



NORWICH City Council

Committee name: Cabinet

Committee date: 05/02/2025

Report title: **We are Norwich Business Plan**

Portfolio: Councillor Stonard, Leader of the council

Report from: Chief executive

Wards: 'All wards'

OPEN PUBLIC ITEM

Purpose

This report seeks Cabinet approval for the We are Norwich Business Plan covering the period quarter four 2024 - 2025 to quarter one 2026-2027, and the recommendations relating to this, made at Scrutiny Committee's meeting of 23 January 2025.

Recommendation:

Cabinet is recommended to:

1. Consider the recommendations made by the Scrutiny Committee at its meeting on the 23 January 2025 as they appear in Appendix 2, confirming Cabinet's agreement to accept these for the reasons cited.
2. Authorise the Chief Executive, in consultation with the Leader, to make changes to the plan in line with the recommendations from Scrutiny and other minor amendments.
3. Agree to periodic updates on progress and performance metrics as part of quarterly cabinet reporting.
4. Note the transition to an Outcomes-Based Accountability (OBA) approach and support its phased implementation across council services.
5. Approve the We are Norwich Business Plan covering the period quarter four 2024 - 2025 to quarter one 2026 – 2027, subject to approval of the Scrutiny Committee recommendation dated 23 January 2025.

Policy framework

The council has five corporate priorities, which are:

- A prosperous Norwich.
- A fairer Norwich.

- A climate responsive Norwich.
- A future-proof Norwich.
- An open and modern council.

This report supports all corporate priorities and aligns with the community-led plan, We Are Norwich (2024-29). It also integrates the council's guiding principles, ensuring a robust focus on ambition, sustainability, equality, and evidence-based governance.

Report details

Introduction

1. The We Are Norwich Business Plan, at Appendix 1, outlines the council's work programme for the period quarter four 2024-25 to quarter one 2026-27, to be delivered alongside business-as-usual activities. This document marks a pivotal step in transitioning to an outcome-focused governance model designed to enhance service delivery and public engagement.
2. The plan includes details of current performance indicators; new indicators are being developed and tested to assess progress on delivering outcomes. Through assurance monitoring, the council will ensure that budgets and the business plan can be reviewed iteratively in response to changing circumstances.
3. Scrutiny Committee considered the draft Business Plan at its meeting of 23 January 2025 and made a series of recommendations as set out at Appendix 2, for cabinet's consideration and approval.

The business plan

4. The business plan provides a detailed framework for implementing key projects, improving performance monitoring, and fostering partnerships to achieve shared goals. It is designed to be a document that is adaptable to changes in circumstances. The council will ensure its relevance by:
 - a. using the OBA framework to track progress and assess the effectiveness of actions
 - b. aligning resource allocation with evolving priorities and financial constraints, supported by iterative budget reviews
 - c. incorporating contingency planning to address potential external changes, such as economic fluctuations or policy shifts
 - d. maintaining open channels of communication with members, partners, and residents to gather insights and adjust priorities accordingly.
5. The five priorities of the We are Norwich community-led plan provide a structure for the business plan, with actions and expected outcomes assigned to each priority to support delivery of the community-led plan. The plan summarises which partners we aim to work with, details of linked strategies and plans, along with a glossary of useful terms
6. Resource allocation and budget setting in support of the outcomes have been considered as part of the business planning process for 2025 - 2026, with details set out in the council's draft budget proposals.
7. Some actions in the plan relate to one or more commitment but are listed under the most relevant one. Ownership of the actions set out in the business plan and how they interlink, are captured through service/action plans that underpin the business plan. This ensures cross-cutting issues are effectively governed across multiple service areas.

8. Many actions in this year's plan are already underway, reflecting their alignment with our strategic outcomes. These have been identified as the right actions to deliver the required impacts. As the plan progresses in later years, more actions will be co-designed and developed in partnership with stakeholders to address evolving priorities and challenges.
9. Linked closely to the business plan are strategies and action plans focused on specific groups of people or functions, to drive the delivery of the council's priorities, for example, our Customer and Digital Strategy. Increasingly, many of our strategies are jointly developed and monitored with partners, for example, the Norwich Health and Wellbeing Strategy.
10. The We Are Norwich business plan represents the beginning of a transition to a new, outcome-focused way of working. This approach will take time to fully implement, as it requires adjustments in how the council plans, monitors, and delivers services. The council is committed to engaging with members, colleagues, and partners throughout this process to ensure shared ownership and collaborative development.

Outcome- Based Accountability (OBA)

11. Outcome-Based Accountability represents a transformative approach for the council, focusing on linking actions to measurable outcomes. This model shifts the emphasis from activity-based reporting to result-driven governance, fostering accountability and transparency.
12. Between one-third and a half of local authorities across England currently use outcomes-based accountability methods to drive effective performance management of their strategic objectives. Furthermore, [The Devolution White Paper](#) sets out the government's intention to introduce 'Integrated Settlement single accountability frameworks' that very much align with the principles of OBA. The framework's overarching goal is to ensure clear, outcome-based targets that are transparent to both the government and the public, emphasising accountability and efficient use of devolved powers.
13. Key benefits of OBA include:
 - a. **Improved decision-making:** by using data and logic models, OBA ensures that resources are directed towards actions that deliver the greatest impact.
 - b. **Enhanced collaboration:** the OBA model encourages cross-departmental and cross-sector partnerships by aligning priorities and objectives with shared outcomes.
 - c. **Greater adaptability:** the phased development of new KPIs through OBA, allows for refinement of how progress is measured, and alignment with evolving priorities.
 - d. **Stronger community trust:** transparent reporting and alignment with resident priorities helps to build trust and engagement.
14. Testing of OBA is underway, with the process informing in part, the business

plan. Through OBA, new KPIs tied to strategic outcomes will be developed. Examples of early OBA applications include initiatives in environmental strategy, parks and green spaces, and customer and digital where measurable impacts are being tracked and tested for their effectiveness.

15. As with many local authorities, the council recognises that it may not have all the data required to report on new KPIs. As teams adopt the OBA model, they will identify ways to collect new and/or better data to inform new KPIs, which will be phased into the quarterly performance monitoring.
16. Collaboration lies at the heart of this transition. The council will actively involve partners, members, and staff to refine and enhance our strategies, ensuring that all voices are considered as we work to achieve our shared goals.

Key challenges

17. The council anticipates several challenges in adopting the OBA model, as set out in the table below, along with details on how it aims to address them:

Challenges identified	These will be addressed by
Data collection and quality: limited availability of the required data to track and measure new outcomes - many current datasets may not align with the new framework.	Identifying gaps in data collection and develop new metrics and KPIs as part of the phased OBA rollout across the council. Implementing improved data collection methods and identifying opportunities for automation to enhance accuracy and efficiency.
Cultural shift: shifting organisational culture from activity-focused to outcome-focused planning and performance management.	Embedding the OBA approach across the organisation through training, a toolkit for implementation, and clear guidance on the use of logic models to connect actions with measurable outcomes.
Stakeholder engagement and collaboration: ensuring that members, officers, and partners understand and commit to the OBA approach.	Promoting collaboration by co-designing strategies and engaging stakeholders throughout the implementation process. Establishing regular communication and feedback loops to build shared ownership of the outcome-based framework.
Performance monitoring: developing robust, meaningful, and actionable performance indicators that align with long-term goals.	Introducing a phased rollout of new KPIs to ensure alignment with strategic objectives. Using the <i>We Are Norwich</i> guiding principles to refine performance measures over time.
Resource constraints: limited staff capacity and financial resources to support the transition while maintaining service delivery.	Taking a phased approach to integrating OBA into existing workstreams to reduce additional workload. Allocating resources strategically by aligning them with the council's guiding principles and priority outcomes.

<p>Implementation period: adopting OBA is a complex, phased process requiring time to refine systems and integrate the approach fully.</p>	<p>Treating the period of the interim business plan as a transitional phase to test, adapt, and iterate the OBA model.</p> <p>Committing to iterative improvements informed by testing, a phased rollout and stakeholder feedback.</p>
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18. By addressing these challenges, the council will ensure that the transition to OBA is both strategic and sustainable, ultimately delivering improved outcomes for Norwich’s residents and communities.

Performance monitoring

19. The council is committed to making performance monitoring transparent and accessible by:

- a. sharing key indicators and progress updates through the *State of Norwich* platform and other accessible formats, ensuring clarity and transparency
- b. simplifying performance reporting with user-friendly summaries and visuals to make data more understandable for all residents
- c. seeking public feedback on performance results and incorporating this into service improvements
- d. ensuring reports meet accessibility guidelines and are available in alternative formats or languages upon request
- e. providing quarterly updates on priority indicators and annual reviews to maintain public trust and accountability.

20. Existing performance measures will be reviewed as part of the outcomes-based accountability process.

21. The development of the performance framework, as set out in the business plan at Appendix 1, is being carried out with oversight from Audit colleagues, acting in an advisory capacity. Their input ensures alignment with best practices and strengthens the council’s capacity to govern performance effectively.

New KPIs

22. The council will adopt a structured and iterative approach to developing new KPIs under the OBA model so that they are both measurable and actionable, even in areas where data is currently lacking, as set out in the table below:

Key consideration	Action
Alignment with strategic objectives	KPIs will be explicitly derived from the council’s published strategic objectives, ensuring they directly link to the desired outcomes outlined in the We Are Norwich community-led plan

Clear definitions	Each KPI will have well-defined formulas and data sources, ensuring consistency and transparency in measurement.
Addressing data gaps	<p>Specific service areas will identify gaps in data collection and identify/develop methods to address them.</p> <p>New data collection processes will be aligned with the outcomes framework, with an emphasis on automating collection where possible to reduce manual effort and improve accuracy.</p> <p>Collaboration with partners and stakeholders will enable data sharing and insights, particularly in areas requiring joint action.</p>
Design principles	<p>KPIs will be simple, easy to understand, and capable of providing timely feedback for decision-making.</p> <p>A focus on monitoring trends, rather than one-off snapshots, will provide a comprehensive view of performance over time.</p> <p>KPIs will measure the effectiveness of actions in achieving outcomes, rather than merely tracking activities or outputs.</p>
Building capacity	<p>Teams will receive training on OBA principles and KPI development to ensure a consistent approach across departments.</p> <p>An internal toolkit will provide guidance, best practices, and examples to help teams design effective KPIs while avoiding common pitfalls.</p>
Continuous review and refinement	<p>KPIs will be regularly reviewed as part of the council's performance framework, allowing for adjustments based on lessons learned and changing priorities.</p> <p>New KPIs will be introduced incrementally, enabling the council to test their validity and effectiveness before full implementation.</p> <p>Stakeholders, partners, and members will be engaged to provide feedback, ensuring KPIs remain relevant and actionable.</p>

23. The council's guiding principles - evidence-based decision-making, listening to the city, and promoting equality and inclusion - will underpin the development of KPIs that reflect the diverse needs of Norwich's residents and communities. This approach will ensure that KPIs are not only measurable and actionable but also meaningful in driving progress toward the outcomes envisioned in the We Are Norwich plan.

Consultation

24. The business plan has been shaped by:

- a. Citywide engagement work underpinning the *We are Norwich* community-led plan
- b. Data on Reducing Inequalities Target Areas (RITAs)
- c. Collaboration with voluntary and community organisations

- d. Insights from over 25 consultations on the [Get Talking Norwich portal](#)
- e. Ongoing dialogue with staff, councillors, and partners.

25. Moving forward, the council will:

- a. work closely with partners and stakeholders to co-design future iterations of the plan, ensuring shared ownership of priorities and actions
- b. establish mechanisms for regular feedback from stakeholders, which will directly inform updates to the plan and ensure responsiveness to emerging needs
- c. collaborate with key groups, including businesses, community organisations, and statutory partners, to align resources for greater impact.

Implications

Financial and resources

- 26. 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 community-led plan 2024-2029 and budget.
- 27. The business plan aligns with the proposed budget for 2025-2026 which sets out proposals that would reduce or increase resources.
- 28. A phased implementation strategy ensures efficient resource allocation, minimising disruptions to existing services while transitioning to OBA across the council's services.

Legal

- 29. No legal implications have been identified in the development of the draft business plan.

Statutory considerations

Consideration	Details of any implications and proposed measures to address:
Equality and diversity	<p>The business plan places equality and inclusion at its core, guided by the council’s commitment to fairness and equity. Key actions include:</p> <ul style="list-style-type: none"> • conducting Equality Impact Assessments to ensure that all actions and policies consider and address potential impacts on diverse groups • embedding the Reducing Inequality Target Areas framework to focus resources on communities facing the greatest disparities • expanding accessibility to services and decision-making processes through inclusive engagement and forums like the lived experience group • promoting accessibility in parks, cultural activities, and council-led events • addressing housing inequality through retrofitting, affordable housing, and tenant support programs • offering tailored financial advice and support to help residents manage debt and improve income stability.
Health, social and economic impact	<p>The plan supports the Norwich Health and Wellbeing Partnership Strategy with actions under the “A Fairer Norwich” priority. This includes a commitment to work with our partners to close health inequities.</p>
Crime and disorder	<p>Similarly (to the above) crime and disorder are considered within the plan with actions under the “A Fairer Norwich” priority.</p>
Children and adults safeguarding	<p>While not specifically cited in the business plan, all relevant actions will align with the council’s published Safeguarding Policy statement.</p>
Environmental impact	<p>Environmental impact is considered throughout the community-led plan, and the business plan. This includes a specific and dedicated priority and actions under “A Climate Responsive Norwich” and significant consideration of environmental themes under the other priorities.</p>

Risk management

Risk	Consequence	Controls required
Operational	<p>The business plan has been developed through consultation with officers, and the evidence gathered through ongoing engagement and consultation. As such, it lists the work the council is already committed to through adopted strategies and work programmes, and other planned projects.</p> <p>Without the plan, no clear and up-to-date set of actions would exist on how the council plans to deliver against the corporate priorities set out in We are Norwich.</p> <p>This would result in the council providing services that may not be relevant or fit for purpose, and which would likely ignore the priorities that communities have identified through engagement and consultation activities.</p>	By adopting the draft business plan these risks are mitigated.
Reputational	If the council fails to adopt the business plan that sets out how it will deliver against the priorities in We are Norwich that the people of Norwich have identified, it is likely that negative perceptions of the council may be generated amongst the communities it serves, its partners and its staff (all of whom have contributed to We are Norwich).	
Legal	No legal risks have been identified.	

Other options considered

30. No alternative options are deemed viable. The business plan is integral to delivering the We Are Norwich priorities and achieving the council's strategic vision.

Reasons for the recommendations

31. Approval of the business plan and ensures:

- a. alignment with the We Are Norwich community-led plan 2024 – 2029
- b. delivery of actionable outcomes across all corporate priorities
- c. a foundation for sustainable, inclusive, and evidence-driven governance
- d. strengthened community trust through transparency and collaborative action.

Background papers:

[We are Norwich community-led plan 2024-2029](#)

[Scrutiny Report to consider the We are Norwich Business Plan](#)

Appendices:

Appendix 1: We are Norwich Business Plan

Appendix 2: Scrutiny Committee recommendations 23 January 2025

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Appendix 1 – We are Norwich Business Plan for the period Q4 2024/25 – Q1 2026/27

Our journey

In April 2024, we adopted *We Are Norwich*, a new community-led plan, and have begun transitioning to outcome-based monitoring and performance reporting. This shift will help us better align our resources, people, and partnerships to achieve our priorities. While it's a significant task that will take time, we're committed to the journey.

Our new approach will set out:

- **Desired outcomes:** What success looks like.
- **Activities:** What we need to do to achieve these outcomes.
- **Resources:** The money and people required.
- **Partnerships:** Key collaborators and stakeholders.
- **Performance monitoring:** KPIs and reports to track progress effectively.

Our plan

In addition to our business-as-usual activities, from January 2025 to April 2026, our plan focuses on achieving our priorities through major projects and existing work programmes. These activities are guided by our principles:

- Be unashamedly ambitious for Norwich.
- Do the basics well on the services we provide.
- Listen to the city.
- Work in partnership.
- Focus on the climate in all that we do.
- Put equality and inclusion at the heart of our thinking.
- Use evidence to inform services.

While many actions are underway, some are planned for later in the business plan's timeline. Major projects with long-term impacts include:

- Anglia Square development.
- East Norwich development.
- Norwich Market Strategy.
- Refurbishment of The Halls.
- Reimagining of City Hall.
- Relocation of Norwich Livestock Market.

- Parks and Green Spaces Strategy.
- Waste Strategy.

Collaboration

We will achieve these outcomes through direct action where possible, while also leading, influencing, and working in partnership. Key collaborators include:

- Businesses and suppliers
- Climate experts and retrofit taskforce
- Community groups and volunteers
- Education and training providers
- Funding and investment partners, including green finance providers and central government
- Residents and people with lived experience
- Sports, leisure, tourism, creative, and cultural stakeholders
- Statutory partners and district councils
- VCSE sector and community partners
- Utility providers, like UK Power Networks

Our work reflects the ambitions of *We Are Norwich*, ensuring that we maximise outcomes for the city while adhering to our guiding principles.

Performance

The corporate performance framework under development focuses on:

- **City measures** through [The State of Norwich](#): Annual indicators linked to the Norwich 2040 City Vision and the community led plan, assessing the themes people, place, economy and wellbeing. These measures mainly reflect collective responsibilities involving multiple partners.
 - **Priority indicators**: Quarterly indicators tracking progress on corporate priorities, with direct council oversight.
 - **Priority actions**: Quarterly updates on actions that provide a comprehensive view of performance, without specific quantitative performance indicators.
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Our priority: An open and modern council

What we are aiming for	This is how it could look
A collaborative council	Our council is regarded as open and transparent. We have high levels of involvement across our voluntary and community sectors, and we share our skills and knowledge across private and public sectors to achieve common goals. We take a partnership approach to city leadership, building a collaborative approach and an informed response to city challenges. We play a critical role in developing a strong sense of community in local neighbourhoods and city-wide.
A council delivering excellence	Listening to feedback has helps us to create user-friendly services which are linked up and targeted. We are open to finding different solutions and we encourage people to influence change in the way we deliver services. Delivering excellence contributes to the council being financially stable.
A council invested in its people	The council has a skilled and talented workforce that can tackle the complex challenges the city faces. People enjoy working for the city council because it offers good career opportunities, and our workforce reflects the diversity of the city. We retain and develop the talented people needed to achieve the aspirations set out in the community-led plan for the city and its residents.
A data and insight driven, and people focused council	More people access our digital services, while we continue to provide face-to-face contact to those who most need it. We see improved cost-effectiveness which leads to better targeted services and improved relationships with service users. We make good decisions based on data and insights - we are people focused and are always keen to learn and improve. This helps us to become a well-run council.

Our current focus

- Improve how we engage with and listen to people.
- Clearly explain how and why we work with partners.
- Offer simple, user-friendly digital services as the default option for customers.
- Make sure our commercial activities provide good value by regularly reviewing fees, leases, debt collection, and other income sources.
- Invest in our staff to create a diverse and inclusive workplace.
- Redesign and rethink City Hall to better suit the needs of staff and residents.
- Use data more effectively to make smarter budget decisions based on outcomes.

Status	Actions	Outcomes
In progress	OM1 Develop our approach to the guiding principle <i>Listen to the city</i>	<ul style="list-style-type: none"> - We consistently use community engagement effectively, enabling people to influence change in the way services are delivered by listening to them and acting on their feedback - Teams understand why consultation and engagement matter and take a consistent and inclusive approach to activities - We have high levels of involvement across our voluntary and community sectors
In progress	OM2 Embed the use of Get Talking Norwich across the organisation	
In progress	OM3 Develop consultation and engagement guidance toolkit for officers	
Planned	OM4 Establish and promote a lived experience forum	
In progress	OM5 Develop our approach to the guiding principle <i>Work in partnership</i>	<ul style="list-style-type: none"> - We consistently work with partners to deliver positive impacts for Norwich communities - Teams understand why strategic partnerships matter and how to build and maintain them - We have a single view of partnership working - Communications with partners are clear, appropriate and targeted - Partners feel valued by the council, fostering increased engagement - Commissioned partners and the council act with common purpose - The value of partnership working and how it enables continuous improvement
In progress	OM6 Review our partnerships framework and align to the community-led plan	
In progress	OM7 Develop and publish an internal comprehensive directory of partners	
In progress	OM8 Delivery of our Customer and Digital Strategy 2024-2029 which also delivers against our priority a future-proof Norwich	<ul style="list-style-type: none"> - Our digital services are easy to access - Our approach best serves our customers expecting a digital service by default - Our IT and digital solutions are reliable and secure - Our online content meets and/or exceeds web content accessibility guidelines - Customers are satisfied with the accessibility of our digital services - Customers are aware of the digital service options available - There is an increased number of residents using a variety of
In progress	OM9 Continue to develop and implement the phased digitisation of our planning and regulatory services	
In progress	OM10 Design and implement a fully digitised Go 4 Less	

Status	Actions	Outcomes
	scheme to complement the existing card-based scheme	<ul style="list-style-type: none"> online services - Our customers and workforce are satisfied with our digital services - An increase in the number of unique visitors to website - An increase in the percentage of service requests made online - An increase in the income generated through improvements in working practices
In progress In progress	OM11 Implementation of our strategic asset management action plan OM12 Development of a revised capital strategy to inform our investment in the city	<ul style="list-style-type: none"> - We have good quality data on the portfolio of properties that we own - We are maximising the rental income from our commercial properties to help fund council services - Our portfolio of properties delivers a clear return for the council and/or the city - A clear picture of the role and options for our properties: why we keep and maintain/ upgrade or redevelop/ sell and reinvest - Our commercial activities are providing best value
Planned	OM13 Development and delivery of our next business transformation plan	<ul style="list-style-type: none"> - Rolling programme of continuous improvement to support delivery of the community-led plan
Planned In progress In progress	OM14 Development of a people strategy for our workforce OM15 Promote and celebrate diversity in the workplace and diversify recruitment OM16 Design equality, diversity and inclusion training and develop resources; promote to members and officers	<ul style="list-style-type: none"> - An increase in the number of apprentices working at the council whilst maximising use of the apprenticeship levy funding - People enjoy working for the city council because it offers good career opportunities - The council retains and develops a talented workforce - An increase in the proportion of job applications from diverse groups, and our workforce reflects the diversity of the city - Members and officers have the skills and knowledge to consider equality in all their work
In progress	OM17 Design and deliver outcomes-based accountability	<ul style="list-style-type: none"> - We take a consistent approach to using evidence and

Status	Actions	Outcomes
	across the organisation	<ul style="list-style-type: none"> outcomes data to monitor and drive performance effectively - Our data initiatives support strategic, data-driven decision-making, and our IT and digital solutions are reliable and secure - Our workforce can deliver services more effectively
Planned	OM18 Implementation of a new committee system to enable paperless working	<ul style="list-style-type: none"> - Significant decrease in paper consumption, supporting sustainability goals and reducing our carbon footprint - Less waste generated from discarded or outdated paper documents - Reduced expenses for printing, photocopying, and distributing physical documents - Demonstrates a commitment to transparency, modernisation and innovation in local governance

Performance indicators		Service lead
KPI02	Council Tax Collection – the amount of in year council tax plus arrears from old years collected (target set according to budget requirement)	Revenues and benefits
KPI03	Business Rates Collection – the amount of in year business rates plus arrears from old years collected (target set according to budget requirement)	Revenues and benefits
KPI16	Council income from investment property portfolio expressed as % of target income	Property and economic development
KPI27	IT System availability expressed as a percent of time available during core hours	Customers, IT and digital
KPI28	Customer facing IT services availability expressed as a % of time (24/7 excluding scheduled downtime)	Customers, IT and digital
KPI23	% of customer's responding as satisfied with customer contact team service	Customers, IT and digital
KPI24	% of customer contact that takes place through digital channels	Customers, IT and digital
KPI25	% of FOI requests responded to within statutory timescales	Customers, IT and digital

Performance indicators		Service lead
KPI26	% of corporate complaints responded to within stated timescales	Customers, IT and digital
KPI16	Council income from investment property portfolio expressed as % of target income	Property and economic development

Our priority: A climate responsive Norwich

What we are aiming for	This is how it could look
A net-zero council by 2030	Our council services have a reduced carbon footprint, and environmentally conscious suppliers are supported by increased council investment and spending. Our businesses drive a low emission agenda, our recycle rates are increased across the city and our air quality is improved. These help us to achieve our net zero target.
Aiming for net zero for Norwich by 2045	Norwich is known for being a leader in the green economy and enjoys being a low-carbon city with a growing green economy. We see an increase in the use of public transport and active travel, and we take pride in our partnership work to lower emissions across the city. A lower proportion of household income is being spent on energy.
Vibrant parks and open spaces	Our parks and green spaces have increased usage across all communities, with improved recreation, sport and leisure opportunities, evidenced by a higher take up in sport and physical activity, contributing to better mental and physical wellbeing. The biodiversity value of our open spaces is increased and supports thriving wildlife.
Growing our capacity to adapt to climate change	We take advantage of world class research based in Norwich to help us to adapt to climate change. There is increased awareness and understanding of climate change across all our communities, so that people can change behaviours and continue to thrive despite the challenges posed by climate change. We encourage and work to pursue ecological recovery, greater diversity and abundance across insects, plant life, animals and many other species which live in our city.

Our current focus

- Take faster action to cut emissions and prepare for climate change in our council services and housing.
- Upgrade our council houses and buildings to make them more energy efficient.
- Help the city stay strong and successful as the climate changes.
- Make sure events we run, or support are environmentally friendly and sustainable.
- Protect and improve our parks and green spaces to:

- Support nature and wildlife,
- Promote health and well-being,
- Meet the city's environmental and social goals.
- Help nature recover by stopping species decline and increasing the variety and number of plants and animals.

Status	Actions	Outcomes
In progress	CR1 Implement climate awareness training for the council and our supply chain community	<ul style="list-style-type: none"> - A reduction in emissions from our existing operational buildings and investment portfolio buildings with better energy efficiency - We understand how we may decarbonise our transport, including staff commuting emissions - We understand the cost of decarbonisation and how we will fund and deliver decarbonisation projects - Improvements in biodiversity and net zero emissions through carbon removal by nature-based solutions (e.g. tree planting)
In progress	CR2 Develop a building retrofit plan for our General Fund buildings	
Planned	CR3 Estimate the phased cost of decarbonisation and identify investment solutions	
Planned	CR4 Develop a plan for procurement emissions	
In progress	CR5 Co-develop a carbon offsetting/ removal approach where needed, with Biodiversity Strategy work	
In progress	CR6 Develop a retrofit plan to create roadmap for decarbonising our existing council homes	<ul style="list-style-type: none"> - Emissions and energy costs reduce across our general needs and sheltered housing. - An improvement in thermal comfort, air quality, and the health of our tenants - Low carbon/net zero standards are in place for our new council homes - An improvement in the heat/electrical infrastructure capacity serving our council homes - We understand how we may decarbonise our HRA transport - An increase in EV charging infrastructure to electrify our HRA fleet, benefitting all our residents and helping to reduce citywide emissions and our HRA Fleet emissions - A reduction in emissions from land around our HRA buildings through improved management techniques - Agreed capital funding is released to deliver our climate
In progress	CR7 Develop low carbon/net zero standards for new council homes	
Planned	CR8 Develop an investment model for heat network replacement/development across our council homes	
Planned	CR9 Develop a transport plan to decarbonise our HRA transport and for EV charge points for residents	
In progress	CR10 Develop a carbon removal/offsetting approach where needed for our HRA operations	
In progress	CR11 Estimate the cost of our climate plans for inclusion in our HRA business plan quantifying need for	

Status	Actions	Outcomes
	third-party funding	<ul style="list-style-type: none"> - plans with solutions being found for third-party funding - Capital funding meets the cost of the climate plans and is effectively disbursed delivering measurable retrofit outcomes
In progress	CR12 Engage, collaborate with and coordinate local and regional stakeholders to develop a climate action plan for the city	<ul style="list-style-type: none"> - Citywide climate plans that provide road maps for decarbonising and adaptation across stakeholders in the city, prioritising a reduction in emissions by the housing and transport sectors, and a coordinated approach to adaptation - Improvement in air quality - Growth of the local green economy
In progress	CR13 Continue to proactively support and develop the Green Events Code of Practice	<ul style="list-style-type: none"> - An agreed action plan that meets the Green Events Code of Practice
In progress	CR14 Work with local and regional partners, including the Norfolk and Suffolk Culture Board, to create a unified resource for all scales of activity	<ul style="list-style-type: none"> - All council-led, hire and partner events follow sustainability measures
In progress	CR15 Develop an investment strategy for our parks and green spaces informed by quality and value assessments	<ul style="list-style-type: none"> - Investment plan in place to address the regular updating of our playgrounds - A sustainable approach to our green space management and maintenance
In progress	CR16 Make 'access for all' an integral part of all policy and planning for our parks and green spaces	<ul style="list-style-type: none"> - A policy framework is in place for the protection, enhancement, accessibility and use of our parks and green spaces
Planned	CR17 Conduct further accessibility audits of our playgrounds	<ul style="list-style-type: none"> - There is guidance for the effective planning and protection of open space, sport and recreational facilities across the city
In progress	CR18 Continue to target S106 and other suitable external funding to improve the quality of our parks and green spaces where possible	<ul style="list-style-type: none"> - Green space planning policies provide clarity for developers and landowners
Planned	CR19 Identify new partnerships to assist with the delivery of parks management, maintenance, improvements and development	<ul style="list-style-type: none"> - Parks and green spaces are accessible and socially inclusive, catering for people of all ages and backgrounds - Robust procurement processes are in place for landscape contractors, play providers and landscape/green space consultants
In progress	CR20 Develop a Nature Recovery Network in the city to	<ul style="list-style-type: none"> - Our Nature Recovery Network is significantly complete with

Status	Actions	Outcomes
In progress	CR21 bring about a sustained recovery in biodiversity Influence new policies, strategies and plans as necessary to deliver the Nature Recovery Network and meet new statutory requirements	an increase in species diversity and abundance - Improvement in the quality of green and blue (waterways) habitats
In progress	CR22 Establish partnerships with key external organisations concerned with the management of significant nature assets, strategic planning and funding	- Reduction in the use of emissions and pesticides in green space management - Increase sustainable food production - Our Biodiversity Development Plan is in place and our activities that impact on biodiversity align with our Biodiversity Strategy - Key strategic partners and interested parties maintain a register of funding opportunities - Strategic partners work collaboratively to optimise delivery of the Biodiversity Strategy
In progress	CR23 Develop and implement future options for waste and recycling collections including expansion of the food waste service	- A better way to process all recyclable materials - Improved value for money from the service - Increased recycling rates across the city
In progress	CR24 Review the Norse Environmental Waste Services joint venture for processing of all recyclable material	- More efficient use of resources, including time and money - Reduced environmental impacts from waste management - Stronger partnerships and collaboration on recycling goals - Clear plans for future improvements to the recycling process

Performance indicators		Service lead
KPI10	% of household waste sent for reuse, recycling, composting (reporting on previous quarter)	Environment services
KPI21	% reduction of CO2 emissions from Local Authority operations	Strategy, engagement and culture
KPI22	Total number of private sector insulation measures completed (council measure, dependent on external funding)	Strategy, engagement and culture

Our priority: A fairer Norwich

What we are aiming for	This is how it could look
People have better health outcomes and longer life expectancy	Levels of poverty and inequality fall across the city and there is a reduced gap in life expectancy between communities with longer life expectancy for all. Services and partnership networks are better targeted and there is increased access to services that are based on need.
Our city and local neighbourhoods are safe, diverse and vibrant	We have diverse and vibrant neighbourhoods where our streets are clean and safe. Growing numbers of people enjoy creative and culture events. We have safe and welcoming public spaces that celebrate diversity and we're proud of throughout all our neighbourhoods.
Good quality homes for all	There are more affordable homes, and we encourage that new homes - across all tenures - are built to low or zero carbon standards. Our tenants benefit from high quality repairs and maintenance services, and we have a deliverable retrofitting programme. Homes across the city are warm are in good repair – supporting better health and specific needs. Partnership working, tackling underlying causes, continues to reduce and prevent homelessness and rough sleeping.
Tackle the root causes of disadvantage	People and organisations are working in a joined-up way across the city and in our local neighbourhoods, tackling long standing challenges and inequalities which lead to poverty and disadvantage. More people are digitally included, and people can access advice and support to deal with debt. There is more equality of opportunity.

Our current focus

We will work together with others to:

- Focus on helping people stay healthy and feel good in their communities.
- Make sure everyone is treated equally and feels included in our work.
- Support people who need help with money, debt, or advice.
- Understand and remove challenges faced by disabled people, especially at events.
- Provide excellent repairs and maintenance services, especially to prevent damp and mould in homes.
- Keep our streets and neighbourhoods clean and safe.
- Improve housing quality in private rentals.
- Build more affordable homes for people who need them.
- Create more homes, jobs, and opportunities while protecting the environment.

Status	Actions	Outcomes
In progress	FN1 Work with partners through the Norwich Health and Wellbeing Partnership to influence investment, target resource and address health related inequalities	<ul style="list-style-type: none"> - Services and partnership networks are better targeted and coordinated to address health related inequalities - There is an increase in access to services that are based on those in need
Planned	FN2 Work with public health partners and governing bodies to investigate, assess, and promote new ways of using parks and green spaces, and biodiversity to improve health and wellbeing	<ul style="list-style-type: none"> - Over time there is a reduction in the life expectancy gap between communities, with longer life expectancy for all - Our parks and green spaces, along with our improving biodiversity contribute to improved health and well-being of our residents and visitors
In progress	FN3 Work in partnership with Active Norfolk and Greater Norwich Growth Board partners to deliver Year 3 objectives of the Greater Norwich Physical Activity and Sport Strategy Action Plan	<ul style="list-style-type: none"> - Our RITA data supports strategic decision-making to determine where best in the city to target our and partner resources and make investments, to reduce help inequalities in the city
In progress	FN4 Embed our Reducing Inequality Target Areas framework and shared data bank across the council and with stakeholders	<ul style="list-style-type: none"> - People are encouraged to lead healthy and active lives, enhancing mental and physical wellbeing, reducing impact on the environment, tackling social isolation and supporting a sustainable sector
In progress	FN5 Work to develop a preventative approach to damp and mould across our council homes, whilst delivering a responsive service to tenants	<ul style="list-style-type: none"> - Our tenants live in warm, safe homes that are in a good state of repair
In progress	FN6 Undertake a review of council sports and leisure facilities including the Norman Centre	<ul style="list-style-type: none"> - Better understanding of the current and future needs of the local community - Improved efficiency at our leisure facilities to ensure value for money
Planned	FN7 Undertake and review additional disability audits of council sports and leisure facilities including council-owned parks	<ul style="list-style-type: none"> - Support for more people to lead healthy and active lives - Balance between public benefit and financial viability
In progress	FN8 Deliver improvements to the changing facilities at Eaton Park	<ul style="list-style-type: none"> - We have diverse and vibrant neighbourhoods with more accessible sports and leisure facilities

Status	Actions	Outcomes
In progress	FN9 Implement our recently adopted cross council Equality, diversity and inclusion action plan which aims to deliver our Equality, diversity and inclusion strategy	<ul style="list-style-type: none"> – Equality and inclusion are front and centre of all our thinking – Our people and organisations are working in a joined-up way to tackle long standing challenges and inequalities which lead to poverty and disadvantage – More inclusive decision-making, strategic planning, and service delivery, for example through the emerging Support NoW model – Our policies better reflect the needs of disadvantaged groups, ensuring their voices are included in consultations and engagement processes
In progress	FN10 Adopt and embed the ‘socio-economic duty’ as defined in the Equality Act 2010	<ul style="list-style-type: none"> – Socio-economic disadvantage is a specific consideration in equality impact assessments, leading to more robust analysis and mitigation measures – Resources are allocated more effectively to areas and groups most in need, leading to greater efficiency in tackling socio-economic deprivation
In progress	FN11 Continuous improvement and recognised accreditation for accessibility at council-led events	<ul style="list-style-type: none"> – We achieve the Attitude is Everything bronze accreditation – We work with disabled people to improve access to all our council-led events
In progress	FN12 Prioritise accessibility and inclusion across our culture activities	<ul style="list-style-type: none"> – We think about accessibility across everything we do – Our creative and culture organisations see accessibility and inclusion as an exciting creative challenge and an opportunity to innovate and improve what you do.
In progress	FN13 Share learning and work in partnership to understand and break down the barriers that disabled people face when accessing events	<ul style="list-style-type: none"> – Norwich is a ‘top tier’ place for culture and event accessibility
In progress	FN14 Work in partnership to develop options for the provision of social welfare and debt information, advice and advocacy services	<p>More people can access advice and support to deal with debt resulting in:</p> <ul style="list-style-type: none"> – Increased avoidance of crisis with early intervention helping to prevent legal action, repossession, or eviction – Residents learn how to better manage their income and

Status	Actions	Outcomes
		<ul style="list-style-type: none"> expenditure - Increased awareness of financial products and services, such as affordable credit and savings plans with residents are steered away from loan sharks - Residents are more empowered to make informed financial decisions - Reduction in stress and anxiety: <ul style="list-style-type: none"> o The burden of unmanageable debt often causes significant mental health challenges, which debt advice can alleviate o Regaining control over finances can boost self-esteem and overall emotional well-being - Housing stability: <ul style="list-style-type: none"> o Debt advice can help residents negotiate with landlords or mortgage providers to avoid eviction or repossession o Residents may receive guidance on negotiating payment plans with energy or utility providers, ensuring continued access to essential services - Increased income and entitlement uptake: <ul style="list-style-type: none"> o Advisors often help residents identify and claim benefits or entitlements they may have missed o Residents can be signposted to grants, local welfare assistance, or charitable funds - Improved family and social relationships: <ul style="list-style-type: none"> o Addressing financial stress can reduce conflicts within households and improve family dynamics o Financial stability can lead to a more stable and supportive home environment, benefiting children and dependents
In progress	FN15 Implement a new contract operating model for both Building Maintenance (HRA) and Environmental	- Everyone knows their role and responsibilities in delivering building maintenance services.

Status	Actions	Outcomes
In progress	FN16 Services Work with Norwich City Services Ltd (NCSL) to improve service delivery	<ul style="list-style-type: none"> - Better results across key areas of work in the Norwich City Services Ltd (NCSL) contract, including quicker and improved work on empty council homes.
In progress	FN17 The redevelopment of our site at the end of Argyle Street to provide 14 new council homes	<ul style="list-style-type: none"> - An increase in the supply of good quality social and affordable homes with 14 new council homes – 6 x 1 bed apartments and 8 houses (3 x 4 beds and 5 x 2 beds) at Argyle Street, and 24x 1bed, 35 x 2 bed, 4x 4 bed, and 4x 5 bed at Mile Cross
In progress	FN18 Phase one of the redevelopment of Mile-Cross Depot Site to provide 67 council homes	
In progress	FN19 Continue to develop the evidence base and options for a new approach to Houses in multiple occupation (HMO) licensing	<ul style="list-style-type: none"> - A clear understanding of the condition and number of Houses in multiple occupation across the city and their role in the housing market - Houses in multiple occupation across the city are warm and in good repair - The city's privately rented accommodation better supports the health and specific needs of the people living in them - The working practices of our private sector housing function are compliant with statutory requirements
In progress	FN20 Identify implications for council procedures and processes across our statutory private sector housing function as further details from central government become available through the Renters' Rights Bill	
In progress	FN21 Work in partnership with VCSE partners and our INTERACT team to better address the root causes of poverty	<ul style="list-style-type: none"> - Greater awareness for the reasons of why people fall into debt - Better access to tailored advice, education, and support for people facing poverty - Addressing underlying issues like unemployment, lack of skills, or financial instability - More pathways for people to find jobs, training, and community resources - Building networks that help individuals and families feel supported and included - People are encouraged to take part in solutions that improve their lives and neighbourhoods - Reducing stress and improving mental and physical health

Status	Actions	Outcomes
Planned	FN22 Work in partnership to review and develop our suite of housing and homelessness strategies	for those impacted by poverty <ul style="list-style-type: none"> - Clear, updated strategies that address current and future housing needs - Increased access to affordable homes for people who need them most - Tailored housing options for people with specific needs, like older adults or those with disabilities - Collaboration with organisations, ensuring housing strategies are effective and inclusive - Better prevention and support systems to reduce homelessness across the city
Planned	FN23 Work in partnership to develop options for the provision of support for rough sleepers	<ul style="list-style-type: none"> - Rough sleepers and those at risk of rough sleeping have access to support and advice on a daily basis. Individuals can access the help they need to maintain their accommodation where this will prevent rough sleeping.
Planned	FN24 Review capacity of the Home Improvement Team to ensure we can deliver tenure neutral disability adaptations which enable people to remain living independently in their home	<ul style="list-style-type: none"> - Capacity alignment with increased demand - Equitable access across tenures - Effective and efficient use of the increased funding to meet the needs of the local population - Monitoring and evaluation of the impact of increased funding on service delivery and outcomes
Planned	FN25 Development of a Good Neighbourhood Policy	<ul style="list-style-type: none"> - Our residents feel safe and happy in their homes There are good relations between our residents - Our residents are educated on what incidences are deliberate and what is classed as anti-social behaviours - They have the tools to manage these incidences and are empowered to resolve them - Our residents are able to build good relationships with their neighbours and within the wider community - There is a reduction in tensions that may occur

Performance indicators		Service lead
KPI05	% of council housing rent collected (excluding arrears brought forward)	Housing and community safety
KPI06	Average re-let time of council homes in calendar days (excluding major works)	Property (Housing)
KPI07	% of council homes with a valid gas safety certificate	Property (Housing)
KPI08	Number of homeless households living in temporary accommodation	Housing and community safety
KPI09	% 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	Housing and community safety
KPI11a	% of residents responding as feeling safe in their local area during the day	Housing and community safety
KPI11b	% of residents responding as feeling safe in their local area after dark	Housing and community safety
KPI12	Number (of total) (%) of food premises rated 0,1 or 2 (not broadly compliant), moving to a compliant rating of 3, 4 or 5 against the Food Rating Hygiene System following intervention by food safety officers	Planning and regulatory services
KPI13	Number of private rented sector homes made safe	Planning and regulatory services
KPI18	Number of affordable homes built, purchased, or enabled by the council	Property and economic development
KPI19	Number of new homes (council & private) completed (built)	Planning and regulatory services

Our priority: A prosperous Norwich

What we are aiming for	This is how it could look
Norwich is a great place to live, work, learn and visit	The city has grown and developed in sustainable ways and is renowned as a culture and creative leader maximising its tourism offer. Opportunities for regeneration and development are grasped and they provide equitable opportunities to housing and jobs. The city's young people have a better and more equal chance of educational success.
Business in Norwich thrives in an inclusive, resilient economy	We have a modern, inclusive, successful economy, which supports local and independent business to thrive and grow, graduate entrepreneurs and business start-ups are encouraged. Our economy is more diverse, and our businesses and communities enjoy the benefits of great partnership working which supports people to develop skills they need, and we see skills better matched to work opportunities.

Everyone has access and opportunity to great jobs	There is a wider range of job opportunities and a broader range of thriving industries. Collaborative working across the city has encouraged a higher skilled and more diverse workforce, supported by more apprenticeship opportunities at the council and its trading companies. People feel they have the support they need when navigating the job market or accessing work.
Better incomes for people in Norwich	Incomes have risen and people have better standards of living. The Real Living Wage has become the norm not the exception, more people receive the benefits to which they are entitled and there is a greater number of high-quality unionised jobs. The economy is more inclusive and there is support for people into work, particularly in our most disadvantaged communities. We are moving towards a greener economy, and Norwich has become a city which sees increased spending and economic growth in green sectors.

Our current focus

- Continue our major projects to bring benefits to the city, helping local businesses, young people, housing, and wages.
- Work together to solve problems faced by housing developers.
- Make Norwich a city where arts and culture thrive and showcase us to the world.
- Team up to tackle anti-social behaviour and make communities safer.
- Find ways to grow the city's economy and make the most of its opportunities.
- Use the city's buildings and resources in smart and cost-effective ways.
- Partner with others to help people earn more and maximise their income.

Status	Actions	Outcomes
In progress	PN1 Continue to work with partners to mitigate the challenges presented by Nutrient Neutrality	- An increase in the number of planning permissions granted for development within the city
In progress	PN2 Work with partners to identify and develop housing market interventions	- An increase in the number of sites brought forward for development
In progress	PN3 Carry out a feasibility study into the provision of visitor information across the city	- An understanding of the options of how best to provide tourist information to those who visit Norwich
In progress	PN4 Develop and publish a culture strategy for Norwich in partnership with the Creative City Compact	- A drive forward of the city's culture and creativity
In progress	PN5 Work with partners to improve our culture and creative data and evidence	- The protection and enhancement of the cultural ecosystem in Norwich
In progress	PN6 Use our grants and networks to support and	- Better understanding on how to the deliver the culture strategy Greater ability to promote inward investment for culture

Status	Actions	Outcomes
In progress	PN7 nurture a varied and accessible cultural ecosystem and to promote this beyond the city Use our assets and heritage buildings to support cultural activity and promote Norwich	<ul style="list-style-type: none"> - Greater awareness of collaboration opportunities such as Carrow House, and UNESCO City of Literature - Increased acknowledgement that Norwich is a destination for the creative industry
In progress	PN8 Use our cultural and creative partnerships and networks to exchange updates, ideas and funding opportunities	<ul style="list-style-type: none"> - Increased capacity/greater usage of our Norwich Digital Hub - Greater support, including financial for our culture and creative objectives
In progress	PN9 Work in partnership to better tackle anti-social behaviour, and increase community safety	<ul style="list-style-type: none"> - Delivery of a new contract for our CCTV operations - An increase in the understanding of key community safety issues locally
In progress	PN10 Work with our partners such as NCSL, the third sector and our communities to deliver the Love Norwich / Clean Streets programme	<ul style="list-style-type: none"> - An increase in awareness of key issues amongst professionals and the public - Greater focus on the prevention of community safety issues from happening where possible - Responding in the right way when they do - Our streets, public spaces, and neighbourhoods are safer and cleaner - Our residents are empowered to help us deliver local environmental improvements
In progress	PN11 Develop a long-term economic vision and a route map for responsible growth for Norwich, this contributes significantly to the priority <i>future-proof Norwich</i>	<ul style="list-style-type: none"> - A clear understanding of how: <ul style="list-style-type: none"> - the city can unlock directed economic growth and the scale of opportunity - the public, private, and civil society sectors can work together to achieve shared ambitions which can unlock the potential of Norwich's economy
In progress	PN12 Develop a five-year Norwich sustainable economic growth strategy and action plan for delivery, this contributes to the priority <i>future-proof Norwich</i>	<ul style="list-style-type: none"> - An Economic Growth Vision that is underpinned by a robust and wide-reaching evidence base - A framework for council delivery over the next five years
		<ul style="list-style-type: none"> - Income maximisation for more people through the work of the Norwich Living Wage Action group

Status	Actions	Outcomes
In progress	PN13 Work in partnership to drive up incomes for the people of Norwich	<ul style="list-style-type: none"> - Provision of free, impartial debt and welfare advice at the point of need through our Financial Inclusion Consortium - Growing participation in and awareness of the Annual Living Wage Week each November
In progress	PN14 Work in partnership with the Benjamin Foundation to upcycle furniture and white goods left in our empty properties when a tenancy comes to an end	<ul style="list-style-type: none"> - Better use of items left behind in our properties. - Creation of a credit fund from donated items that are upcycled - New tenants have access to furniture and appliances to help them settle into their homes. - Protection of the environment by reusing furniture and appliances instead of throwing them away

Performance indicators	Service lead
KPI01 Average number of days taken to process new Housing Benefit Claims from point of receipt to notification of entitlement	Revenues and benefits
KPI14 % of planning decisions upheld after appeal (where the council has won)	Planning and regulatory services
KPI15 % of planning applications determined within statutory time limits	Planning and regulatory services
KPI17 Area of underused council land brought into productive use (m2)	Planning and regulatory services

Our priority: A future-proof Norwich

What we are aiming for	This is how it could look
Empowered communities	Our communities are active and strong, they are empowered to act locally to achieve the best local solutions. We partner and work with the public sector, business, voluntary and community organisations to support communities and help lead change.
A city ready for change	Our streets are vibrant and busy and have the right facilities for our communities. We ensure that new homes are built in sustainable locations close to jobs and amenities and the city's long-term future is secure based on planned investment projects, which take advantage of funding opportunities when they

	arise.
Being equipped for new ways of working	We enjoy digital equality and embrace being data-driven to help make joined up decisions. We encourage economic development in our city, have a talent pool matched to need and have better connected communities and businesses.
Being prepared for future challenges	With partners we lead the development of a citywide resilience plan which prepares our city into the future. Our communities are all more resilient and are better prepared to navigate threats and change – strengthening the city’s reputation for being a safe place to live and do business.

Our current focus

- Invest in culture, grow creative talent, and enhance placemaking through arts and infrastructure.
- Adopt outcome-based accountability, refine governance, and prepare for local government reforms.
- Align policies with sustainability goals, build resilience, and raise climate awareness.
- Address population changes with strategic planning, community wellbeing, and data-driven decisions.
- Partner to improve services, boost community involvement, and drive sustainable growth.

Status	Actions	Outcomes
Planned	FP1 Identify opportunities for further investment in cultural assets and a project pipeline	- We use our cultural assets to further placemaking - An increase in capital investment in cultural infrastructure for the city
Planned	FP2 Work with the Creative City Compact and wider sector partners develop creative and cultural talent and creative businesses and practice	- An increase in creative and cultural talent across all life stages - An increase in emerging innovative creative businesses and practice
In progress	FP3 Full rollout of outcome-based accountability across the council, and key partnerships where appropriate	- We take a long-term approach to financial and service development planning through strategic financial management, collaboration with other levels of government and exploring alternative funding sources - We take an agile and flexible approach to service delivery according to changing needs
In progress	FP4 Revise and embed our approach to project governance and associated project management toolkit	- We have the right infrastructure, skills and resourcing of teams across our organisation - Better public service delivery and decision making, more

Status	Actions	Outcomes
In progress	FP5 Preparation around the Local Government Review and the English Devolution White Paper	efficient use of resources - Enhanced communication and streamlining administrative processes - Waste and fraud are minimised - We promote innovation and opportunity taking - Efficiency savings from council reorganisation helping to meet the needs of local people
In progress	FP6 Work with partners to ensure that common climate change and sustainability goals are aligned through cohesive policy development	- Our communities are all more resilient and are better prepared to navigate threats and change - The city's reputation for being a safe place to live and do business is strengthened - Greater understanding of the impacts of climate change and how we can mitigate and adapt to these changes. - New ways to strategic planning and community engagement are developed - An increased importance on community power via community buy-in
In progress	FP7 Proactive planning for demographic shifts	- Better wellbeing and cohesion of communities - The impacts of demographic shifts are built into our business plans, and other local strategic plans - We harness quality data to support our approach

Performance indicators	Service lead
KPI20 Value of external funding leveraged to support council development and place shaping priorities (£). Sum of £ leveraged	Property and economic development

Supporting strategic documents

Draft Medium-Term Financial Strategy	Customer and Digital Strategy	Equality, Diversity and Inclusion Strategy	Equality, Diversity, and Inclusion Action Plan
City Hall Reimagined Cabinet report	Climate Responsive Norwich Programme draft for consultation	Parks and Green Spaces Strategy draft for consultation	Biodiversity Strategy
Norwich Health and Wellbeing Partnership Strategic Plan, 2023-25	Norwich Reducing Inequality Target Areas	Action Plan for Culture	Greater Norwich Physical Activity and Sports Strategy
Norwich Inclusive Economy - Vision	Norwich Market Update	Biodiversity Net Gain Planning Guidance Note	Norwich Affordable Financial Services Strategy – Feasibility Study

Glossary

Term	What we mean
Accessibility	Ensuring services, facilities, and opportunities are usable by all people, including those with disabilities
Affordable Housing	Housing priced for affordability by low- or moderate-income households
Biodiversity	The variety of life forms in an environment, essential for ecological balance
Capital Strategy	A long-term plan for managing assets, investments, and infrastructure to support development
Carbon Offset	Actions or projects that reduce or capture carbon emissions to compensate for emissions produced elsewhere
Climate Adaptation	Adjusting systems and practices to minimize risks associated with climate change
Community Power	Local communities' ability to influence and shape decisions affecting their lives
Creative City Compact	A partnership fostering creative talent, supporting cultural growth, and enhancing Norwich's cultural ecosystem
Cultural Ecosystem	The network of organisations, individuals, and activities contributing to cultural vibrancy
Decarbonisation	The process of reducing carbon emissions, typically through cleaner energy sources or increased efficiency
Digital Inclusion	Ensuring everyone can access and use digital technology, particularly those from disadvantaged groups
Economic Resilience	The ability of an economy to recover, adapt, and grow despite challenges or disruptions
Green Finance	Financial support for environmentally sustainable projects or initiatives

Housing Revenue Account (HRA)	A council's budget for managing and maintaining its housing stock
Integrated Settlement	A unified framework for planning and delivering local government services and outcomes
KPI (Key Performance Indicator)	Metrics used to measure progress and success in achieving specific goals or outcomes
Living Wage	A wage meeting the basic cost of living, often higher than the statutory minimum wage
Net Zero	Balancing carbon emissions produced with those removed from the atmosphere
Nutrient Neutrality	Ensuring development does not increase nutrient pollution in water bodies
Outcome-Based Accountability (OBA)	A framework linking activities to measurable outcomes, focusing on improvement rather than arbitrary targets
Partnership Framework	A structure guiding collaboration between organizations to achieve common goals
Placemaking	A collaborative approach to designing public spaces that enhance community well-being and reflect local culture
Retrofit	Upgrading buildings or homes with energy-efficient technologies to reduce environmental impact
RITAs (Reducing Inequalities Target Areas)	Specific areas in Norwich targeted for focused efforts to reduce inequalities
S106 (Section 106)	Legal agreements requiring developers to contribute to community benefits, like affordable housing or green spaces
Social Value	The broader benefits projects or initiatives bring to communities, including economic, social, and environmental impacts
Stakeholders	Individuals, groups, or organizations with an interest in or affected by a project or decision
Strategic Asset Management	Planning and managing properties or resources to optimise their use and value
Sustainability Goals	Objectives aimed at balancing environmental, social, and economic needs for long-term well-being
VCSE (Voluntary, Community, and Social Enterprise)	Organisations operating for social benefit rather than profit, supporting community development

We are Norwich Business Plan

Scrutiny Recommendations to Cabinet and Proposed Responses

1. At its meeting on 23 January 2025, Scrutiny Committee considered the draft We are Norwich Business Plan. A number of recommendations were made by the Committee which will be considered by Cabinet at its meeting on 5 February 2025.
2. Suggested resolutions for Cabinet are given below following detailed consultation with relevant officers to understand the viability of realising the recommendations made by the Scrutiny Committee.
3. Where full compliance with a recommendation cannot be undertaken, alternative suggestions that meet recommendations partially or through alternative methodologies have been proposed.
4. The wording for recommendations is that provided by Democratic Services following the Scrutiny Committee meeting.

We are Norwich Business Plan Scrutiny Committee recommendation	Cabinet response
1. To endorse the approach that has been taken for the We are Norwich Business Plan.	Recommendation accepted.
2. To include wording within the narrative of the Business Plan that the Council is committed to a unitary authority for the Norwich urban area.	Recommendation accepted. The narrative will be updated to reflect this commitment.

We are Norwich Business Plan Scrutiny Committee recommendation	Cabinet response
3. To clarify what is meant by “review” and “develop” within the actions of the Business Plan.	Recommendation accepted. Clear definitions will be provided to ensure clarity of understanding.
4. That timescales and timelines for when reviews will be completed by are included in the plan.	Recommendation accepted. Timelines for each review will be incorporated into the Business Plan where they are known or anticipated.
5. To encourage partners and elected members to be involved in developing Outcome Based Accountability (OBAs) Key Performance Indicators (KPIs).	Recommendation accepted. Officers will engage partners and members during the development of OBA KPIs to ensure shared ownership and inclusivity.
6. To consider including an outcome on working with community groups to break down digital exclusion by upskilling residents or providing equipment.	Recommendation accepted. An additional outcome focusing on addressing digital exclusion will be integrated into the plan.
7. To ask officers to provide a template of developing OBAs for the work of the Making Norwich a Truly	Recommendation accepted. It is suggested that officers prepare and share the OBA development template to support the group’s work, once the task and finish group has compiled recommendations (expected after the concluding meeting on 31 January 2025) – to which a logic model can be applied.

We are Norwich Business Plan Scrutiny Committee recommendation	Cabinet response
Accessible City Task and Finish Group.	
8. That the monitoring framework is accessible to the public.	Recommendation accepted. The monitoring framework will be designed to ensure accessibility and transparency.
9. To ensure that any existing data sets are retained and where possible maintained.	Recommendation accepted. The council will safeguard critical data sets and maintain them where feasible to support decision-making and performance monitoring.
10. That the Scrutiny Committee considers the progress of aligning financial models with delivery of services as part of a future meeting	This is for the Scrutiny Committee to consider as part of setting its work programme.