

Corporate Business Plan 2021-23

Priority: Focusing on delivery			
Objective	Key initiatives	Cabinet Portfolios	Lead Officers
Set a Medium-Term Financial Strategy to fund council services by a prudent mix of investment, services and tax income, while maintaining adequate reserves	Monitor performance against revenue and capital budgets on a monthly basis to Management Team and Members.	Finance	M. Drewery
	Report variances and corrective action in a timely manner to Management Team and Members.	Finance	M. Drewery
	Provide treasury functions for the delivery of the financial plan and advise and support on new projects and initiatives.	Finance	M. Drewery
	Prepare revenue and capital estimates and report to Panel/Cabinet as part of the budget and council tax setting process.	Finance	M. Drewery
Develop and increase the range and effectiveness of the Council's approach to communicating and engaging with employees, businesses, local communities and visitors	Develop and implement communications plans for major council projects as required or identified by Leader and Chief Executive.	Leader	B. Box
	Communicate the new corporate business plan.	Leader	B. Box H. Howell
Be attentive to our customer and community needs	Continue to deliver all statutory services to an appropriate standard within available resources, whilst also responding to the priorities set out in the Corporate Business Plan.	All	All
	Ensure that effective recruitment, retention and employee development processes are in place so that services are appropriately and effectively resourced and aligned to the delivery of statutory services and the Council's corporate priorities.	Leader	B. Box

Priority: Delivering growth in the economy and with local housing			
Objective	Key initiatives	Cabinet Portfolio	Lead Officer
Develop our town centres and the rural offering; recognised as great places to live, visit and invest into	Implement the Town Investment Plan.	Deputy Leader and Cabinet Member for Business, Culture and Heritage Development and Regeneration	D. Hall
	Develop a business case for projects / programmes that were part of the Heads of Terms agreement from MHCLG.	Deputy Leader and Cabinet Member for Business, Culture and Heritage	D. Hall
	Develop further the West Norfolk Holiday guide in the context of the on-going changes to accessing information digitally.	Deputy Leader and Cabinet Member for Business, Culture and Heritage	D. Hall
	Deliver the Council's directly managed commercial and housebuilding programmes.	Deputy Leader and Cabinet Member for Business, Culture and Heritage Development and Regeneration	D. Ousby
	Develop and manage the portfolio of PRS properties managed by West Norfolk Property Limited.		
	Develop affordable homes to be managed by West Norfolk Housing Company Limited.		
	Achieve community benefits through market engagement with Local Suppliers, SMEs & VCSEs - in support of the local economy; and measure the monetary value of social value provided by contractors (Through the 2021-2025 Procurement Strategy).	Finance	D. Ousby
Deliver the Local Plan	Ensure the close relationship between Local Plan, Corporate Business Plan and other corporate work.	Development and Regeneration	S. Ashworth
	Engage with internal departments in Local Plan Review consultation.	Development and Regeneration	S. Ashworth
	Take forward strategic transport policies for the Borough.	Development and Regeneration	S. Ashworth
	Assist towns and parishes to prepare their own neighbourhood plans.	Development and Regeneration	S. Ashworth

Priority: Protecting and enhancing the environment including tackling climate change			
Objective	Key initiatives	Cabinet Portfolio	Lead Officer
Deliver on our commitment to be carbon neutral by 2035 by implementing the council's carbon reduction strategy and encourage our partners, communities and local businesses to reduce their environmental impact	Declare a Climate Emergency.	Environment	S. Ashworth
	Adopt the Climate Change Strategy and Action Plan.	Environment	S. Ashworth
	Increase the number of trees in the district.	Environment	S. Ashworth
	Increase walking, cycling and sustainable transport.	Environment	S. Ashworth
	Work in partnership with the Chamber of Commerce to co-ordinate Expo22.	Environment	S. Ashworth
	Continue to provide an active role within the Norfolk Climate Change Partnership.	Environment	S. Ashworth
	Implement a communications programme to promote the council's activities to address climate change and encourage mitigation and adaptation by residents and businesses.	Environment	S. Ashworth B. Box
	Show leadership by assessing the environmental impact of council procurement (Through the 2021-2025 Procurement Strategy).	Finance	D. Ousby

Priority: Improving social mobility and inclusion			
Objective	Key initiatives	Cabinet Portfolio	Lead Officer
Assist our residents to maximise their opportunities by accessing the support and services they are entitled to	Review the Homelessness and Rough Sleepers Strategy following the implementation of 'Everyone In' initiative and the introduction of a number of new accommodation and support services funded by central government through the Next Steps Accommodation Programme and the Rough sleeper Initiative.	People and Communities	J. Greenhalgh D. Hall
	Support the production of and publish key strategic documents in conjunction with Norfolk County Council that identify needs, gaps in services and strategies to address them. Strategic work is underway with Norfolk County Council in the following areas; <ul style="list-style-type: none"> • Older Persons Housing Needs assessment • Norfolk Homelessness Prevention Strategy 2021-2025 • Support In Safe Accommodation Strategy for Norfolk 2021-2024 • Norfolk Domestic Abuse Support & Accommodation Needs Assessment 2021 • Supported Living Position Statement June 2021 	People and Communities	J. Greenhalgh D. Hall
	Deliver a Council Tax Support scheme for working age people in the borough that supports those most in need.	People and Communities	M. Drewery
	Improve the digital offer for our residents and service users and consider ways of addressing digital exclusion.	People and Communities	B. Box M. Drewery
	To help tackle loneliness and social isolation in adults of all ages.	People and Communities	J. Greenhalgh
Ensure the Council participates in a range of initiatives which support the development of skills in and pathways to work for local people.	Support the development of skills intervention projects including the College of West Anglia (CWA) School of Nursing, and the Town's Fund – King's Lynn Youth and Retraining Pledge.	People and Communities	B. Box D. Hall
	Explore ways of delivering an employment support initiative (possibly through Towns Deal) that could align with the emerging Youth Pledge.	People and Communities	D. Hall
	Continue to ensure opportunities for the provision of apprenticeships are maximised, both by the Council as an employer and by supporting local businesses to maximise use of apprenticeship schemes.	Leader	B. Box D. Hall
	Review and re-prioritise/re-focus the Council's improving educational attainment programme in line with identified needs in relation to skills in West Norfolk.	Leader	B. Box
	Assist educational agencies / establishments deliver work experience opportunities; enhance links with COWA and schools.	Leader	B. Box

Priority: Creating and maintaining good quality places that make a positive difference to people's lives			
Objective	Key initiatives	Cabinet Portfolio	Lead Officer
Target littering and fly-tipping.	Work with partners across the county and regionally to deliver the SCRAP fly-tipping campaign.	Corporate Services	M. Chisholm J. Greenhalgh
Maintain standards for open and green spaces.	Engage with the public to enhance the involvement and interest of local residents with regards to areas of Public Open Space.	Corporate Services	M. Chisholm
	Engage with and assist in developing and supporting existing voluntary and community group's including Parish Councils.	Corporate Services	M. Chisholm
	Continue to develop and improve visual image on key routes into west Norfolk.	Corporate Services	M. Chisholm

Priority: Helping to improve the health and wellbeing of our communities			
Objective	Key initiatives	Cabinet Portfolio	Lead Officer
Improve and develop the quality of local sport and leisure facilities.	Work with partners including Alive West Norfolk on local projects to improve health and physical activity levels.	People and Communities	J. Greenhalgh
	Support the development of health & well-being schemes to encourage activity.	People and Communities	J. Greenhalgh
	Consider Playstreet initiatives and specific health programmes for targeted groups.	People and Communities	J. Greenhalgh
	Work with NHS and Active Norfolk on a borough/county wide approach to exercise referral as well as implement a Cancer Rehab programme delivered from the new Wellbeing Centre at Queen Elizabeth Hospital.	People and Communities	J. Greenhalgh
Reduce crime and anti-social behaviour.	Work with partners to tackle anti-social behaviour, fear of crime and to deal with neighbourhood nuisance/public health issues.	People and Communities	J. Greenhalgh
	Provide technical knowledge and expertise to help develop proposals which benefit the town economically whilst conforming with current codes of practice on good design for noise control and ensuring opportunities for Crime and Anti-Social Behaviour are designed out.	People and Communities Development and Regeneration	J. Greenhalgh D. Hall S. Ashworth