



NORWICH City Council

Committee Name: Scrutiny
Committee Date: 20/01/2022
Report Title: Corporate Plan

Portfolio: Councillor Waters, Leader of the council

Report from: Executive director of community services

Wards: All Wards.

OPEN PUBLIC ITEM

Purpose

This report provides some brief commentary on the draft Corporate Plan 2022-26 and a copy of the current draft plan for the Committee's comments, prior to the plan going to Cabinet and full Council for approval in February 2022.

Recommendation:

It is recommended that the Committee notes the report and makes any recommendations it considers appropriate

Policy Framework

The Council has three corporate priorities, which are:

- People living well
- Great neighbourhoods, housing and environment
- Inclusive economy

This report meets all three core corporate priorities.

Background

1. The current Norwich City Council Corporate Plan covers the period 2019 to 2022. The new corporate plan covers the period 2022 to 2026; it has been extended from a three-year plan to four years in order to better align with the timescales of the Medium Term Financial Strategy.
2. The draft corporate plan has been developed over the past six months through consultation with officers across the council; it reflects the strategic discussions of the senior leadership team and Cabinet at the awayday in October 2021.

Key points to note

3. The new corporate plan does not list everything that we do as a council. It is a high-level strategic document which provides a framework for the decisions we take, guiding the council's approach to setting its budget and prioritising its use of resources.
4. It sets out our vision for the city and for the council, shaped by the Norwich 2040 City Vision, as well as our ongoing response to the impacts of Covid-19 (which is now part of the council's day to day work).
5. It sets out our planned activity in greater detail than in previous years, in order to give a clear picture of our work programme to residents, members and staff. The plan's technical appendix lists the timebound priority activities that we will focus on delivering, alongside the KPIs that we will use to measure and report on ongoing delivery of our services.
6. Although our aims are likely to remain fairly constant over the medium term, the rapidly changing environment within which the council operates – and the challenges and opportunities facing our city as we recover from Covid – means that we will update the plan every year to show progress and to update the KPIs and priority activities as needed.
7. The plan builds on a substantial body of work that has been delivered over the past few years, developing and expanding on our strengths. As with the previous plan, it sets out that we will achieve our aims through the direct delivery of services, through enabling residents and communities, and through influencing external partners.
8. The current corporate priorities (of people living well, great neighbourhoods, inclusive economy, and a healthy organisation) form the basis of the five aims that the new plan sets out, with the addition of a new environmental aim in recognition of the importance of our work in response to the climate emergency:
 - People live independently and well in a diverse and safe city.
 - Norwich is a sustainable and healthy city.
 - Norwich has the infrastructure and housing it needs to be a successful city.
 - The city has an inclusive economy in which residents have equal opportunity to flourish.
 - Norwich City Council is in good shape to serve the city.

Next steps

9. The text of the draft plan is currently with the designers to develop draft layouts and formats. Officers plan to share screen shots of the designed version of the plan at the Scrutiny meeting, so committee members can see the plan as it will appear when published. The designers will be able to incorporate any amendments made to the text when the final document is approved in February.
10. In parallel, we are reviewing the draft document to identify where wording can be clarified. We have shared the document with all council staff and asked colleagues to make suggestions where wording could be improved. Small changes to clarify wording will be incorporated into the draft document to be considered by Cabinet in February.
11. The draft plan will be discussed at the Cabinet meeting on 9th February. At this meeting, Cabinet will consider any recommendations made by the Scrutiny committee. If changes are agreed by Cabinet, officers will then update the draft corporate plan and submit the document for approval at the full Council meeting on 22nd February.

Implications

Financial and Resources

12. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2019-22 and Budget.
13. This report refers to the refreshed corporate plan, therefore any proposals in this report will have been fed into the corporate planning cycle by the service lead and so incorporated into the proposed budget for 2022/23, or will be approved as business cases for individual projects are developed in accordance with the relevant delegations in place at that time.

Legal

14. Not applicable.

Statutory Considerations

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	Equality impact assessments are carried out on a project specific basis where appropriate
Health, Social and Economic Impact	There are positive impacts associated with a number of projects as detailed throughout the report.
Crime and Disorder	There are positive impacts associated with a number of projects as detailed throughout the report.
Children and Adults Safeguarding	There are positive impacts associated with a number of projects as detailed throughout the report.

Consideration	Details of any implications and proposed measures to address:
Environmental Impact	There are positive impacts associated with a number of projects as detailed throughout the report.

Risk Management

Risk	Consequence	Controls Required
Include operational, financial, compliance, security, legal, political or reputational risks to the council	Risks are considered on a project specific basis.	

Appendices:

Draft Corporate Plan 2022-26

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Norwich City Council Corporate Plan 2022-26

Proud to Serve Norwich

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1. Leader's Foreword

The Corporate Plan describes the medium term objectives of the council. Each year there are adjustments to the plan to take account of changes at the local and national level. The budget that is debated and agreed each February, alongside the Corporate Plan, provides the resources to deliver the council's political priorities.

Over the last decade our corporate planning has been shaped to respond to the most uncertain period in our history and our city's history since the end of the Second World War, over 75 years ago.

The consequences of Covid-19 on all of our lives has been profound and its impact particularly acute for economically vulnerable people and communities, characterised by low wages, poor quality housing, lack of affordable accommodation, inadequate social security, and insecure employment. Covid has exposed and exacerbated profound structural inequalities that need to be tackled as a priority.

COP26 highlighted, if we needed reminding, the threat to humanity unless carbon emissions are radically reduced and environmental degradation reversed. We are already feeling, locally, the adverse impacts of rising temperatures and the loss of biodiversity.

Brexit isn't done, in the sense that the economic and societal adjustments are still being played out and will be for many years ahead.

The impact on Norwich City Council's budget of a decade of underfunding by central government looks set to continue. Longer term planning and measures to stabilise the funding arrangements for local government and the services it delivers have been put back again.

As a response to these challenges, the new Corporate Plan, running to 2026, is the product of a more fundamental review of how we deliver our vision, mission and priorities.

There are five 'Aims', which collectively add up to building a more sustainable city: environmentally, socially and economically. The objectives complement the five themes of the Norwich 2040 Vision partnership, which is the vehicle for finding city-wide solutions and opportunities to the challenges we face as a city.

The new priorities build on a substantial body of work that has been delivered over the past few years. Norwich was in the vanguard of councils declaring a climate emergency in January 2019, with a comprehensive and ambitious Environment Strategy, and we are now establishing an independent Climate Commission.

Norwich was one of the first councils to produce a wide ranging Covid-19 Recovery Plan which has the twin purposes of investing in the city and its residents. An example of this approach has been our successful Towns Deal.

The Good Economy Commission has been an engine room of new ideas about designing an economy that works for everyone. Working with the Living Wage Foundation we are promoting Norwich as a city which pays decent wages – a 'real living wage' with good working conditions. This is a key plank in striking at the causes of poverty and inequality in our city.

The new Corporate Plan describes how the organisation of the council needs to be structured to deliver our objectives. It is also about how we use our resources and how we maximise resources working with other partners.

In my view, for the times we are living through, there has never been a greater need for strong local government. The new Corporate Plan demonstrates how a strong democratic council working collaboratively across Norwich can deliver (and advocate for) the policies and resources that all its citizens need to live a good life with the framework of a strong, creative, vibrant and sustainable city.

Councillor Alan Waters
Leader, Norwich City Council

2. Introduction by Chief Executive

The past two years has played out in a way which none of us expected. Just a few weeks after I started in my role as CEO at Norwich City Council – in January 2020 – the country was in full lockdown. The way in which the City Council – and all local authorities across the country – has responded to the pandemic has been inspirational.

Brand new services to support the most vulnerable in our communities were set up from scratch over the course of a few days and the way existing services were delivered had to change overnight. The role of local government has always been important but the course of the past 20 months has brought this into even sharper focus.

It has also been inspiring to see how the city has responded to the pandemic, with countless examples of communities coming together to support each other and help those who need it.

Despite the challenges that the pandemic has brought, there are also big opportunities ahead. Our collective response to Covid has really shown the council and our wonderful city of Norwich in the best light.

As an organisation, we wanted to get on the front foot early and set out a clear vision for the future. That is why Norwich City Council was one of the first councils in the country – in June 2020 – to publish a comprehensive Covid-19 Recovery Plan which focuses on our vision for the future and the actions we will take to achieve that vision.

This renewed Corporate Plan – which builds on and enhances the themes of our Covid-19 Recovery Plan – comes at the perfect time as it presents us with a chance to encapsulate all that we have learned throughout the pandemic.

In terms of public services, we're now at a critical juncture. We're determined to use the lessons of the pandemic to reform the services we provide by using technology, data and innovation to be in tune with the changing behaviours of our residents. In all of this, we will build on the partnerships which were strengthened through the pandemic and do what we can to break down organisational silos and work better across the system with other parts of the public sector and with the voluntary and private sectors.

The council has important responsibilities as guardians of the place. Our focus is on protecting those areas of the city which our residents and businesses love and enhancing areas which need it. Our Norwich Towns Deal has the opportunity to be a game changer for the city and is delivering at pace, and the regeneration of East Norwich – and other areas for development – have the potential to create thousands of new homes and jobs.

The climate emergency will continue to frame everything we do and we're determined to build on our ambitious agenda to reduce council emissions even further on the back of a 70% reduction in emissions since 2007. Our focus now is on developing a wider plan to become a net zero city.

As a council, we want to become more agile and responsive – there is work to do but our response to the pandemic has shown that we can do it. Our opportunity now is to do that at scale and at pace.

Our Corporate Plan sets out an exciting and ambitious agenda for the council and for Norwich. There will be challenges on the way but I'm confident we will rise to those challenges and achieve for ourselves and for the city we serve.

Stephen Evans
CEO, Norwich City Council

3. The Norwich Context

Norwich has plenty to be proud of. The city is establishing itself as a place of innovation and technological excellence, with projects such as the new Digi-Tech Factory, the planned Norwich Digital Hub, and the Cambridge-Norwich Tech Corridor building upon the established work of our universities, creative sector and research parks. The number of businesses operating in the city has increased by 19% over the past ten years; a rate which far outstrips similar cities such as Lincoln and Oxford. Our employment rate of 78.2% has also mirrored this trend, bettering the national rate of 74.7%.

However, like any city, we face challenges. Norwich's affluent areas sit alongside areas with deep-rooted social and economic issues. 40% of the small areas (LSOAs) in Norwich are among the most deprived 20% of LSOAs in England. Men living in the least-deprived areas of Norwich are expected to live 10.5 years longer and women seven years longer than residents living in the most-deprived areas. These health inequalities were further reinforced by the pandemic, with 56% of Norwich's Covid-19 deaths occurring in the city's most-deprived areas although only 46% of the population lives there.

During the pandemic, claimant rates (a proxy for unemployment) essentially doubled, and rates (though falling) are still 52% higher than pre-pandemic levels. Similarly, rent arrears in both public and private housing have increased significantly since the start of the pandemic. Against the pre-existing backdrop of deprivation, these changes will have significant and long-lasting effects on Norwich's socio-economic outcomes.

More information about Norwich – covering various factors such as population, health, economy, and deprivation – can be found at <https://www.norfolkinsight.org.uk/>

4. About the Corporate Plan

Our vision, aims, and priority activities

This Corporate Plan sets out our vision for the city and for the council over the next four years. It is shaped by the Norwich 2040 City Vision, as well as our response to Covid-19, which is now part of the council's day to day work.

It describes our most important aims and the priority activities that we will focus on delivering. Although our aims are likely to remain fairly constant over the medium term, the rapidly changing environment within which the council operates – and the challenges and opportunities facing our city as we recover from Covid – means that we will update the plan every year.

It is a high-level strategic document which provides a framework for the decisions we take, guiding the council's approach to setting its budget and prioritising its use of resources.

The Corporate Plan sits alongside the Covid-19 Recovery Plan, which was published in June 2020. These two documents are the council's most important strategic documents; together they will guide our focus over the next few years.

A full list of the services the council provides can be found on our website under '[Senior Leadership Team and council directorate structure](#)'.

How we will measure our progress

The appendix to this plan sets out:

- The priority activities we will deliver to achieve our aims, with target delivery dates which we will monitor.

- A set of Key Performance Indicators (KPIs) for measuring our performance across a range of important service areas. Our performance against these KPIs will be monitored and reported publicly on a quarterly basis to Cabinet.

Corporate Plan annual review

The Corporate Plan priority activities and KPIs will be reviewed and updated each year to reflect any change in emphasis. The annual review will include a self-assessment of performance in the previous year. It will be reported to Cabinet and to Council alongside the annual budget, so the council's strategic approach continues to influence how our resources are spent.

Our commitment to equality, diversity and inclusion for all residents

Our Corporate Plan is all inclusive. We believe that taking a positive approach to diversity creates a cycle of improvement in our services. By demonstrating we value all aspects of the community we are strengthening it.

We are committed to equality for all residents of Norwich. This is through the delivery of accessible, fair services, as an employer, contractor of services and a community leader. We celebrate diversity, and the contribution different groups make to the city.

This is about making sure that in everything we do, and in every decision we make, we do not discriminate against someone because of perceived difference. It also means that we take an active role as a leader in the community and remove barriers to participation and access for all members of the community. We can do this through implementing robust policies. For example:

- taking appropriate action if unlawful discrimination is identified
- consulting with community groups, such as disability awareness groups
- supporting and promoting events such as black history month.

5. Norwich 2040 City Vision

The [Norwich 2040 City Vision](#) was developed in 2018, in partnership with many organisations and individuals across the city. When it was written we knew we could not foresee everything that would happen over the decades, so it is made up of principles for the long term.

The impacts of the Covid-19 pandemic, growing inequality and the climate emergency will have an impact on exactly how we work towards the vision, but they have only strengthened our commitment to its ambition for Norwich in 2040:

- **A creative city:** Norwich is a place where culture and creativity play an important part in how the city feels about itself and others perceive it. In 2040, Norwich will be world renowned for its creativity – a leader in innovation, culture, education and invention.
- **A liveable city:** The city takes pride in being a place with a great local environment that people value. We are committed to shifting to clean energy by 2040 (carbon-

neutral by 2045). We will support and promote sustainable living – where today's citizens meet the needs of the present without compromising future generations.

- **A fair city:** Norwich is a place where many already enjoy a great quality of life. By 2040, the health, wellbeing and life chances of all our citizens will be improved. We will remove barriers to achievement and a high standard of living will be enjoyed by everyone.
- **A connected city:** At the heart of any good city is how well it connects with both its citizens and the world at large. In 2040, Norwich will have a modern transport system, be at the forefront of digital connectivity and create opportunities for all residents to link with each other.
- **A dynamic city:** Today Norwich has two successful universities and thriving life sciences, creative, tech, leisure and retail sectors. In 2040, Norwich will be a place where entrepreneurs, social enterprises, national and global companies choose to provide good jobs, prosperity and success.

Progress so far

The City Vision partnership continues to play an active role in overseeing progress against our shared vision for Norwich, bringing together the resources, ideas and energy of many organisations and communities. It has already brought significant benefits to the city, moving us towards our 2040 vision. For example:

Town Deals Programme: In 2020 Norwich secured £25m from the government's £3.6bn Towns Fund for eight core [projects](#) that will deliver jobs, homes, skills and action to reduce our carbon emissions.

Norwich Climate Commission: In December 2021 a new independent [climate commission](#) was formed to support the city's goal of reaching net zero carbon emissions by 2045 and provide leadership and advice on climate change and sustainability.

Norwich Good Economy Commission: In 2019 the [Norwich Good Economy Commission](#) was formed to address problems in our city's economy through researching, testing initiatives, evaluating existing approaches and learning from best practice. The Commission will report in June 2022.

City of Stories: In 2019 Visit Norwich, part of Norwich Business Improvement District, invested in national market research as part of a wider initiative to put Norwich on the map. Local branding experts helped us shape the [City of Stories](#) to inspire people with what the city can offer.

Norwich Creative City Compact: This local partnership formed in 2020 and developed a five-year plan to support growth in arts, culture and heritage over the longer term, recognising how crucial arts, culture and heritage are to the fabric and character of Norwich and the wellbeing of all the city's residents.

The City Vision partnership will continue to work together to make the most of new opportunities to move us towards achieving the 2040 vision. It will now be strengthened by the creation of a **Young Person's City Vision Board**, which will bring new ideas and perspectives to its work.

6. Our vision for the council

We have a clear vision about the type of council we want to be. We are determined to play a leading role in delivering the Norwich 2040 vision to make the city the best it can be.

We will do this through:

- Our own **delivery**: using all our services and ways of working to best serve the city.
- **Enabling** residents, communities and organisations to thrive and make the changes they want. We will prioritise listening to residents to inform council decision making.
- **Influencing** others: working with key organisations, through the City Vision partnership and other bodies, to benefit the city.

We are moving towards becoming an agile, collaborative, learning organisation where employees feel empowered to succeed and take responsibility, where residents are at the heart of everything we do, where resources are aligned to deliver our corporate priorities and where systems join-up on key themes such as the environment and reducing inequality.

We will maintain a relentless focus on 'getting the basics right' to ensure that all council services consistently deliver an excellent service and that staff have the tools and structures they need.

We face a significant budgetary challenge; working to put our finances on a stable and sustainable footing is essential to enable us to deliver for the city. Delivering our medium term financial strategy, finding efficiencies and opportunities for growth and income, will be fundamental to our success.

We are immensely proud of the way that council staff have worked with partner organisations and communities to very quickly provide support for the people who needed it most during the Covid-19 pandemic. We are learning lessons from how services adapted during the initial phase of Covid to inform decisions about how they could be delivered differently longer term to enable the council to become more resilient, modern and flexible. We recognize that the pandemic has had a profound impact on the city and its residents, which will lead to long term changes in behaviour, and we will adapt in response to ensure that we continue to meet residents' needs.

We were one of the first councils in the country to publish our Covid-19 Recovery Plan in June 2020, and the principles set out in that remain relevant to our longer-term vision. We are a forward-looking council, transforming ourselves and working with communities and businesses to seize the positive opportunities of the future.

7. Our aims

Over the next four years to 2026, we will focus on achieving five aims. These are cross-cutting, so every area of the council will look for ways to support all the aims in its work.

Aim 1 - People live independently and well in a diverse and safe city.

To deliver this, we will:

- Provide the right support to residents at the right time, with a focus on early help and prevention.
- Take action against domestic abuse, hate crime and anti-social behaviour and regulate activity so our communities are places where residents feel safe.
- Celebrate culture, heritage, and diversity, inspiring and connecting communities.
- Listen to our communities and use their views in our decision-making.

Aim 2 – Norwich is a sustainable and healthy city.

To deliver this we will:

- Reduce carbon emissions, protect the environment and adapt to climate change, both in the council's own operations and more widely.
- Protect and invest in our parks, green spaces and biodiversity.
- Make it easier for residents and businesses to reduce, reuse and recycle more and dispose of their waste efficiently; and keep the city's streets clean.
- Work with partners to move towards sustainable transport and improved air quality.

Aim 3 – Norwich has the infrastructure and housing it needs to be a successful city.

To deliver this we will:

- Refine and deliver the strategic framework for city development.
- Develop and regenerate areas such as East Norwich and Anglia Square.
- Provide and encourage others to provide new homes, open spaces and infrastructure for residents.
- Secure and manage funds from a range of sources to invest in the city.
- Make the best use of our Housing Revenue Account assets and resources, maximizing our income and spending wisely to provide easy to access, high quality services and support for our tenants and leaseholders.

- Actively manage and invest in our Housing Revenue Account homes so that they are safe, well maintained, and provide modern facilities.

Aim 4 – The city has an inclusive economy in which residents have equal opportunity to flourish.

To deliver this, we will:

- Work with partners to support good jobs, skills and opportunities for Norwich, including making the city a Living Wage Place.
- Creating the conditions for businesses to thrive.
- Use all our corporate activities (such as recruitment, contracts and use of assets) to support our key aims.
- Join up with the voluntary, community and social enterprise sector, so our services are aligned to help people succeed.

Aim 5 – Norwich City Council is in good shape to serve the city.

To deliver this, we will:

- Put the council on a sustainable financial footing and deliver services effectively and efficiently.
- Change how we work in order to serve the city better, building on our Covid-19 response.
- Improve the way residents can access services by embracing new technology and making it easier for things to be done online, whilst providing alternatives for those unable to do so.
- Be open and transparent, with accessible data and decisions which are subject to public scrutiny.
- Value, respect and listen to our employees. Ensure that our workforce reflects our community.
- Preserve and strengthen confidence in the Council's governance framework, providing the foundations for a high performing Council that is compliant with its statutory obligations.

8. Technical Appendix

Aim 1 - People live independently and well in a diverse, and safe city.

Priority	Activity	Delivered by
Provide the right support to residents at the right time, with a focus on early help and prevention.	Update the Reducing Inequalities Action Plan. Regularly assess progress and identify opportunities to do more. Report annually on progress.	September 2022
	Update the Affordable Warmth Strategy ready for Winter 2022. Then deliver the strategy and its action plan over the next three years.	November 2022
	Work proactively with Pathways Norwich and our statutory partners to consider the future funding options for homelessness services, including developing a more preventative approach in the future.	March 2023
	Review and transform the way in which we deliver support services to residents. Develop a new model and identify opportunities for multi-discipline teams to work together to provide early help and intervention.	April 2023
	Review key partnerships to identify ways we can work together to take an early intervention approach across organisational boundaries.	September 2023
	Through the Reducing Inequalities Target Area framework, deliver projects in disadvantaged neighbourhoods which will improve health and wellbeing.	Ongoing
	Through our policy on non-commercial debt, ensure we take a consistent approach across service areas in how we support people to manage their debt.	Ongoing
Take action against domestic abuse, hate crime and anti-social behaviour and regulate activity so our communities are places where residents feel safe.	Develop an improvement plan for Licensing, HMO (House in Multiple Occupation) licensing, and PSH (Private Sector Housing) and HMO Enforcement to realise the priorities resulting from the peer review to provide assurance of compliance with regulatory duties and provide customer focused, value for money services, that assure the safety of Norwich for its residents, visitors and businesses.	Develop plan by April 2022, then implement
	Develop and adopt new community safety strategy and action plan, in line with the action plan from the recently adopted Norfolk Community Safety Strategy. Undertake a comprehensive review of service delivery model,	April 2022

	resources and review Safer Neighbourhood Initiative Programme.	
	Work with the new Norfolk Domestic Abuse Partnership Board to: <ul style="list-style-type: none"> • Achieve Domestic Abuse Housing Alliance accreditation for the council's front-line services. • Implement training for front-line council teams to enable them to spot signs of domestic abuse. 	March 2023
	Develop a supported, safe short-term accommodation 'hub' for domestic abuse victims to replicate the 'somewhere safe to stay hub' for rough sleepers.	April 2023
	Implement a private renters charter.	December 2025
Celebrate culture, heritage, and diversity, inspiring and connecting communities.	Work with partners across the arts and culture sector to deliver the aims and objectives of the Creative City Compact, through implementing the Creative City manifesto for culture.	Launch manifesto June 2022, then implement
	Develop, publish and adopt an Equality, Diversity and Inclusion Strategy for 2022-26. Report annually on progress.	September 2022
	Improve and evidence the impact of community centres across the city and secure their ongoing financial viability.	March 2023
	Deliver the Halls redevelopment project to support the local creative network of highly skilled producers, technicians and artists and secure the future of the Halls.	Deliver phase 1 by December 2023
	Conduct a review of council-owned leisure assets across the city and implement the outcomes to secure their ongoing financial viability.	March 2024
	Work in partnership to inspire and connect communities, through activities such as: <ul style="list-style-type: none"> • Delivering thematic networking on green spaces and food – 1 each 	Ongoing

	<p>theme per quarter.</p> <ul style="list-style-type: none"> • Administering Get Involved grant funding for new resident projects. • Providing the LUMi.org platform to support community and voluntary groups and aid public knowledge of local activity. 	
Listen to our communities and use their views in our decision-making.	Deliver a programme of community conversations in disadvantaged neighbourhoods to better understand residents' views and ideas about their local area. Work with the Reducing Inequalities Target Area partnership to translate these findings into deliverable projects and implications for services.	Evaluation of pilot approaches by June 2022, then ongoing
	Implement the requirements from the Charter for Social Housing, including the revision of policies and procedures in relation to our approach to tenant engagement. Develop a new inclusive tenant engagement approach which ensures that a diverse and representative range of tenants are involved in shaping their housing services.	September 2022
	Develop, publish and adopt a Citizen Participation Strategy which looks at how the council can work with communities, using both offline and online methods, to help them to realise opportunities and respond to the challenges they face.	March 2023
	Refresh our approach to consultation, in line with Citizen Participation Strategy, to ensure effective engagement with residents.	June 2023

Key Performance Indicators

Indicator	Target 2022-23
Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement.	21 days
Number of homeless households living in temporary accommodation	62
% of households owed a homelessness prevention duty (in accordance with the Homelessness Reduction Act) where the duty was ended due to suitable accommodation being secured for them	66%
% of people responding as feeling safe in local area survey	60%
% of food premises moving from non-compliant to compliant against the Food Hygiene Rating System following intervention by food safety officers	80%

Aim 2 – Norwich is a sustainable and healthy city.

Priority	Activity	Delivered by
Reduce carbon emissions, protect the environment and adapt to climate change, both in the council's own operations and more widely.	Publish an updated action plan for implementation of the council's Environmental Strategy, covering reducing carbon emissions, protecting the environment and adapting to climate change. Report annually on progress against the action plan.	September 2022
	Publish a net zero 2030 carbon management plan for council operations.	September 2022
	Retrofit housing across the city, using the Sustainable Warmth funding recently secured. Continue to seek further funding for sustainable warmth and retrofitting work.	March 2023
	Review, respond to and implement appropriate recommendations made by the Norwich Climate Commission.	In line with the commission's reporting timetable.
Protect and invest in our parks, green spaces and biodiversity	Publish a new Biodiversity Strategy. Report annually on progress.	June 2022
	Publish, adopt and implement a new Parks and Open Spaces Strategy.	July 2022
	Develop, agree and publish a new Tree Strategy.	October 2022
	Deliver a Capital Investment Programme in our parks that will improve visitor experience, maintain our heritage assets and improve community cohesion.	March 2023
	Work with partners to improve access to and the enjoyment of the rivers. This includes the River Wensum Strategy Delivery Plan which will set out project priorities for the next two years.	Ongoing
Make it easier for residents and businesses to reduce, reuse and recycle more and dispose of their waste efficiently; and keep the city's streets clean.	Review Waste Strategy to meet local and national requirements and ambitions for resource management. This will result in redesigned services that <ul style="list-style-type: none"> • Reduce the amount of waste that we collect • Increase recycling • Improve customer satisfaction and 	March 2022

Work with partners to move towards sustainable transport and improved air quality.	<ul style="list-style-type: none"> Reduce costs 	
	Review our contract with NCSL to improve the efficiency and effectiveness of our arrangements for street cleaning, including litter collection, fly tipping and litter bin emptying.	June 2022
	Support the work of Norfolk County Council to produce a Transport for Norwich action plan in 2022 and implement the projects within it, so that the policies in the Transport for Norwich Strategy that promote sustainable transport are effective.	Ongoing
	Support the work of Norfolk County Council to implement projects within the Local Cycling and Walking Infrastructure Plan, that will be adopted in early 2022 and contain a programme of projects lasting until 2031.	Ongoing
	Deliver the Connecting the Lanes proposal, making it safer and easier to get around on foot or by bike, supporting outdoor hospitality, boosting the local economy, and improving air quality.	December 2023
	Implement Air Quality Action Plan.	As defined against the deliverables in the Action Plan
	Complete the 'Charge Collective' electric vehicle pilots.	December 2023

Key Performance Indicators

Indicator	Target 2022-23
% reduction of CO2 emissions from council operations	3%
% household waste sent for reuse, recycling, composting	40%
Total number of private sector insulation measures completed by council	50 (quarterly)

Aim 3 – Norwich has the infrastructure and housing it needs to be a successful city.

Priority	Activity	Delivered by
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Refine and deliver the strategic framework for city development.	Develop and implement council Strategic Asset Management Framework, to ensure efficiency and effectiveness in the management of the council's general fund property estate, in line with our aims.	Adoption by February 2022 Implementation of action plan by December 2023
	Develop Contaminated Land Strategy.	February 2022
	Develop the 'Norwich Standard', evolving the specification for new build housing in terms of the building and also the public realm. Continue to develop the standard over time.	November 2022
	Adopt and implement the Greater Norwich Local Plan, which will put in place a framework to guide development in the city and encourage it to be well designed and genuinely sustainable.	Adopt by December 2022
Develop and regenerate areas such as East Norwich and Anglia Square.	Work with the public and private partnership to bring forward the master plan for the regeneration of East Norwich, which has the potential to deliver 4,000 new homes and create 6,000 new jobs.	July 2022
	Determine an application for Anglia Square, seeking the regeneration of this important area of the city.	December 2022
Provide and encourage others to provide new homes, open spaces and infrastructure for residents.	Submit plans for the redevelopment of the former council depot at Mile Cross as a council housing-led scheme, to deliver circa 200 new homes.	November 2022
	Work with partners to deliver an agreed solution to the replacement of Trowse Rail Bridge which facilitates and is compatible with the redevelopment of east Norwich.	December 2022
	Implement the changes required under the new Building Safety Bill/Act and the key performance indicators.	March 2023
	Complete construction of the Three Score development, through the council's wholly owned housing company, Norwich Regeneration Limited.	June 2023
	Deliver two public realm projects involving street improvements, new pedestrian crossings and open space improvements at St Giles Street and Hay Hill.	December 2023
Secure and manage funds from a	Review of potential development sites, including surface car parks, to	December

range of sources to invest in the city.	improve their management and develop a pipeline of potential housing development sites.	2022
	Through the Internal Programme Board and the Town Deal Board, oversee successful delivery of the eight Town Deals projects, maximising benefits such as jobs, homes, skills and action to reduce our carbon emissions.	December 2023
Make the best use of our Housing Revenue Account assets and resources, maximizing our income and spending wisely to provide easy to access, high quality services and support for our tenants and leaseholders.	Review and implement a new 30 year housing revenue account business plan which identifies the investment required to support delivery of housing priorities and services.	Review by June 2022, then implementation.
	Develop a plan to drive and implement service improvement across a range of HRA services to provide tenants with customer focused, value for money services.	August 2022
	Draft a new HRA Development Strategy with clearly identified parameters for development sites. Create an HRA new homes development pipeline.	September 2022
	Undertake a full review of the HRA capital programme, including commissioning stock condition surveys, developing clear investment business case parameters, five year programme planning, and identifying funding.	December 2022
	Develop and implement a new housing revenue account asset management strategy which will ensure our existing council homes are safely maintained, improved and developed.	March 2023
	Linked to the asset management strategy, capital programme review and stock condition surveys identify and appraise opportunities for regeneration of HRA homes.	March 2024
Actively manage and invest in our Housing Revenue Account homes so that they are safe, well maintained, and provide modern facilities.	Agree and manage the contractual arrangements with NCSL for the delivery of repairs and maintenance services, following transfer in April 2022. Following the transfer of property services from Norfolk Property Services Norwich Ltd to the Council review the delivery model to align with the priorities of the new asset management strategy.	Transfer in April 2022, then review
	Review repairs and maintenance policies and procedures to reflect a modern, responsive, value for money service.	March 2023
	Ensure robust systems, policies and procedures, funding and resources are in place so that the Councils homes and buildings are compliant with the	May 2023

	Regulator of Social housings Home Standard and other relevant health and safety requirements.	
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Key Performance Indicators

Indicator	Target 2022-23
% of planning decisions upheld after appeal (where council has won)	66%
% of planning applications determined within statutory time limits	90%
% of council housing rent collected (excluding arrears brought forward)	99.80% (Q3 & Q4) 98.75% (Q1 & Q2)
Average re-let time of council homes in calendar days (excluding major works)	21 days
% of council homes with a valid gas safety certificate	100%
Number of private rented sector homes made safe	50 per six months
Number of affordable homes built, purchased or enabled by the council	50
Number of new homes (both council and private) completed	477 homes per year

Aim 4 – An inclusive economy in which residents have equal opportunity to flourish.

Priority	Activity	Delivered by
Work with partners to support good jobs, skills and opportunities for Norwich, including making the city a Living Wage Place.	Support the development and delivery of the Norwich Living Wage Place action plan.	May 2022
	Complete delivery of the Norwich Good Economy Commission community skills project in Mile Cross and encourage learning from it to be embedded within partner and council operations.	June 2022
	Review, respond to and implement appropriate recommendations made by the Norwich Good Economy Commission.	January 2023
	Deliver improved skills infrastructure at City College Norwich (via the Towns Fund Programme) to support skilled labour that meets the needs of local businesses.	Ongoing
Creating the conditions for businesses to thrive.	Adopt refreshed Economic Development Strategy.	April 2022
	Deliver the refurbishment of Carrow House to support interim uses ahead of	April 2022

	the East Norwich Masterplan adoption.	
	Develop a Strategy for the Council's Markets, including a Rival Markets Policy.	December 2022
	Develop a new start-up and grow-on space for digital businesses in Norwich, providing a focal point for the sector as a whole.	June 2023
	Work with City Fibre and the county council to deliver full fibre broadband in Norwich.	September 2024
	Determine planning and licensing applications in a timely manner.	Ongoing
	Promote and support inward investment in partnership with New Anglia LEP and other key stakeholders	Ongoing
Use all our corporate activities (such as recruitment, contracts and use of assets) to support our key aims.	Develop a council anchor institution approach which brings together work around using our procurement, assets, employment, apprenticeships and wider levers to support an inclusive economy, and work with partners to expand this approach to other major organisations.	March 2023
	Deliver the Procurement and Contract Management Strategy Action Plan, supporting the council and its wholly owned companies in the delivery of best value, innovative services and the achievement of our aims.	March 2024
Join up with the voluntary, community and social enterprise sector, so our services are aligned to help people succeed.	Recommission social welfare advice and support for residents in financial hardship.	April 2022
	Review Neighbourhood Community Infrastructure Levy fund application and marketing to make it more accessible for VCSE partners to apply where they meet the legislative criteria.	June 2022
	Carry out a review of grant-giving to the voluntary and community sector and the council's key partnerships, to ensure our approach is effective and efficient, to support our aims.	January 2023
	Work with VCSE infrastructure organisations under their Empowering Communities partnership to support volunteer passport development and a VCSE-provided training framework to promote commissioning for social good.	March 2023
	Support Norwich Social Enterprise Place Action Plan.	Ongoing
	Identify and promote consortium funding opportunities for Norwich VCSEs and help facilitate applications for funding where needed.	Ongoing

Key Performance Indicators

Indicator	Target 2022-23
Value of external funding leveraged to support council development and place-shaping priorities	£250,000
Area of underused council land brought into productive use (m2)	Monitor to determine baseline

Aim 5 – Norwich City Council is in good shape to serve the city.

Priority	Activity	Delivered by
Put the council on a sustainable financial footing and deliver services effectively and efficiently.	Review and update the Medium Term Financial Strategy	Ongoing – review February and autumn each year
	Consider the recommendations from the review of options for space usage and for additional income to be generated in future years in light of flexible working practices within City Hall.	April 2022
	Develop a strategy for the Council's Car Parks that will both maximise income generation, ensure the most effective use of these assets and ensure the sustainability of the current agency agreement for enforcement with the County Council.	June 2022
	Develop a revised commercial strategy, and a commercial debt policy and recovery processes.	July 2022
	New system procurement for Finance, purchasing and HR, incorporating a review of fixed asset register options and improvements in financial reporting capability.	April 2023
Change how we work in order to serve the city better, building on our Covid-19 response.	Establish a programme of change projects through Future Shape Norwich, redesigning services and reshaping teams around the needs of users.	July 2022
	Provide Covid-19 response via:	Ongoing

	<ul style="list-style-type: none"> • Business and self-isolation grant schemes • Business rate reliefs • Income recovery scheme • Monthly government returns • Grant reconciliations and assurance – County and Government • Employee support 	
Improve the way residents can access services by embracing new technology, investing in customer services, and making it easier for things to be done online, whilst providing alternatives for those unable to do so.	Implement Phase 2 of the new NEC Housing IT System.	June 2022
	Implement online housing benefit services for landlords.	September 2022
	Implement online services for housing benefit discretionary payments.	September 2022
	Deliver improved customer experience and digital transformation in line with our strategy.	Ongoing
	Upgrade IT systems and improve information management that will enable streamlined and proactive customer services.	Ongoing
Value, respect and listen to our employees, supporting them through change. Ensure that our workforce reflects our community.	Conduct a culture, values and behaviours review.	June 2022
	Roll out Hybrid Working Policy, with support of appropriate technology and culture change, with a first year evaluation.	January 2023
	Develop our Workforce Strategy, which will include health and wellbeing, succession planning, talent, apprenticeships, work experience and kickstart. Staged approach.	March 2023
	Deliver Equality Diversity and Inclusion Action Plan to improve the diversity of the council's workforce in line with the profile of the city's residents. 3 year programme.	March 2024
Be open and transparent, with accessible data and decisions which are subject to public scrutiny.	Embed revised risk management strategy, including through staff training and review of all risk registers.	April 2022
	Implement the changes required following a review of our housing complaints handling process.	May 2022
	Provide effective support for the development of our members and committees, including measures to promote and encourage the use of technology in committee and working group meetings.	September 2022

	Information governance review. Develop a more consistent use of data and intelligence to improve evidence-based decision-making and drive service improvement.	Review by October 2022 Implementation by April 2024
Preserve and strengthen confidence in the Council's governance framework, providing the foundations for a high performing Council that is compliant with its statutory obligations.	Develop a programme for delivering the new legal requirements in light of the Elections Act	TBC confirming Act and regulations
	Successful and lawful delivery of the annual elections and management of the electoral register	Annually in May and publication of the Electoral Register in November annually
	Delivery of recommendations arising from the peer review of Corporate Governance and Contract Management	TBC pending review
	Review of the Council's Code of Corporate Governance and the production of the Annual Governance Statement	July 2022

Key Performance Indicators

Indicator	Target 2022-23
Council Tax Collection – the amount of in-year council tax plus arrears from old years collected. (Target set according to budget requirement.)	100%
Business Rates Collection – the amount of in-year business rates plus arrears from old years collected. (Target set according to budget requirement.)	100%
Council on track to remain within General Fund budget (£)	0 (i.e. no overspend)
Council income from investment property portfolio expressed as % of target income	95%
% of customers responding as satisfied with customer contact team service	>76%
% of customer contact that takes place through digital channels	>53% digital
% of FOI requests responded to within statutory timescales	90%

% of corporate complaints responded to within stated timescales	80%
IT System availability expressed as % of time available during core hours	>99%