people covering western Norfolk, northern Cambridgeshire and southern Lincolnshire. The distance between King's Lynn and the larger cities of Norwich (50 miles), Cambridge (45 miles) and Peterborough (38 miles) means that King's Lynn has services and facilities which are much greater than would normally be found in a town of its size (see below).



**Skills and Aspirations:** arguably the biggest challenge facing West Norfolk, the West Norfolk Partnership has had a priority of raising skills, aspirations and improving attainment levels since 2005. One of the most telling statistics is that 42% of the resident population is functioning at basic skills level or below; our nearest neighbour based on our overall skills profile is Hull. There is a real need to improve the local skills base to help drive up what is a relatively low-wage economy.

<sup>1</sup> <http://www.visitdawn.com>

**Urban / Rural Mix:** according to the 'Rural and Urban Area Classification 2004', 26 per cent of West Norfolk's wards are classified as urban, 24 per cent as town and fringe, and 50 per cent as village, hamlet and isolated dwellings.

**Second home ownership:** the northern, coastal part of the Borough is characterised by significant levels of second home ownership, exceeding 50% in some parishes. This has a disproportionate impact on the levels of services that are sustainable, given that these properties remain empty for significant periods of the year. Where possible, we are actively intervening to encourage increased provision of affordable housing in these areas.

**Changing ethnic profile:** West Norfolk is experiencing an increasing mix of nationalities and cultures. It is an attractive area for migrant workers, particularly since the EU was enlarged in 2004, focused around agricultural and food processing industries. The Council, with its partners, needs to ensure it is responsive to the challenges this presents to both service delivery and social cohesion.

**Demography:** the proportion of the population over retirement age will exceed a quarter by 2017, with 10% of residents aged over 75. This is projected to rise by nearly two thirds over the next 25 years. The proportion of those under 25 is below the national average.

**Economy:** the Borough has a strong farming tradition and, in addition to its well established strengths in food manufacturing, it is home to world-leading businesses in the fields of pharmaceuticals, precision and aerospace engineering and advanced manufacturing including commercial refrigeration, robotics, electronics and specialist chemicals. The construction sector includes the flagship National Construction College, whilst a small but growing service sector includes specialist insurance brokers and leading internet-based service providers. The area is also home to RAF Marham, a major employer with 3,700 military, civil servant and civilian contractor personnel based at the Station. The Station is in the first year of a 10-year, £947 million defence industrial partnership with BAE Systems as the prime contractor to deliver engineering support for the Royal Air Force's entire Tornado aircraft fleet, and as such is driving up the area's skills profile.

**Quality of life:** MORI surveyed the citizens' panel in 2004<sup>2</sup>, highlighting the need to take a joined-up approach with our partners to tackle some of the more entrenched issues that are important to local people, such as fear of crime, activities for young people and transport links. This has been followed by the Partnership's quality of life survey<sup>3</sup>, designed to identify those issues having greatest impact on people's day-to-day lives at a neighbourhood level across the Borough.

**Pockets of deprivation:** West Norfolk ranks 150th (out of 408 districts) nationally in the 2004 Index of Multiple Deprivation, with a marked contrast between poverty and affluence

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<sup>2</sup> Citizens' Panel Results - Wave 10

<sup>3</sup> 2,850 face to face surveys conducted across West Norfolk by MEL Research in September 2007 with findings statistically valid to Neighbourhood level

– it ranks 21st in the country on inequality<sup>4</sup>. Pockets of isolation and deprivation are real issues, both in King’s Lynn and in some of the more rural parts of the Borough. Funding from the government’s Safer & Stronger Communities Fund was awarded to the areas because part of the Fairstead ward is in the bottom three per cent in an index of the most deprived areas in the country.

**Seasonality:** the tourist and food production industries are both seasonal in nature, with associated variations in population levels and demand on services. This links in turn to the issues surrounding migration already discussed.

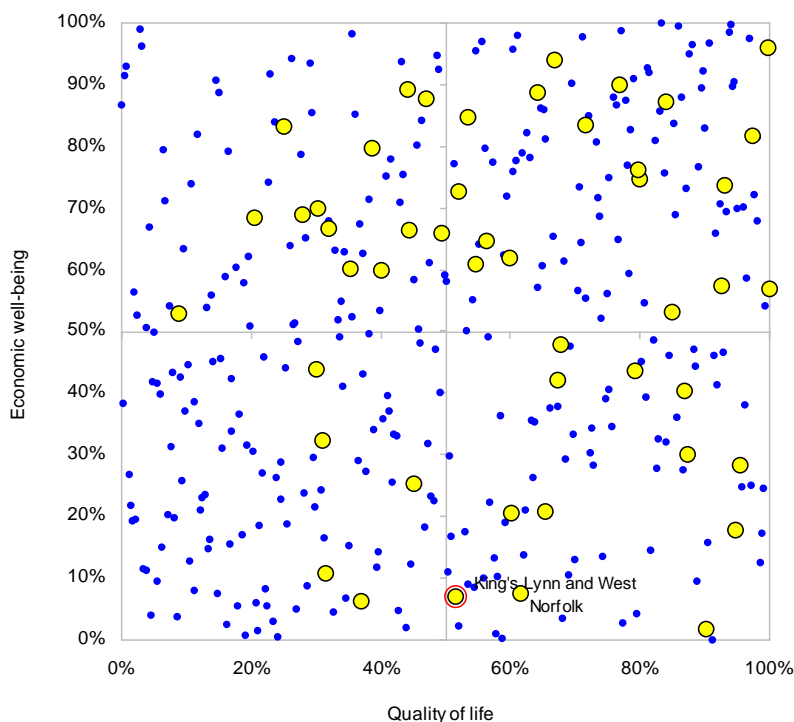
## West Norfolk Statistics

Population	142,300
Proportion of population Non-White	1.34% (2001 Census) 2.52% (2004 estimate)
Electorate	113,453
Area	142,877 ha 552 miles <sup>2</sup>
Sparsity (people per square mile)	259
Parish Councils	86
Dwellings	66,094
Businesses	4,811
Rural villages / settlements	>100
Listed Buildings	1,900
Coastline	44.5km
	(45% of Norfolk Coast Area of Outstanding Natural Beauty)

<sup>4</sup> Being the difference between the rank of the most and least deprived wards in the Borough. Source: DAWN <http://www.visitdawn.com>

## Quality of Life

Community strategies are concerned with addressing local quality of life issues. There are a range of big issues which are similar across the country, but a careful analysis of issues affecting local quality of life identifies some very specific local conditions of well-being that the West Norfolk Partnership will aim to tackle, whether addressing areas of weakness or building on areas of strength. An analysis of economic well-being and quality of life, defined using a basket of indicators, shows there is no readily identifiable correlation between the two (see diagram below).



Source: localKnowledge, Local Futures

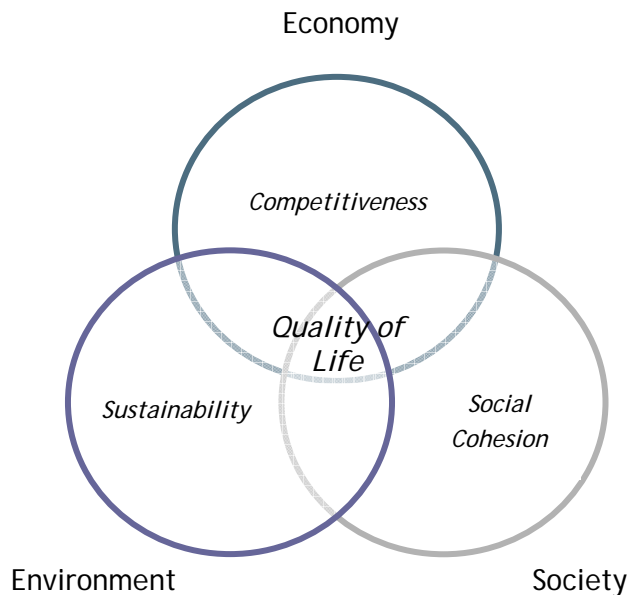
This diagram plots all local authorities using this analysis; those with the larger yellow dots are in the eastern region. The diagram highlights the fact that it is possible to find areas at all points on these scales. West Norfolk is highlighted, reflecting the relatively poor economic performance and reasonable quality of life. This strategy outlines the direction the Partnership wants to take to improve this situation – maintaining and growing our quality of life and making a fundamental step change in our economic well-being, and moving West Norfolk towards the top right-hand quadrant of the graph.

### Defining Quality of Life

The following model shows how the Partnership defines quality of life as being the optimum balance of economic, environmental and social considerations. These are primarily concerned with competitiveness, sustainability and social cohesion, respectively. It provides a framework against which to assess and balance competing social, economic and environmental pressures and demands. The centre of the model, where the three elements overlap, represents the optimum quality of life balance.

However, the Partnership is also clear that there are tough decisions to be made that will require an informed and knowledgeable trade-off between some of these elements. These three perspectives run through this strategy; they provide a convenient framework

through which we can identify local issues and priorities, monitor and track progress, benchmark with other areas and collate and promulgate research and consultation.



The model is used to present the analysis of the current 'state of West Norfolk' which follows.

### **Quality of Life Now**

The West Norfolk Partnership has invested in an online data observatory – Dawn (Data about West Norfolk) – in order to inform this analysis. It allows us to work to a continuously 'live' evidence base and ensure that decisions and resource allocations are grounded in current reality. We also have the ability to upload partner agencies' own local data sets and research reports to supplement the national data sets available on Dawn at <http://www.visitdawn.com>.

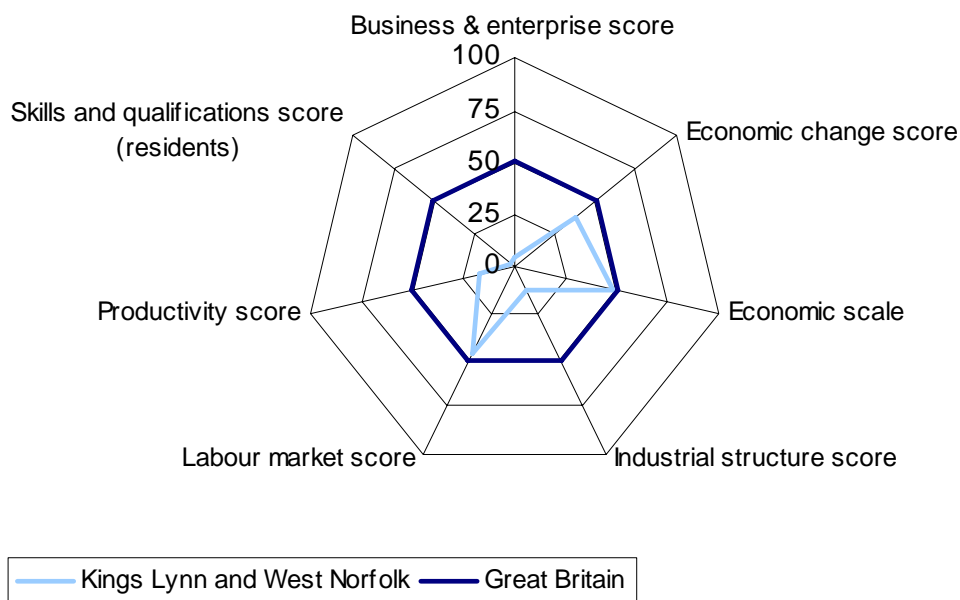
This analysis is presented graphically in the form of a spider chart. These are created by converting every British district's data into a percentile, with the top-ranked area scoring 100 and the bottom zero. West Norfolk is then plotted on the chart to give a spider's web for each area. In general, the bigger the web, the better the area is performing on each set of indicators. The darker line shows the British median score.

Each element also includes a summary presented in the form of a report card. The grade for each of these categories is arrived at by aggregating a range of indicators (summarised in appendix C). An 'A' places West Norfolk in the top 20% of local authority areas and 'E' in the bottom 20%. The first column provides this benchmark against Norfolk districts, the second compares us to districts in the East of England and the third to all national districts.

## Economy

The analysis shows that West Norfolk’s economy is about average in size. In fact, within the county of Norfolk, it is the second largest economy. It has an average employment rate, and a low long-term unemployment rate. However, the economy is not growing and it has relatively low productivity, gross value added (GVA) per head and earnings. These economic challenges reflect the area’s industrial structure and skills base.

The borough is one of Norfolk’s poorest performers when measured by its industrial structure. Although it has a strong public sector, there is an absence of higher wage knowledge-driven employment, particularly when compared to Norwich. West Norfolk’s performance on the business and enterprise score is also poor: despite its reasonable business density level and relatively high self-employment rate, it has a relatively low business formation rate and low growth in business stock. Finally, the borough has a poorly qualified skills base, with nearly half of its resident working population lacking in the skills essential for a prosperous economy (that is, qualified below NVQ 2 level).



Economy: Composite Indicators. Source: *dawn.localknowledge*, Local Futures

The table below shows how West Norfolk compares in a county, regional and national context.

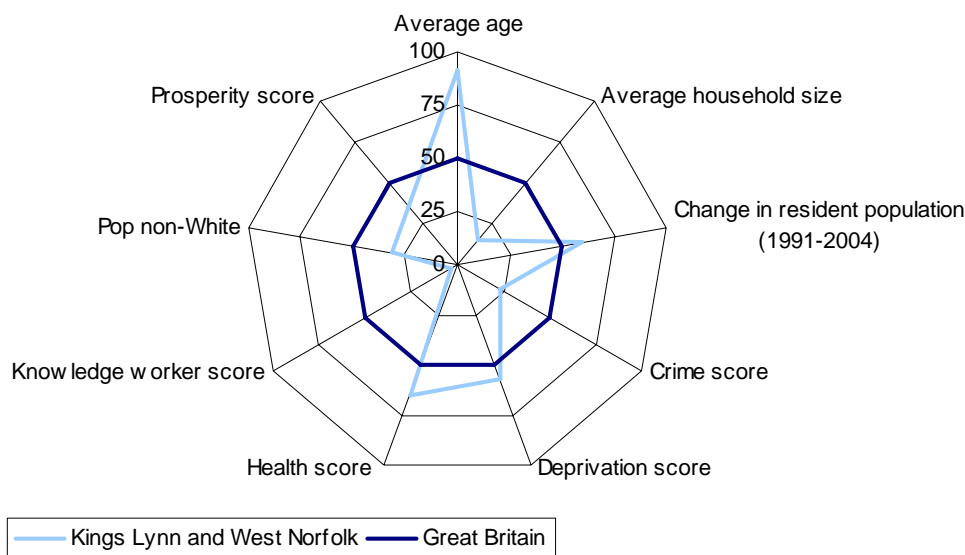
Report Card – West Norfolk 2007		Sub Region (Norfolk)	Region (East of England)	National
<b>Economy</b>	Economic Scale	A	C	C
	Productivity	C	E	D
	Economic Change	D	C	C
	Industrial Structure	D	E	E
	Business & Enterprise	D	E	E
	Skills & Qualifications	E	D	E
	Labour Market	E	E	E

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Below average unemployment rates</li> <li>• High participation rates</li> <li>• Strong public sector</li> <li>• Strong agricultural and manufacturing sectors</li> <li>• Good food &amp; drink sectors</li> <li>• Relatively high self-employment rate</li> </ul>	<ul style="list-style-type: none"> <li>• A weak knowledge economy</li> <li>• Low economic growth rates</li> <li>• Very low skills base; poor skills mix</li> <li>• Overdependence on agriculture and manufacturing</li> <li>• Low average earnings</li> <li>• Low GVA and productivity</li> <li>• Low business growth and entrepreneurship</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Education and skills</li> <li>• Develop school, higher education and training offer – build Lynn Academy, improve links between college and UEA/Cambridge, use COWA as a site for Anglia Ruskin University</li> <li>• Effective use of skills</li> <li>• Utilise intellectual capital of older people in context of an ageing population, and increase skills through re-skilling older people; lifelong learning; make better use of migrant workers' skills</li> <li>• Geography</li> <li>• Proximity to Cambridge and London economies will facilitate engagement with the knowledge economy – 'Cambridge effect' may move north; Develop role as a commuter base for regional economic centres; Potential re-location site for knowledge-based industries</li> <li>• Local economic specialisation</li> <li>• West Norfolk's expertise in the 'customer solution' provides capacity for local business entrepreneurship; Modernise agricultural strengths to fit 'new economy', e.g. bio-fuels manufacturing, environmental businesses: 'eco-growth'</li> <li>• Economic development</li> <li>• Improve tourism offer, by better use of the local environment.</li> <li>• Develop social enterprises in health and social care services</li> </ul>	<ul style="list-style-type: none"> <li>• Global competitiveness</li> <li>• Not ready to adapt with low local skills base and low value-added employment, leading to out-migration of young, skilled people; Potential losers to expansion of London/Cambridge; Foreign Direct Investment leads to more closures of local firms</li> <li>• Poor image of West Norfolk</li> <li>• Difficult to attract professionals and key workers; 'Elite' cities such as Norwich/Cambridge prosper, while Kings Lynn stagnates</li> <li>• Weak economic strategy</li> <li>• Lack of focus of where growth will be</li> <li>• Demography</li> <li>• Continued demographic change leads to decline in workforce</li> <li>• Lack of Ambition</li> <li>• Low educational and employment aspirations lead to continued low skills base</li> <li>• Lack of serviced industrial land</li> </ul>

## Society

The social profile of West Norfolk in part reflects its economic conditions. The borough has a relatively old population by national standards, with a small average household size. Population levels have seen about average growth, compared to the national median. West Norfolk's occupational profile reveals one of the lowest shares of knowledge workers (professional, managerial and technical workers) in the country, in line with its poor skills profile and industrial structure. As a result, income and prosperity levels are relatively low. The borough has average levels of deprivation, though its above-average inequality score indicates the existence of pockets of deprivation. The Borough's strengths are its health profile and low levels of crime.

Inequality score – rank 21st out of 408 (England score = 100; West Norfolk index = 122.98. Leeds and Sheffield have the highest inequality score; the highest placed non-metropolitan area is Stockton-on-Tees in the North East.



Society: Composite Indicators Source: *dawn.localknowledge*, Local Futures

Report Card – West Norfolk 2007		Sub Region (Norfolk)	Region (East of England)	National
Society	Knowledge Workers	C	D	C
	Prosperity	E	E	D
	Deprivation	D	D	D
	Inequality	E	E	E
	Health	D	C	C
	Crime	D	B	B

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Low levels of crime; community safety</li> <li>• Generally good health</li> <li>• Average levels of deprivation</li> <li>• Above average life expectancy</li> </ul>	<ul style="list-style-type: none"> <li>• An ageing population</li> <li>• High dependency ratio</li> <li>• Few knowledge workers</li> <li>• High levels of inequality (social/spatial)</li> <li>• Educational deprivation</li> <li>• Housing deprivation</li> <li>• Low earnings, driven by large share of low-skilled occupations</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Community safety</li> <li>• Location attracts more workers; social stability</li> <li>• Migration</li> <li>• In-migration of workers leads to more diverse communities, and an opportunity to exploit varied social capital</li> <li>• Demography</li> <li>• Re-training and engagement of older people will create better social quality of life for ageing population and wider community</li> <li>• Health</li> <li>• Local enterprise in health services can lead to a public health approach to regeneration strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Community change</li> <li>• Inability to deal with social change due to a range of factors, e.g. BNP, higher unemployment, ageing population, higher migrant population</li> <li>• Inequality</li> <li>• Potential ageing population, increased ethnic mix, and wider income inequality may lead to social polarisation and exclusion</li> <li>• Local identity</li> <li>• Economic development may mean locality loses its distinctive appeal; Potential loss of identity in becoming dormitory areas for London/Cambridge</li> <li>• Crime spreads from big city areas and their continued expansion</li> <li>• Quality of life decreases</li> <li>• Low quality of migrant workers' jobs</li> </ul>

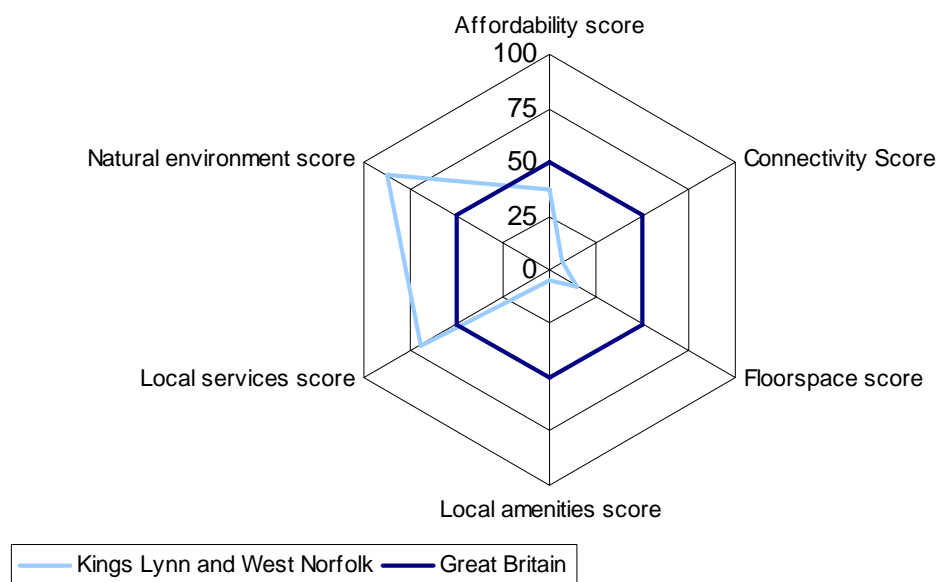
## Environment

The environmental profile of West Norfolk is more mixed. House prices are slightly below average by local and national benchmarks, leading to average levels of housing affordability for local residents. The Borough is poorly connected in transport terms, reflected in Norfolk's low proportion of jobs taken by non-residents, and of residents who work elsewhere. This is in contrast to the regional economic centres of Norwich and Cambridge, which have connectivity scores well above the national average. Norwich and Cambridge workers also stand out as much less reliant on the car when travelling to work compared to districts like West Norfolk, which underlines the reliance on the car as a social and economic necessity in a large rural district.

West Norfolk's domestic CO<sup>2</sup> emissions are the lowest in the county and road transport and industrial and commercial proportions compare favourably against other local authorities. However, the peat-rich, lowland wetlands drained many years ago for agricultural purposes continue to be depleted, emitting Carbon from the soil. As a result Defra's estimate of emissions of CO<sup>2</sup> for local authority areas<sup>5</sup> suggest that West Norfolk has a disproportionately high per capita CO<sup>2</sup> score. In order to mitigate against this and adapt to climate change, it is important that the Partnership put in place a climate change strategy for West Norfolk.

The Borough has a relatively high standard of local services, with a good Comprehensive Performance Assessment (CPA) score, although achievement is below average, in common with the working population's skills levels. The Borough's rich history is reflected in the national heritage sites and listed buildings, although the local cultural amenities offer is, unsurprisingly, poor given the rural nature of the area.

Finally, the Borough has an excellent natural environment both by regional and national standards, with key assets in its natural beauty and tranquillity.



Environment: Composite Indicators; Source: *dawn.localknowledge*, Local Futures

<sup>5</sup> Local and Regional CO<sub>2</sub> estimates for 2004 for the UK: report by AEA Energy and Environment for Defra, November, 2006.

Report Card – West Norfolk 2007		Sub Region (Norfolk)	Region (East of England)	National
Environment	Housing Affordability	C	C	C
	Floorspace Change	D	E	D
	Connectivity	C	E	E
	Services	C	B	B
	Amenities	C	D	D
	Natural Environment	A	A	A

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• High quality natural environment</li> <li>• Rural atmosphere</li> <li>• Low levels of traffic congestion</li> <li>• Relatively short travel to work times</li> <li>• Good standard of local services</li> <li>• Reasonably affordable housing</li> </ul>	<ul style="list-style-type: none"> <li>• Poor connectivity</li> <li>• Over-reliance on the car</li> <li>• Poor local amenities offer</li> <li>• Poor access to services</li> <li>• A relatively high level of CO<sub>2</sub> emissions as a result of land reclamation</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Innovative marketing opportunities, produce a visual image of what King's Lynn will look like.</li> <li>• Make the area an exemplar of sustainable development - take national lead for flood defence management and awareness, innovative building design and construction, develop NORA's role in innovative planning for regeneration</li> <li>• Town centre</li> <li>• Make use of unused property within the town centre; Enhance the built environment to act as an attractive offer for investment</li> <li>• Leisure provision</li> <li>• Improve facilities, e.g. new swimming pool, make use of 'Olympics effect'</li> <li>• Transport</li> <li>• High speed rail links to London; Build Parkway station; Dual train lines; ICT</li> <li>• Bridge the digital divide – wireless technology could overcome the old broadband provision; enable home-working and small business growth</li> <li>• Housing</li> <li>• Ensure infrastructure is in place to support housing growth</li> </ul>	<ul style="list-style-type: none"> <li>• Climate change</li> <li>• Limited energy options; Water shortages; Increased risk of floods; Impact on economic decisions, development, and growth; Government policy could change – decrease in funding for flood defence management</li> <li>• Piecemeal development</li> <li>• 'Silo thinking' on investment, and inadequate planning system</li> <li>• Transport</li> <li>• Continued poor rail access to the area; 'car choking' of Kings Lynn without adequate alternative</li> <li>• Amenities</li> <li>• Poor cultural amenities offer, and leisure facilities – quality of life affected, exclusion of the young</li> <li>• Ageing population</li> <li>• Growing elderly population puts pressure on all public service provision; Problems with access, particularly for rural areas, to services</li> <li>• Tourism</li> <li>• Increased influx of tourists – impact on rural communities, house prices, and congestion</li> </ul>

## What's Shaping the Future?

Successful strategies need to anticipate the future. Whilst predicting the future is uncertain at best, we can identify those areas that are likely to make the greatest impact in the future. This section presents a analysis of these issues, from global and national drivers of change to national policy and resource issues, summarising the overarching global and national trends that have implications for West Norfolk<sup>6</sup>.

### *Economy*

Themes	Underlying trends
<b>Globalisation</b>	<ul style="list-style-type: none"> <li>The world economy is globalising</li> <li>Europe is a major source of inward investment</li> <li>Rapid growth in world air freight</li> <li>The shrinking world</li> <li>Rapid growth of China and India</li> </ul>
<b>Industrial Structure</b>	<ul style="list-style-type: none"> <li>US leads Europe in ICT connectivity</li> <li>The growing dominance of services</li> <li>London dominates Britain's knowledge economy</li> <li>The growing healthcare economy</li> </ul>
<b>Organisational Change</b>	<ul style="list-style-type: none"> <li>Foreign direct investment grows</li> <li>Mergers and acquisitions still high</li> <li>Transnational corporations are growing</li> <li>The rise of employment in Small and Medium Enterprises</li> <li>Increasing networked organisations</li> </ul>
<b>Labour Market</b>	<ul style="list-style-type: none"> <li>Size of the labour market set to decline</li> <li>Non traditional work growing</li> <li>Growth in 'knowledge workers'</li> <li>Skilled labour shortages</li> <li>Flexible working increasingly common</li> </ul>

Growth in the knowledge economy may have a range of impacts on the West Norfolk economy. Further expansion of London's knowledge economy could either squeeze West Norfolk's economy or, alternatively, provide the impetus for its growth and development.

The ageing population of West Norfolk could result in the creation of a growing healthcare sector. The area's ability to recruit suitably qualified staff in the long-term, address local health and social care issues, and attract appropriate funding would

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<sup>6</sup> This research on future drivers of change is available in more detail from the West Norfolk Partnership's website [www.wnp.org.uk](http://www.wnp.org.uk)

influence its ability to exploit this opportunity. The changing industrial base is likely to see further decline in the agricultural and manufacturing sectors, some of West Norfolk's current economic strengths. The local economy needs to adapt to take advantage of opportunities for social enterprise and 'new' industries, by attracting a higher-skilled workforce and developing better links to Cambridge and Norwich.

## Society

Themes	Underlying trends
<b>Science &amp; Technology</b>	<ul style="list-style-type: none"> <li>Internet access continues to rise</li> <li>Processing power gets more powerful</li> <li>Business to business out-performing Business to consumer</li> <li>Consumer use of the internet maturing</li> <li>Broadband critical engine of growth</li> <li>Communications cost declining</li> </ul>
<b>Demographics &amp; households</b>	<ul style="list-style-type: none"> <li>World population growth</li> <li>A middle ageing population</li> <li>Changing life patterns</li> <li>Changing family structures</li> <li>Household structures changing</li> </ul>
<b>Equity &amp; social cohesion</b>	<ul style="list-style-type: none"> <li>Household incomes lower in the North</li> <li>Growing wage inequality</li> <li>Cities, including London, have the highest levels of deprivation</li> <li>Unequal distribution of wealth</li> <li>Rich getting richer, poor getting left behind</li> <li>Higher levels of migrant workers</li> </ul>
<b>Values and attitudes</b>	<ul style="list-style-type: none"> <li>Emerging values of individualism and self fulfilment</li> <li>The personalisation of cultural and intellectual capital</li> <li>Desires for balance and authentic experience</li> <li>The search for quality of life</li> </ul>
<b>The 'experience' economy</b>	<ul style="list-style-type: none"> <li>Time spent 'out and about' rising</li> <li>Local leisure culture and long term success linked</li> <li>The rise of the experience economy</li> <li>Tourist expenditure abroad outstrips foreign tourist expenditure in UK</li> </ul>
<b>Government and politics</b>	<ul style="list-style-type: none"> <li>The rise of global institutions</li> <li>European Union – widening and deepening</li> <li>The Euro and UK membership</li> </ul>

Winners and losers in a Europe of regions

The new 'localism' & role of local government in 'place-shaping'

*“Low skills are the biggest negative feature of the local economy”*. The skills and knowledge base of West Norfolk is key to shaping the area’s future by attracting businesses and other employers in growth sectors and retaining skills. This issue would be partly addressed by retaining the 16-18 year old population and raising their aspirations. The ‘up-skilling’ of older people is important in addressing local skills shortages and increasing the quality of life for the Borough’s ageing population.

The area is likely to see a continued influx of migrant workers, which has economic, community, and service implications. The area is also likely to see a growth in wealth in some areas, which could lead to further problems of inequalities and social exclusion.

West Norfolk needs to continue to develop the range and quality of the local amenities on offer as leisure time and disposable income continues in importance as a factor affecting quality of life. Attracting higher level, better paid jobs to the area will not be sufficient if the cultural and leisure facilities, the schools and local services are not of a high enough standard to attract people to the area.

## Environment

Themes

Underlying trends

### Environment

Demand for water expected to surge

Global warming: a question of degrees

Cities growing in population and influence

Traffic volumes expected to increase

CO<sub>2</sub> in atmosphere expected to increase

Flood Risk

The Fens were subject to major drainage works in the 17th Century, and these works still form the backbone of water control in the area, supplemented by major additions in the 20th century. The Borough’s coastal, low-lying landscape means that the risks associated with global warming are significant for the area’s future. Emissions of greenhouse gases have been identified as a global driver of climate change. In particular, management of flood risk and future housing development policy will have an impact on the sustainability of the area. Increasing public awareness of the reality of climate change and its risks is also important.

The quality of the area’s built heritage needs to be recognised and enhanced, with future development of a high quality.

The importance of transport infrastructure in attracting new investment and business to the local area, alleviating car dependency, and ensuring that there are viable and environmentally sustainable alternatives is important for West Norfolk’s future. Improving rail connections, ICT/broadband communications, and transport provision for the elderly are key to encouraging commuting, home-working, and accessible travel, all of which are important quality of life issues, and encourage more flexible working, maximising the area’s potential, given its relative proximity to Norwich, Cambridge, and London.

## Overarching Vision

Our vision has three interlocking strands – economic, environmental and social. Addressing the issues raised in these areas will help to make West Norfolk a better place in which to live and work and will put us in the best position to meet future challenges.

**People will want to be part of the success story that is West Norfolk, drawn here to live, work, invest and visit.**

In 2030...

1. West Norfolk enjoys an unparalleled balance between quality of life and quality of opportunity with people drawn to the area to take advantage of this

### **Economy**

*We want to help people of all ages improve their skills and qualifications, and help raise their aspirations. We want to help people become entrepreneurs and benefit from the growing knowledge economy. We want to be a place where professional people want to live and work.*

In 2030...

2. King's Lynn's reputation as a great place to live and work has spread across the country and reflects its regional importance
3. West Norfolk has a thriving economy with local employment opportunities
4. all young people succeed in school with raised aspirations
5. all adults in West Norfolk have the opportunity to develop their skills or learn new ones throughout their lives
6. West Norfolk is among the premier short-break destinations in the country tourism based on its historical, cultural and environmental offer

### **Society**

*We want to help reduce inequality wherever it exists. We want to make sure that people have good quality housing and local facilities, we want to help people deal with social change and ensure that a growing economy brings higher wages and an improved quality of life.*

In 2030...

7. all communities in West Norfolk are strong, cohesive and safe
8. everyone living and working in West Norfolk receives quality services that meet their needs
9. residents of West Norfolk are active and engaged in their communities, helping to identify and respond to local needs
10. housing in West Norfolk will be focused on 'brownfield' land in sustainable towns and villages and be targeted towards local demand
11. All people in West Norfolk are active and healthy

### **Environment**

*We want to safeguard our justifiably famous natural and historic environment, at the same time making sustainability a central principle to our vision. We want to build*

*connections with other local and regional economies, reduce reliance on the car, and prepare ourselves for the challenges of climate change.*

In 2030...

12. West Norfolk has undergone growth that complements its high quality historical and natural inheritance
13. communities in West Norfolk benefit from quality public spaces and parks with access to the coast and countryside that make the area special
14. West Norfolk is meeting the challenges of climate change
15. people will be less reliant on the motor car to access places and services
16. West Norfolk still feels like somewhere unique in its own right, based on its own local distinctiveness.

In all of these areas we are determined to maintain our individuality, making sure that we do not lose those things that make West Norfolk special. We want to make sure that our ambitions work together to bring the widest possible range of benefits, responding to local needs in an appropriate way. We want to be dynamic and distinctive, helping people outside West Norfolk recognise our unique strengths.

Above all, we want to take action to turn our ambitions into reality. These actions are presented in the next section of the document under six themes, including a theme on collaboration and leadership – we recognise that the way in which we make our vision a reality is as important as what our vision is, and we recognise that we must have a constant focus on improving local people's lives as our top priority.

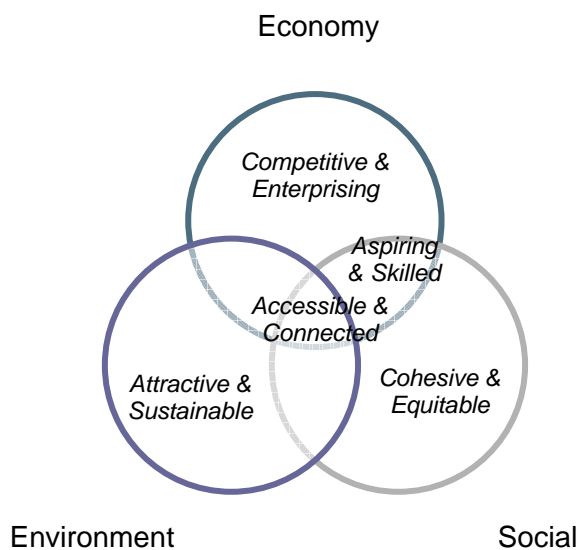
# Strategy Themes

## Strategy Aims

West Norfolk has an impressive story to tell in historical terms and there is a real sense of optimism for the future. This strategy tries to harness this optimism, focus it on key areas, join together the varied activity of partner organisations and deliver significant quality of life improvements for West Norfolk. Development of the strategy builds on the earlier benchmark analysis of the area and potential scenarios for the future.

The Partnership has identified five **aims** through which the vision for West Norfolk will be achieved:

- ⊙ Aspiring & Skilled
  - ⊙ Competitive & Enterprising
  - ⊙ Accessible & Connected
  - ⊙ Cohesive & Equitable
  - ⊙ Attractive & Sustainable
- Underpinned by
- ⊙ Collaboration & Leadership



When applied to a West Norfolk the key aims of the vision that appear to pull together West Norfolk's vision for future sustainable development are **skills** and **connectivity**. It is these two elements that run as common threads throughout the vision:

- **Skills** reflects the growth and competitiveness aims of the West Norfolk vision, helps to reduce inequality and generate social cohesion. It also helps in delivering

the prosperity and local independence needed for a sustainable local quality of life.

- Improved and modern **connectivity** creates stronger and more innovative economic ties suitable for a knowledge economy, improves access and creates informed communities across the area. It also supports more sustainable lifestyles through home-working and reduced congestion.

The vision for West Norfolk, with its focus on innovation and pushing boundaries back, reaches far into the future. This reflects the crucial need to “think of future generation’s needs and circumstances”. This goes some way in explaining the skills and connectivity focus of the West Norfolk vision, as they are key drivers that are also been recognised in national policy<sup>7</sup>. Overall, they support a strong focus on sustainability within West Norfolk, and the overall future quality of life.

Each of the six **Aims** of this strategy include the following:

- Which **Issues** fall under the aim – how we are defining this aim
- **Quality of Life Objectives** – objectives set out in the sustainable community strategy and monitored by the LSP in order to achieve the aim (and therefore the vision for the future
- **Spatial Objectives** – To be determined through the Local Development Framework Process showing where and how the vision needs planning on the ground to make it a reality
- The relevant **Outcomes** that will be addressed through this aim – summarising those conditions of well-being that would become a reality if we are successful in achieving our vision for the future
- **Indicators** through which we will measure and report on progress
- **Strategy Links** – relevant policy or strategy documents containing more detailed information and actions

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<sup>7</sup> see the Leitch Review, and the Eddington Transport Study

## Aspiring & Skilled

Developing skills and raising aspirations across West Norfolk with improved attainment, lifelong learning and targeted local workforce skills

The plan for an 'educated West Norfolk' aims to create a place that recognises the fundamental role of skills and learning in breaking down social and economic barriers. By fostering a culture of learning, it aims to raise aspirations and opportunities for local residents, whilst meeting the needs of business, so that West Norfolk and its communities can fulfil their potential.

The vision for King's Lynn as a university town is a recurrent and underpinning theme. The future development of the College of West Anglia site alongside the proposed new Anglia Ruskin University campus provides an important opportunity for developing this role. It also provides a catalyst for promoting wider skills development across West Norfolk, including lifelong learning, 'up-skilling' amongst older generations and improving local workforce skills.

In addition to promoting skills and qualifications, the University will provide economic benefits by attracting and retaining people with skills and qualifications, crucially, allowing the local community to fulfil its potential in this areas. It will help in raising aspirations and provide opportunities to meet these higher expectations. The plan therefore builds on the University as a driver for other elements of the vision, such as shaping the economy and promoting learning

This part of the vision has links to other developments such as the planned Academy for King's Lynn and the implementation of the 'Building Schools for the Future' programme, which is being rolled-out in West Norfolk ahead of the rest of the county.

This plan places skills at the centre of West Norfolk's vision, tackling the borough's educational underperformance and need for improved skills. The plan is driven by the end goal of removing the ceilings imposed by the local low levels of skills.

### *Issues*

- a wide range of jobs and training opportunities benefiting a skilled and adaptable workforce
- lifelong learning - people of all ages having raised aspirations, skills and earning ability
- pride to live and work here
- improved educational attainment
- an educated, skilled and flexible workforce
- improved aspirations

### *Quality of Life Objectives*

1. Raise aspirations and educational performance
2. Reduce exclusions from schools
3. Reduce the number of young people not in employment, education or training (NEET)
4. Increase participation in lifelong learning
5. Support housing and economic growth with major investment in education, training and skills development ,
6. Create a well educated, well qualified, skilled workforce

### *Spatial Objectives*

- To be determined through the LDF process

### *Outcomes*

- all young people succeed in school with raised aspirations (10)
- all adults in West Norfolk have the opportunity to develop their skills or learn new ones throughout their lives (11)

### *Indicators*

- NI 75 Achievement of 5 or more A\*-C grades at GCSE or equivalent including English and Maths
- NI 114 Rate of permanent exclusions from school
- NI 117 16 to 18 year olds who are not in education, training or employment (NEET)
- NI 163 Working age population qualified to at least Level 2 or higher
- NI 174 Skills gaps in the current workforce reported by employers

### *Strategy Links*

- Skills Strategy

## Competitive & Enterprising

Creating and sustaining a centre of regional importance with a diverse employment base built on the area's economic strengths

Kings Lynn's significant sub-regional role, and the importance of a vibrant and successful King's Lynn for the rest of the Borough, is recognised by the Partnership. It has to continue to develop as an attractive, vibrant and prosperous town, where people choose to live, work and visit. Continual, sustainable and co-ordinated regeneration is essential. An increase in the population of King's Lynn by 25% is needed in order to gain the critical mass necessary to underpin the wider development of the borough. Such growth supports West Norfolk's sustainability as a relatively self-contained area within the region with a commensurate range of amenities; this in turn makes the area more attractive to those wanting to move to or invest in West Norfolk.

Establishing a distinctive, West Norfolk-specific knowledge economy is an important part of the area's future economic development: it should build on existing strengths, including agriculture and value-added manufacturing. Further innovation in these areas could also lead to a local market in 'eco-businesses', providing a competitive differentiation for the area. This specialisation also needs to be reflected in local educational facilities, such as the new University campus and other training opportunities. The need to develop and maintain vibrant town centres and thriving villages is also crucial.

Encouraging innovation in the public sector is important alongside this vision for private sector improvement – enterprise and entrepreneurship should be encouraged across all sectors. The framework of economic infrastructure – partnerships and service agencies such as the Small Business Service, Business Link and Jobcentre Plus – can support this aspiration.

This links the vision for a competitive and enterprising West Norfolk back to the development of the University and the opportunities afforded by the plans outlined under the Aspiring and Skilled theme. Ultimately, the perception of a 'university town culture' will feed into other aspects of the vision. For example, it can raise aspirations, improve local skill levels, lead to better job prospects, and support the local economy, for example through a stronger retail sector. As a result, it creates a clear role for Kings Lynn that should strengthen the West Norfolk community as a whole.

### *Issues*

- the achievement of Growth Point Status for King's Lynn
- King's Lynn's designation as a sub-regional centre serving West Norfolk, North East Cambridgeshire and South East Lincolnshire
- sufficient suitable, serviced, land and buildings to support economic prosperity and growth
- investment and enterprise in the area's key economic sectors
- a strong business community with positive links into local communities
- West Norfolk's position as an important short-break visitor destination centered on heritage and the natural environment
- economically viable and attractive town centres, including our Market towns
- entrepreneurship, business clusters and networks
- electronic (broadband) infrastructure of sufficient speed and quality to ensure the area's competitiveness
- an increase in the rate of business formation particularly in growth sectors

### *Quality of Life Objectives*

1. Develop as an urban area of regional significance, accommodating the 12,000 new houses allocated in the Regional Spatial Strategy for West Norfolk with at least 7,000 of them in King's Lynn, increasing the population of the urban area to 50,000
2. Regenerate King's Lynn as a town of regional significance
3. Increase levels of investment into West Norfolk

### *Spatial Objectives*

- To be determined through the LDF process

### *Outcomes*

- King's Lynn's reputation as a great place to live and work has spread across the country and reflects its regional importance (2)
- West Norfolk has a thriving economy with local employment opportunities (9)
- West Norfolk is among the premier short-break destinations in the country tourism based on its historical, cultural and environmental offer (12)

### *Indicators*

NI 154 Net additional homes provided

NI 155 Number of affordable homes delivered (gross)

NI 166 Average earnings of employees in the area

NI 171 VAT registration rate

NI 172 VAT registered businesses in the area showing growth

### *Strategies*

- Shaping Norfolk's Future
- Norfolk Ambition
- Economic Development Strategy

## Accessible & Connected

Linking people to improved services and information and to stronger communities within and outside of West Norfolk

Connectivity is an underpinning theme. A knowledge economy in West Norfolk will require an advanced electronic infrastructure and a variety of e-services to support a more technology-focused economy and society. Wireless development, bypassing the slow roll-out of broadband, has been identified as a key element in West Norfolk's future, providing a potential competitive advantage.

A crucial aim of the plan is to reinforce and connect West Norfolk's network of communities. This will enable service providers to consult and engage with local residents and businesses, creating more informed and empowered communities. Improved connectivity should provide both public and private sector benefits, encouraging information sharing and home-working. There is a strong case for the inclusion of new technology in new and existing developments, both domestic and commercial, to maximise the early adoption of new high bandwidth services. The net result would be to drive up aspirations, encourage local interest in learning, and achieve efficiency gains in service delivery.

The creation of open networks could be an important part of developing an accessible West Norfolk, particularly for rural areas. Wireless access also encourages home-working, which could spread growth more evenly throughout the area and consolidate links with local economic hubs. This affords the opportunity to sell the high quality of life and lifestyle on offer in West Norfolk with modern, efficient electronic communications.

Public transport improvements are an important second element of a 'connected West Norfolk', with rail and road links improving access to local centres and within King's Lynn. The development and delivery of e-services can improve both access and provision.

This plan creates the building blocks for further development in economic and social terms. Wireless networks provide innovative structures to strengthen relationships with local economic hubs, promote inclusion, and enable more flexible ways of working. These improvements can be supported by public transport development, which together should reap significant benefits in terms of reduced congestion and improved quality of life. The plan aims to increase connectivity in order to promote access and strengthen communities, and thus have positive repercussions on education and learning.

### *Issues*

- high quality, continuously improving services that demonstrate innovation, value for money and efficiency
- service providers who think and act beyond their own geographical and interest boundaries
- improvements in the way their needs are met by the integration of services where appropriate
- high quality local schools and further/higher education institutions with opportunities for lifelong learning
- alternative and integrated transport options that help people travel within and between communities
- widely available and effective telecommunications and internet access
- better access to the countryside and public rights of way

### *Quality of Life Objectives*

1. Encourage the provision of large-scale wireless internet availability across the whole of West Norfolk.
2. Work with service providers to raise standards and to promote integrated operations wherever possible and appropriate.
3. Work with the relevant partners to create better educational opportunities at all levels and for all ages.

### *Spatial Objectives*

- To be determined through the LDF process

### *Outcomes*

- everyone living and working in West Norfolk receives quality services that meet their needs (4)
- people will be less reliant on the motor car to access places and services (15)

### *Indicators*

NI 47 People killed or seriously injured in road traffic accidents

NI 175 Access to services and facilities by public transport, walking and cycling

### *Strategies*

## Cohesive & Equitable

Create and sustain fair, tolerant and cohesive neighbourhoods with a strong local culture and sense of community

This theme is based on the principle that partners should take a co-ordinated approach to implement measures that will help to 'turn the corner', reversing the current trend that sees the gap between those experiencing the best and worst conditions in West Norfolk growing wider.

The promotion of social equity as part of West Norfolk's vision is driven by an understanding and appreciation of diversity within West Norfolk. The area faces significant challenges brought about as a result of inward migration including pressures on services, maximising skills of migrant workers, promoting tolerance and celebrating commonalities. By managing and responding to local diversity and changing demographic profile, West Norfolk will be better placed to retain community vibrancy at a neighbourhood level and thus provide another asset to the local vision. The aim is to retain and maximise important local attributes, such as our healthy population, low crime levels and cultural heritage.

Whilst differences within the area should be celebrated, so too should those things that different places, cultures and people have in common. Providing affordable housing, adapting to and addressing the current and future demographic balance, and better provision for the changing variety of needs within the area (from youth facilities to translation services) will be important in building an inclusive community.

### *Issues*

- a sense of community identity and belonging
- levels of crime, fear of crime, drug abuse and anti-social behaviour below the regional average
- tolerance, respect and engagement between people from different cultures, backgrounds and beliefs
- opportunities to access cultural activities including leisure, sport, recreation, arts and other community activities
- the capacity and ability to respond to local needs and problem-solving at a local level
- reduced levels of deprivation that bring more disadvantaged neighbourhoods up to the Borough average
- a sense of place, neighbourhoods with a feeling of local distinctiveness
- a strong and inclusive community and voluntary sector
- active engagement with service providers and local organisations including our Parish Councils
- accessible information and services

### *Quality of Life Objectives*

1. Address social issues aimed at achieving safer and stronger communities targeted at the parts of King's Lynn with higher levels of deprivation
2. Reduce anti-social behaviour, fear of crime and build respect in communities
3. Reduce incidences of teenage pregnancy
4. Reduce the number of deaths from coronary heart disease
5. Support older people to live safe, independent and fulfilling lives
6. Improve mental health

### *Spatial Objectives*

- To be determined through the LDF process

### *Ambitions*

- all communities in West Norfolk are strong, cohesive and safe (3)
- residents of West Norfolk are active and engaged in their communities, helping to identify and respond to local needs (6)
- All people in West Norfolk are active and healthy (8)

### *Indicators*

- NI 1 % of people who believe people from different backgrounds get on well together in their local area
- NI 2 % of people who feel that they belong to their neighbourhood
- NI 8 Adult participation in sport
- NI 17 Perceptions of anti-social behaviour
- NI 23 Perceptions that people in the area treat one another with respect and consideration
- NI 56 Obesity among primary school age children in Year 6
- NI 112 Under 18 conception rate
- NI 121 Mortality rate from all circulatory diseases at ages under 75
- NI 139 The extent to which older people receive the support they need to live independently at home
- NI 150 Adults in contact with secondary mental health services in employment

### *Strategy Links*

- Community Cohesion Strategy
- Crime & Disorder Strategy
- Improving Neighbourhoods Plan 2007-2010

## Attractive & Sustainable

Create places for people to live, work and visit that balance these needs with considerations for West Norfolk's unique natural and built heritage

Environmental sustainability raises a number of challenges. One is to address future environmental change, particularly dealing with flood risks. Another is how to develop a policy of eco-friendly planning, aimed at creating a 'functioning eco-place'. The borough should aim to become a carbon neutral area, building on its current environmental strengths, and be prepared to innovate (e.g. in the bio-fuel industry).

The 'eco-friendly' plan for West Norfolk is centred on elements of the vision that will drive forward local environmental sustainability. Consequently, the plan is linked to connectivity as the key force behind delivering the vision for West Norfolk. By providing the local infrastructure for future innovation and development, the plan aims to feed into the wider development aims within the vision. Thus, innovative implementation of the vision, particularly with public-private sector links and information sharing, can help to create a unique selling point of an eco-friendly town and district.

West Norfolk is therefore ambitious in its plans to develop a sustainable 'selling point' – not only in terms of measures to adopt sustainable practice in the way services are designed and delivered but also in terms of retaining the quality of the local environment.

### *Issues*

- living in ways that minimise impact on the environment
- recognising and preserving the area's important natural heritage, including the Norfolk Coast Area of Outstanding Natural Beauty
- actively seeking to limit and adapt to climate change including minimising the risk of flooding
- making efficient use of natural resources, encouraging sustainable production and consumption
- protecting and improving local bio-diversity
- enjoying cleaner and greener neighbourhoods with user-friendly public spaces and facilities for everyone
- a sufficient range, diversity and affordability of housing, including social housing, within a balanced housing market
- high quality development that is complementary in size, scale, density, and design to local characteristics and community needs
- enhanced preservation, interpretation and access to our heritage
- reduced dependence on cars with facilities to encourage safe local walking and cycling

### *Quality of Life Objectives*

1. Sustain housing development with economic growth focused on King's Lynn's role as a sub regional service centre and key employment sectors of advanced engineering, tourism, value-added food activities and developing entrepreneurship
2. Accommodate new development primarily on brownfield land which will be underpinned by investment in transportation, utilities and management of flood risk
3. Support the provision of green infrastructure and a full range of leisure, cultural and community facilities befitting a major urban centre
4. Reduce Carbon Dioxide emissions in West Norfolk.

### *Spatial Objectives*

- To be determined through the LDF process

### *Outcomes*

- housing in West Norfolk will be focused on 'brownfield' land in sustainable towns and villages and be targeted towards local demand (7)
- West Norfolk has undergone growth that complements its high quality historical and natural inheritance (13)
- West Norfolk is meeting the challenges of climate change (14)

### *Indicators*

NI 186 Per capita reduction in CO<sub>2</sub> emissions in the LA area

NI 192 Household waste recycled and composted

NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)

NI 197 Improved local biodiversity – active management of local sites

### *Strategy Links*

## Collaborative & leadership issues

Taking bold steps to lead West Norfolk forwards, improving services and shaping the places where we live.

West Norfolk has a track record of securing improvements by working together. The Local Strategic Partnership was constituted in 2001 and has enabled partners to maintain a focus on service delivery and the needs of those who live, work and play in West Norfolk during a period of significant change within the public sector.

The Partnership is clear that one of the unique advantages it has in West Norfolk is that it is 'light on its feet' – partners can respond collectively and quickly to tackle issues or respond to challenges<sup>8</sup>. It is fairly easy to convene the key decision-makers and influencers in order to debate or respond to important local issues.

Partners promote a culture within their organisations that recognises the importance and advantages of working together:

*"The future lies with those managers who can demonstrate the capacity to work effectively across organisational boundaries. Such boundaries will always exist. Those able to operate flexibly need encouragement, in contrast to those who persist in working in isolation and making decisions alone."<sup>9</sup>*

The fact that local agencies come together to tackle shared problems in West Norfolk and address the issues that our communities face is testament to the fact that they recognise the distinct but complementary roles that each organisation plays in the development of public policy and delivery of services

This theme reflects the need for the Partnership to continue to promote joined-up working, be fit for purpose and operate to robust governance and accountability standards in order to deliver the ambitions within this strategy. The increasing importance of 'place-shaping' and community leadership strengthens the need for strong partnerships working collaboratively towards a clear vision and shared priorities.

The West Norfolk Partnership is well-placed to respond to the challenge summarised in the Lyons Review of 2007 of "raising its game to tackle the challenges of promoting effective local choice and energetic place-shaping. This requires stronger leadership, closer engagement with local residents, effective partnership-working with other services and the business community, and a consistent commitment to efficiency and cost effectiveness".

### Issues

- Strategic, visionary leadership from the West Norfolk Partnership
- Strong, informed and effective partnerships
- Identifying and considering future trends and the needs of future generations in making current decisions
- The promotion and positive image of West Norfolk as a place to live, work and visit – developing West Norfolk as a recognisable and positive 'brand'
- Local innovation based on collaboration between businesses, firms, the public sector, universities, colleges, and other key players.
- Joint commissioning and responses to local issues; using public spend in West

<sup>8</sup> The 2007 programme of development underpinning the bid for Growth Point Status was overseen and signed-off within six weeks; the response to the issue of illegal immigrants in King's Lynn was tackled expeditiously

<sup>9</sup> Lord Laming, Report of the Victoria Climbié Inquiry

Norfolk to greatest effect

### *Quality of Life Objectives*

1. Improve joint commissioning of services
2. Promote King's Lynn & West Norfolk as the place to live work and visit

### *Outcomes*

- West Norfolk enjoys an unparalleled balance between quality of life and quality of opportunity with people drawn to the area to take advantage of this (1)
- King's Lynn's reputation as a great place to live and work has spread across the country and reflects its regional importance (2)

### *Indicators*

NI 3 Civic participation in the local area

NI 4 % of people who feel they can influence decisions in their locality

NI 5 Overall / general satisfaction with local area

### *Strategy Links*

## Delivery

The Partnership is structured around themes and neighbourhoods (appendix A).

### **Thematic partnerships**

are responsible for taking forwards actions that contribute towards the Partnership's quality of life priorities; these are generally longer term interventions tackling more entrenched issues that often only show their impact over a long – often generational - time scale.

### **Neighbourhood partnerships**

identify and tackle important issues at a local level. These are often very real and immediate quality of life issues under the 'clean, green and safe' heading that is widely used. They can generally be resolved within a shorter timescale, providing real 'quick-time' improvements and improving satisfaction levels of residents.

## *Planning Together*

*“Each local authority is responsible for turning the vision for their area into the Local Development Framework plan, to guide and shape development over the next 15-20 years. The Core Strategy is the spatial expression of the Sustainable Community Strategy and covers a wide range of policies and programmes including housing, health, education, transport, waste management and environmental protection. We encourage local authorities to align and coordinate these strategies to maximise the benefits.”*

Local Government White Paper 2006 (E34)

This vision can only be fully implemented through the local planning process. The Local Development Framework is the 'spatial expression' of all the strategies of the local public sector – setting out how we could use the land available to us to help achieve our long term priorities for the area. This means that we must continue not only to join up local strategies through the sustainable community strategy but also to work through the LSP to join up our thinking and our actions.

The sustainable community strategy (SCS) and local development framework (LDF) therefore:

1. Set out a shared vision for the future of West Norfolk which is locally distinctive, together with the strategies for delivering it
2. Create the framework for private and public investment that promotes economic, environmental and social well-being for the area
3. Are founded on good evidence and have clear programmes for delivery based on joint consultation on the priorities and actions
4. Need to ensure that spatial strategies support delivery of the thematic strategies – for example, the impact that land use has on CO<sub>2</sub> omissions or the need to ensure that housing allocations in the borough support the future role within the region envisaged for King's Lynn
5. Require an annual monitoring report which sets out the progress made in implementing the community strategy and the LDF against key indicators of economic, social and environmental conditions.

## *Neighbourhood Working*

Conditions of well-being vary considerably across West Norfolk<sup>10</sup>. The neighbourhood geography (Appendix B) helps the Partnership ensure that decisions and services are better informed by local knowledge which in turn helps

- Improve the way we work together so that services are more responsive to local issues
- Encourage a greater level of councillor, parish, neighbourhood and community engagement
- Facilitate the sharing of skills, resources and data
- Develop public services across the board that are accountable and responsive to the community
- Ensure communities have the opportunity and capacity to influence priorities and hold public services to account.

In West Norfolk the Partnership has

1. Agreed a geography of nine neighbourhoods, four in King's Lynn and five covering the rest of the Borough
2. Added data at the neighbourhood level to the observatory 'Dawn' (much of the data can now be aggregated to give a neighbourhood figure)
3. Overseen the Neighbourhood Management programme in King's Lynn which links closely to three of the four King's Lynn Neighbourhoods
4. Commissioned a quality of life survey which will provide statistically reliable data across the nine neighbourhoods.

The police are implementing the government's Safer Neighbourhoods programme<sup>11</sup> across the nine neighbourhoods<sup>12</sup>. This provides for a Sergeant, Constables and a number of Police Community Support Officers (PCSOs) in each neighbourhood. Local priorities and actions are determined through public community action groups (CAGs) in each neighbourhood that the police are currently servicing. The issues raised in these local forums are not restricted to the police's areas of responsibility but relate to wider quality of life issues impacting on the work of all partners.

The Partnership is now developing these forums to provide a focus for local work and action, joined up across agencies, in response to local conditions of well-being. It provides a forum for community engagement<sup>13</sup> and empowerment which is at the very heart of the Partnership's moves towards tackling important local issues.

The Partnership therefore recognises that there are distinct challenges facing the main towns of King's Lynn, Hunstanton and Downham Market and the rural villages that are found across West Norfolk. Our strategy needs to reflect the contrasting needs of these areas; to be successful, the vision for the future of West Norfolk needs to be translated

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<sup>10</sup> Individual ward and neighbourhood profiles are available from [www.visitdawn.com](http://www.visitdawn.com) for all 42 wards and nine neighbourhoods

<sup>11</sup> "Neighbourhood Policing – your police, your community, our commitment" (May 2005)

<sup>12</sup> <http://www.safenorfolk.co.uk/your-neighbourhood>

<sup>13</sup> The Governance of Britain green paper (2007) sets out proposals to strengthen the ability of citizens to influence local decisions and hold service providers to account, for example through the forthcoming duty to involve, which will require the partnership to engage with communities in the development of the sustainable community strategy, the local development framework and the local area agreement  
<http://www.justice.gov.uk/publications/governanceofbritain.htm>

into actions on the ground that are responsive to these distinct local conditions of well-being.

## *King's Lynn*

King's Lynn is the main town of West Norfolk located between the larger cities of Norwich (50 miles), Cambridge (45 miles) and Peterborough (38 miles) on a strategic transport hub. Five main 'A' roads and an electrified railway link to London King's Cross feed the town. The urban area population of 41,000 makes it Norfolk's third town.

This means that King's Lynn has services and facilities which are much greater than would normally be found in a town of its size. In recognition of the scale of growth envisaged for King's Lynn and its role as a major service centre, the town has been identified as a Key Centre for Development and Change (KCDC) in the regional spatial strategy.

The town received its charter from King John over 800 years ago and developed into a Hanseatic port of European significance. The historic status of King's Lynn as England's third port in the 13<sup>th</sup> Century<sup>14</sup> provides a legacy of a built environment of such quality and significance that they stand King's Lynn apart from many other growth locations in the region. The Partnership's plans, therefore, aims to utilise the heritage assets of King's Lynn as a unique selling point in attracting residents, visitors and business investment. The West Norfolk Partnership recognises the crucial role played by the urban area of King's Lynn as the service centre and economic driver of a sub region of some 200,000 people covering western Norfolk, northern Cambridgeshire and southern Lincolnshire, a fact supported by recent research published by the LGA<sup>15</sup>.

King's Lynn is a town steeped in heritage which is moving forward at a rapid pace towards a shared vision of its future. This vision is set out in the Urban Renaissance Strategy and underpinning programme of development<sup>16</sup>. It has the political will and leadership, partnership structures and engagement, ability and track record to deliver sustainable growth and to contribute towards meeting the housing and economic growth needs of the eastern region.

The key element of the delivery programme is the ability of King's Lynn to build the housing growth envisaged in the Regional Spatial Strategy. King's Lynn has the capacity within the existing urban area to accommodate planned growth of 7000 homes primarily on brownfield land, much of which is in public ownership and which will be made available for development. This also means that new development housing will benefit from the flood defence works that will be required for the existing town.

There is a track records of delivery in King's Lynn; the Nar-Ouse Millennium community is starting to take shape. The walks are being restored to their former glory, with other parks and public spaces to be improved. Plans for a marina, which will help transform how people think about King's Lynn, are emerging. Key sites that are derelict or under utilised are coming forward for development that will benefit the town as a whole, as well as those living in surrounding villages.

An Urban Development Board has been established to implement the Urban Development Strategy. This will closely link with the Delivery Plan, which will set out how we will achieve our ambitions, with a particular focus on the crucial role that King's Lynn plays in the future development of West Norfolk.

An increase in the population of King's Lynn by 25% is needed in order to gain the critical mass necessary to underpin the wider development of the borough. King's Lynn needs to

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<sup>14</sup> After London and Southampton

<sup>15</sup> LGA 'Thriving Local Communities' Mapping Research, conducted by PACEC, January 2007

<sup>16</sup> Submitted to DCLG and GO-East in September 2007 as part of the Growth Point Status submission

develop its role as a sub-regional centre serving West Norfolk. Whilst accommodating this growth, it has to continue to develop as an attractive, vibrant and prosperous town. Such growth supports West Norfolk's sustainability as a relatively self-contained area within which people live, work, visit and recreate.

### *Downham Market*

Downham Market is Norfolk's tenth largest town and the second in the borough with a population of 7710 (2004). It is situated 20km south of King's Lynn on the River Great Ouse, England's fourth longest river. It was an agricultural centre, developing as a market for the produce of the Fens with a bridge across the Ouse. During the Middle Ages, it was famed for its butter market and also hosted a notable horse fair. The town is known as the place where Charles I of England hid after the Battle of Naseby and where Lord Horatio Nelson spent part of his schooldays. Riots took place in the town in May, 1816 as a tide of discontent swept the nation in the wake of the Napoleonic Wars. The opening of the railway in 1846 was to have a far-reaching effect on local trade and posterity. Electrification of the line in 1992 and subsequent improvements have reduced the journey time to 90 minutes from London King's Cross and 40 from Cambridge, a crucial factor in its growth in recent years. The town has recently undergone a regeneration project on the town square and market place.

Future development must recognise its role as a service centre serving the surrounding rural area. Its prime characteristic is that of a compact market town serving a large rural hinterland. In recent years the town has undergone a dramatic programme of residential development. The population, which is predominantly elderly, is increasingly diverse in age range with increasing levels of commuting.

The state of the local environment affects and reflects the well-being of the people who live there. Whether it is the quality of the town centre, or the street where people live, it is important that they improve the quality of life and they are safe and attractive places. To combat the socio-economic aspects of residential growth in recent years requires something of a step change in the way we plan, design, move about and use Downham Market if we are serious about Downham Market becoming an attractive, vibrant and prosperous town, where people choose to live, work and visit, making the most of its natural and historic environment.

### *Hunstanton*

Hunstanton is a purpose built resort, developed in the late 1840s, when Henry Styleman LeStrange decided to build model seaside resort with imposing carr-stone houses, grand squares and a promenade. The centrepiece of the town is a large sloping green, which runs from one end of the high street to the promenade. The town also boasted a Victorian pier, until it was blown down by a storm in 1972. It is famous for being the only resort on the east coast from which you can watch the sunset over the sea.

It came under fire in one of the first-ever air raids, in 1915, when a Zeppelin dropped a bomb on farmland near Victoria Avenue. Hunstanton today is home to a fairground, aquarium and seal sanctuary, leisure pool, theatre, large caravan parks with amenities (Searle's Holiday Park opened in 1936), a number of amusement arcades, and a long promenade. In good weather, boats run by Searle's carry tourists out to view grey seals which have colonised sand bars both in The Wash and to the north of Norfolk.

Hunstanton has a dual function. The town is a seaside resort, but also acts as a service centre for year-round residents and the surrounding rural areas. The seasonal nature of visitors to the town creates diverse seasons with variations in population and demands on local services, but tourism makes a vital contribution to the local economy. It is important that the dual functions of the town are respected. The town also has a significant retired

population, which creates an imbalance in the age structure of the resident population. We need to encourage a sustainable and vibrant community in Hunstanton, reinforcing the role of the town as a quality tourist destination while protecting and enhancing its unique character.

### *Vibrant Villages & Countryside*

West Norfolk has a large rural area with over 100 villages and parishes within its boundaries, each with its own distinctive character, needs and aspirations. The isolated rural nature of the Borough raises issues of accessibility to essential services and facilities.

The area has an impressive and varied landscape, which ranges from the Norfolk Coast Area of Outstanding Natural Beauty (AONB), to the Brecks, and includes large areas of fenland drained in the 17<sup>th</sup> Century by the Dutch. Amongst this unique setting are found numerous international, national and local site protection and environmental designations. The area also has some of the best and most versatile agricultural land in the country.

Rural living is a desirable way of life and the demand for this puts increasing pressure on both housing development and service provision. Housing demand in these areas means that the provision of affordable housing becomes more of a priority. Village services need to be sustained and improved where possible. Some locations are more sustainable than others and therefore may have some scope for further small-scale development.

The area has a typical rural economy that is based around agriculture and food related production which is also influenced by tourism. The economy is constantly evolving, influenced by changes in the agricultural sector, but changes in agriculture mean that the rural economy needs to be bolstered. This brings an increasing need for rural diversification in many of our rural areas, both to retain traditional industry and employment, but also to recognise the need to allow the rural economy to diversify into other sectors.

The villages and rural areas all have different needs and aspirations. The key ambition of the Partnership is to recognise and encourage local distinctiveness. This means defining what makes places special and working with the local community to help meet their aspirations for the future. Improvements in the quality of life and wealth of the residents are important but it is also important to protect the areas assets – and environmental quality indicators are the only ones attracting a top rank of 'A' in the earlier benchmark analysis.

## Keeping on track

Successful strategies need to be reactive to changing conditions and set out how we will remain on track to deliver our aims and objectives. This section presents a summary of how we will make sure we are marshalling our resources in support of our aims. This is done through effective performance, risk and financial management.

### *Decision-Making*

The Partnership board is a 'board of decision-makers' and therefore acts as an advisory body. It is not a legal entity and does not directly control resources, employ staff or have the legal status to contract with other bodies to achieve its objectives.

The board may move towards closer working arrangements, as set out in the table below, depending upon the benefits to be obtained and the funding streams available.

Board of Decision-Makers	
Shared goals	Align priorities and performance management systems
Shared resources	Sharing premises, maximising staff skills (secondments), equipment etc
Shared budgets	Pooling budgets to achieve mutual benefits
Joint commissioning	Where the Partnership acts a client in procuring services or letting contracts
Integrated Provision	Joining-up services or functions so they are provided by a single entity
Decision-Making Board	

### *Financial Management*

The Partnership secretariat prepares budget monitoring reports for all significant funding streams. These are considered by the Management Group and Partnership Board. In addition, the chairs of the thematic partnerships and neighbourhood action groups provide quarterly reports to the Board.

### *Performance Management*

The Management Group will monitor delivery against the strategy and action plans and will receive monthly financial monitoring reports in respect of any significant funding streams.

Progress and achievements will be reported to the annual Forum.

The West Norfolk Partnership recognises that whilst it will be held accountable for the delivery of its priorities, it is through the individual partner agencies that actual delivery will take place. The Partnership therefore operates with respect for individual partners' accountability & governance arrangements

The Partnership is improving its performance management arrangements through the use of an on-line performance management system. 'DAWN' provides for the analysis of data measuring the impact of the Partnership's plans, which is moving closer to 'real time' analysis.

## *Risk Management*

The Partnership has integrated management of risk into its performance management arrangements in accordance with accepted best practice. These risks are identified at the project planning / business case stage and prioritised and overseen by the Partnership's Management Group.

## *Reporting and Accountability*

It is important that our progress against objectives and targets – whether corporate, service or individual - are actively monitored to ensure we remain on-track and respond to any changes in circumstances. We will publish an annual performance report at the annual conference each year. This comprises a schedule of our performance against our actions, indicators etc to show publicly how we are addressing local issues.

Information gathered from this process of reporting and accountability will inform regular reviews of the strategy and ensure that we remain on track to achieve our aims and objectives. When objectives are achieved, this strategy development and prioritisation process will ensure that new objectives are added with due consideration to the evidence and resource implications attached. This means we will retain our focus on what is important, without trying to achieve everything at once.

## *Communications*

For partnership working to be successful, there needs to be clear communication between

- the different elements of the partnership model, and
- the wider members of partner organisations and their stakeholders.

The public face of the WNP is about tangible outcomes as a direct result of partnership working. Detailed communication protocols are set out in the Partnership's Communications Strategy.

## *Statement of Commitment*

The following statement of commitment was agreed by the Partnership Board at its meeting in January 2003. It is intended that partners publish the statement, together with the Partnership logo, in any annual reports, policy or strategy documents that they publish:

"We are committed to working as part of the West Norfolk Partnership to improve the quality of life for those who live in, work in or visit West Norfolk. We will seek to co-ordinate the actions of public, private, voluntary and community organisations so we can tackle these key issues together. Working together, we will show local people that their hopes, needs and priorities are being taken seriously."

## *Values*

Partners foster a culture that promotes the importance and advantages of working in partnership, based on its agreed values:

- **Action Research / Learning**  
Putting ideas into practice, learning from and responding to experience
- **Adding value**  
Achieving more together than we can on our own through, collaboration, co-ordination and commitment.

- **Breaking down traditional service boundaries**  
Merging functions across organisational boundaries
- **Customer Focus**  
Ensuring that services meet the needs and expectations of citizens
- **Efficiency & Service quality**  
Improving efficiency and delivering value for money
- **Innovation**  
Ensuring that traditional thinking is not applied to traditional problems
- **Measurable impact**  
Ensuring that improvements are quantifiable
- **Tangible Outcomes**  
Delivering real change

### *Partnership Structure*

The West Norfolk Partnership operates a structure similar to that of a company, with a **Board** and a wider stakeholder **Forum**. The Board achieves its aim through policy development, implementation and review. This work is informed by **thematic partnerships** in key policy areas and by time-limited **task & finish groups** set up to investigate and report on specific policy issues. Policy implementation is through two strands - through the work of the **thematic partnerships** and their **partnership sub-groups**, and through the work of the partner organisations themselves. The **thematic partnerships** are centered on key local issues:

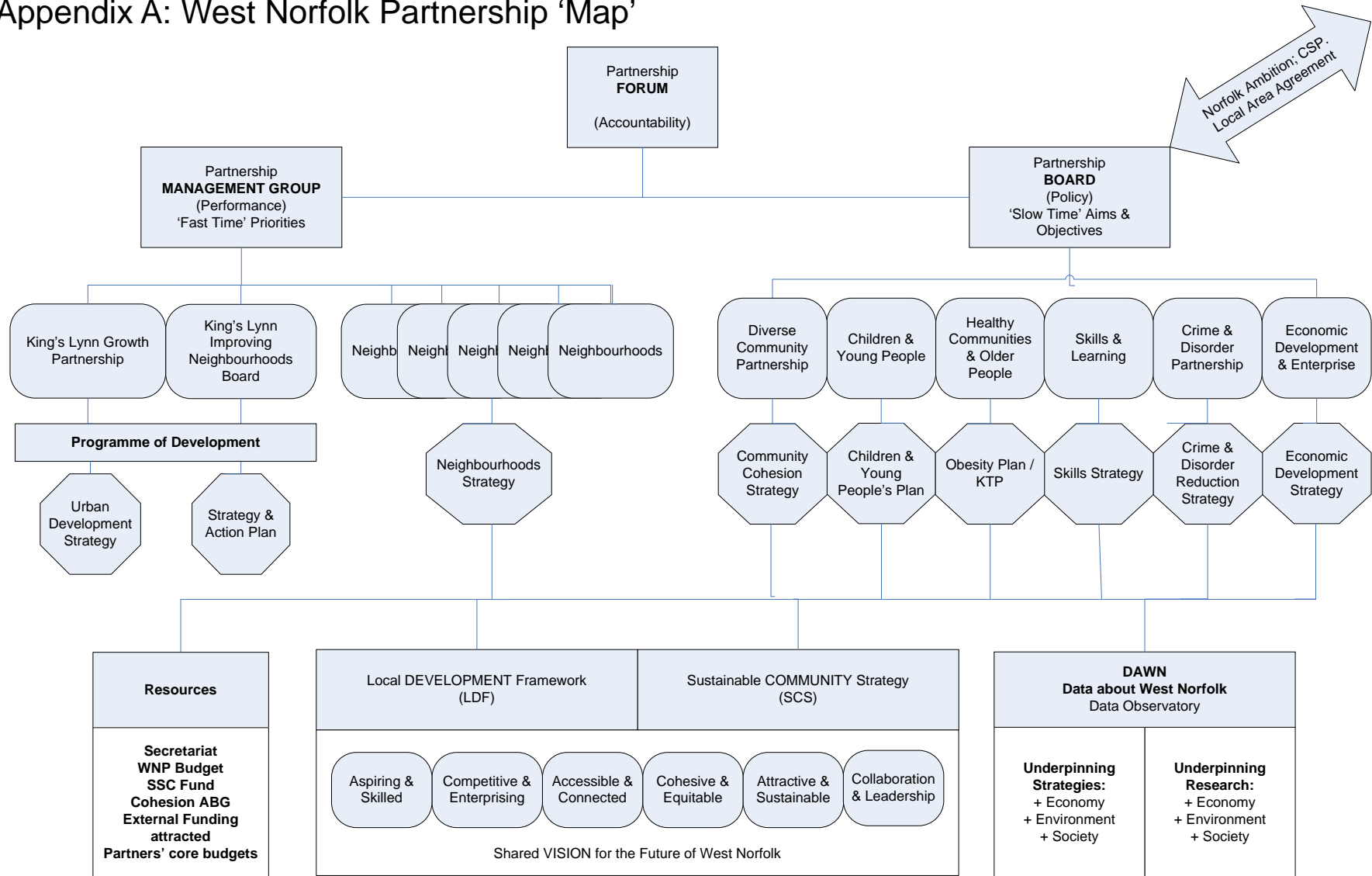
- Children & Young People's Partnership
- Diverse Community Forum
- Crime & Disorder Reduction Partnership
- Healthier Communities and Older People Partnership
- Economic Partnership
- Skills and Learning Partnership
- Improving Neighbourhoods Board
- King's Lynn Growth Partnership

A **Management Group** is tasked with strategy implementation and making things happen. More detailed terms of reference for these groups are available from the Partnership's website<sup>17</sup>. These relationships are illustrated in the diagram on the following page.

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<sup>17</sup> [www.wnp.org.uk](http://www.wnp.org.uk)

# Appendix A: West Norfolk Partnership 'Map'



## Appendix B: WEST NORFOLK NEIGHBOURHOODS

Ref	Ward
1	Airfield
2	Burnham
3	Clenchwarton
4	Denton
5	Hilgay with Denver
6	Dersingham
7	Docking
8	Downham Old Town
9	East Downham
10	Emneth with Outwell
11	Fairstead
12	Gayton
13	Gaywood Chase
14	Gaywood North Bank
15	Grimston
16	Heacham
17	Hunstanton
18	Mershe Lande
19	Brancaster
20	North Downham
21	North Lynn
22	North Wootton
23	Old Gaywood
24	Rudham
25	St Lawrence
26	St Margarets with St Nicholas
27	Snettisham
28	South and West Lynn
29	South Downham
30	South Wootton
31	Spellowfields
32	Springwood
33	Priory
34	Upwell and Delph
35	Valley Hill
36	Walpole
37	Walton
38	Watlington
39	West Winch
40	Wiggenhall
41	Wimbotsham with Fincham
42	Wissey



Dotted lines indicate Parish Boundries.

Neighbourhood	Wards	2004 Population	Colour
Northern	7	26,252	Blue
Central	5	11,015	Green
Western	7	18,361	Red
The Woottons	2	6,474	Lime Green
King's Lynn North	2	9,513	Cyan
Gaywood, Fairstead, Springwood	5	21,151	Pink
South & West Lynn	1	4,178	Yellow
Eastern	5	16,591	Purple
Southern	8	26,405	Yellow
	42	139,940	



## Appendix C: Baseline Report Card (2006)

Report Card – West Norfolk Baseline 2006		Sub Region (Norfolk)	Region (East of England)	National
<b>Economy</b>	1. Economic Scale	A	C	C
	2. Productivity	C	E	E
	3. Economic Change	E	D	D
	4. Industrial Structure	D	E	E
	5. Business & Enterprise	C	E	E
	6. Skills & Qualifications	D	D	E
	7. Labour Market	B	D	C
<b>Society</b>	8. Knowledge Workers	D	E	E
	9. Prosperity	D	E	D
	10. Deprivation	B	B	C
	11. Inequality	n/a	n/a	n/a
	12. Health	D	D	B
	13. Crime	B	C	D
<b>Environment</b>	14. Housing Affordability	D	D	D
	15. Floorspace Change	E	E	E
	16. Connectivity	C	E	E
	17. Services	C	A	B
	18. Amenities	E	E	E
	19. Natural Environment	A	A	A

## Appendix D: Indicators

### *Economy*

#### **Economic Scale**

District Average workplace based gross weekly earnings

District Economic scale

District Gross Value Added per head

District Productivity score

District Share of national GVA

District Share of total national employment

#### **Productivity**

District Average workplace based gross weekly earnings

District Economic scale

District Gross Value Added per head

District Productivity score

District Share of national GVA

District Share of total national employment

#### **Economic Change**

District Change in Gross Value Added per head

District Change in total employment (long-term)

District Change in workplace based average gross weekly earnings

District Economic change score

#### **Industrial Structure**

District Change in employment in Knowledge-driven sectors (workplace based)

District Change in employment in Public services (workplace based)

District Industrial structure score

District Proportion of employment in Knowledge-driven production sectors

District Proportion of employment in Knowledge-driven sectors

District Proportion of employment in Knowledge-driven services

District Proportion of employment in Public Services sectors

#### **Business & enterprise**

District Average business size

District Business and enterprise score

District Business closure rate

District Businesses per 000 population

District Change in total VAT registered business stock (long-term)

District New business formation rate

District New business survival rate (24 months from 2003)

District Proportion of self employed in workforce (residence based)

#### **Skills & Qualifications**

District Proportion of students gaining 5+ GCSEs (A\*-C)

District Proportion of workforce who have received training in last 13 weeks (residence based)

District Proportion of working age population with NVQ4+ (residence based)

District Proportion of working population qualified below NVQ 2 (residence based)

District Proportion of working population with NVQ 2 (residence based)

District Proportion of working population with NVQ 3 (residence based)

District Skills and qualifications score GB=100 (residence based)

#### **Labour Market**

District Change in people of working age in employment

District ILO Unemployment (residence based)

District Inactivity due to long-term sickness

District Labour market score

District Long-term unemployment as a proportion of all unemployment (12 months+)

District Proportion of 16-25 year olds who are unemployed

District Unemployment rate

District Working age population in employment (residence based)

### *Society*

#### **Knowledge Workers**

District Knowledge worker score

District Proportion of people employed in elementary occupations (level 1)

District Proportion of people employed in lower skilled occupations (level 2)

District Proportion of people employed in manager and professional occupations (level 4)

District Proportion of people employed in skilled technical occupations (level 3)

### **Prosperity**

District Average house prices  
 District Average number of rooms per household  
 District Average total income  
 District Proportion of all households with 2+ cars  
 District Prosperity score

### **Deprivation & Inequality**

District Deprivation score  
 District Index of Multiple Deprivation (IMD) 2004:  
 average of SOA scores  
 District IMD, Crime Domain  
 District IMD, Education Domain  
 District IMD, Employment Domain  
 District IMD, Environment Domain  
 District IMD, Health Domain  
 District IMD, Housing & Services Domain  
 District IMD, Income Domain  
 District Inequality (range of IMD ranks)  
 District Inequality score

### **Health**

District Average life expectancy  
 District Cancer mortality rate  
 District Circulatory disease mortality rate  
 District Health score  
 District Incapacity benefits claimants per 000 16+  
 population  
 District Infant mortality rate  
 District Proportion of residents who are obese  
 District Proportion of residents who smoke  
 District Standardised Mortality Ratio (SMR)

### **Crime**

District Change in total offences (short-term)  
 District Crime score  
 District Dwelling burglaries per 000 residents  
 District Total offences per 000 population  
 District Vehicle crimes per 000 population  
 District Violent crimes per 000 population

## *Environment*

### **Housing Affordability**

District Affordability score  
 District Average house prices  
 District Change in affordability  
 District Change in average house price  
 District Percentage of Local Authority housing stock  
 declared non-decent

District Proportion of households in owner-occupied  
 properties

District Proportion of households in rented  
 accomodation

District Proportion of houses sold

### **Floorspace Change**

District Business Rateable Value  
 District Change in commercial & industrial floorspace  
 (long-term)  
 District Change in Industrial floorspace (long-term)  
 District Change in Office floorspace (long-term)  
 District Change in Retail floorspace (long-term)  
 District Floorspace change score  
 District Industrial floorspace as a proportion of all  
 commercial & industrial floorspace  
 District Office floorspace as a proportion of all  
 commercial & industrial floorspace  
 District Proportion of total area that is derelict land &  
 buildings  
 District Retail floorspace as a proportion of all  
 commercial & industrial floorspace

### **Connectivity**

District Average travel to work time  
 District Connectivity Score GB=100  
 District Jobs taken by in-commuters  
 District Journeys per sq km  
 District Net Commuting, GB=100  
 District Proportion of persons travelling to work by car  
 (by residence)  
 District Proportion of persons travelling to work by  
 public transport (by residence)  
 District Proportion of persons travelling to work on  
 foot or by bicycle (by residence)  
 District Residents who work elsewhere

### **Services & Amenities**

District Access to services  
 District Comprehensive Performance Assessment  
 District Local services score  
 District Proportion of household waste recycled  
 District Proportion of students gaining 5+ GCSEs (A\*-  
 C)

### **Natural Environment**

District Air quality (IMD 2004 Environment domain  
 underlying indicator)  
 District Average weather  
 District Natural Beauty score  
 District Natural environment score  
 District Tranquillity