



WE ARE NORWICH

A community-led plan for Norwich City Council 2024-2029

Recommendation:

It is recommended that the Scrutiny Committee consider the draft Corporate Plan 2024-29 and provide their recommendations to Cabinet at their meeting on March 6, 2024.



01 What we set out to achieve:

A corporate plan that:

Responds to the ambitions and feedback of the people of Norwich

Is accessible to the people of Norwich

Provides a clear vision and priorities

Enables the council to continue to deliver under changing circumstances

02 A people focussed approach:

A key objective in producing the new corporate plan was to put the **people of Norwich front and centre** of its development.

Extensive programme of consultation carried out across Norwich (November and December 2023)

- To enable the people of Norwich to engage with setting the priorities of the council and be part of the shaping of the future
- To inspire collaborative working with stakeholders and local communities to deliver the plan
- To create a plan that our workforce understands and feels empowered to deliver

03 Consultation overview:

We engaged expert **consultation and engagement specialists Collaborate** to enable this ambitious programme of consultation.

More than **900 individuals and organisations** were consulted including all groups identified in the council's new Equality, Diversity and Inclusion strategy.

Consultation activities:

- Stakeholder interviews
- Workshops
- Panel discussions
- Focus groups
- Street outreach
- Public online surveys
- Staff online survey
- In person surveys

Stakeholders:

- Norwich residents, workers and visitors
- Tenants' groups
- Our local partners
- Voluntary and creative sector
- Community organisations
- Local businesses & business networks
- Norwich city councillors
- Norwich city council officers

04 Consultation details:

In-depth conversations

- 26 x structured interviews with people representing the public, business, civil society, creative and cultural sectors
- 3 x focus groups with VCSE, creative and cultural organisations

Street engagement

- 138 people interviewed outdoors and indoors, in cafes, community spaces, bus stops, libraries, shops and school gates

Council tenants

- 90-minute focus group with council tenant representatives involved in tenants' associations

Members and partners

- 4x workshops with elected members and one with partners and cabinet

Young people

- The consultation process revealed a growing consultation fatigue developing amongst young people. Partners working with young people recommended the priorities expressed during the City Vision 2040 consultation were incorporated

Demographics

- Data about the demography of respondents to the consultation was invited voluntarily and then anonymised. This best practice enabled meaningful discussion. As a result, any data gathered cannot be linked to individual comments and so cannot be used to weight the ideas of any particular group



05 Our existing data:

The plan also draws on all existing data from a large number of available sources, including:

- Norwich 2040 City Vision
- Corporate Plan 2022-26
- Other council policies, plans and strategies
- Equality Information Reports from 2016-2023; the Equality, Diversity and Inclusion Strategy and the public consultation for this strategy
- The final report of the LGA Corporate Peer Challenge 2023 and the council's response to LGA recommendations
- Data derived from the Get Talking Norwich engagement platform
- Budget consultation 2023/24 analysis – full report
- Norwich 2011 to 2021 census overview
- Norwich headlines March 2023 – internal briefing paper
- Norwich headlines August 2023 – internal briefing paper
- Findings from City Vision 2017-18 engagement exercise
- Data from the City Vision Youth Conference in May 2018 and the City Vision Youth Survey undertaken in the same year
- The final report of the Norwich Good Economy Commission
- Norwich Reducing Inequality Target Areas – analysis of indicators October 2022 (NODA report)

06 Community conversations:

Insights from previous Community Conversations were also analysed. This included data that has been collated from conversations by Community Connectors and Community Conversation Officers since 2022.

The conversations came from six areas of Norwich:

- Heathgate / Mousehold / Cowgate
- Lakenham
- Mancroft
- Mile Cross
- North Earlham
- West Pottergate / Russell St.



07 The draft Plan:

Research experts Collaborate independently analysed the full consultation insights and assimilated existing data to establish the emerging vision and priorities:

Our vision:

Norwich: a fair and thriving city, full of ambition

Our priorities:

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



Please note: The version presented in appendix 1 is the content only, the final plan will undergo a design process

08 What we are aiming for

A prosperous Norwich

- Norwich is a great place to live, work, learn and visit
- Business in Norwich thrives in an inclusive, resilient economy
- Everyone has access and opportunity to great jobs
- Better incomes for people in Norwich



A fairer Norwich

- People have better health outcomes and longer life expectancy
- Our city and local neighbourhoods are safe, diverse and vibrant
- Good quality homes for all
- Tackle the root causes of disadvantage



A climate responsive Norwich

- A net-zero council by 2030
- Aiming for net-zero for Norwich by 2045
- Vibrant parks and open spaces for all
- Growing our capacity to adapt to climate change



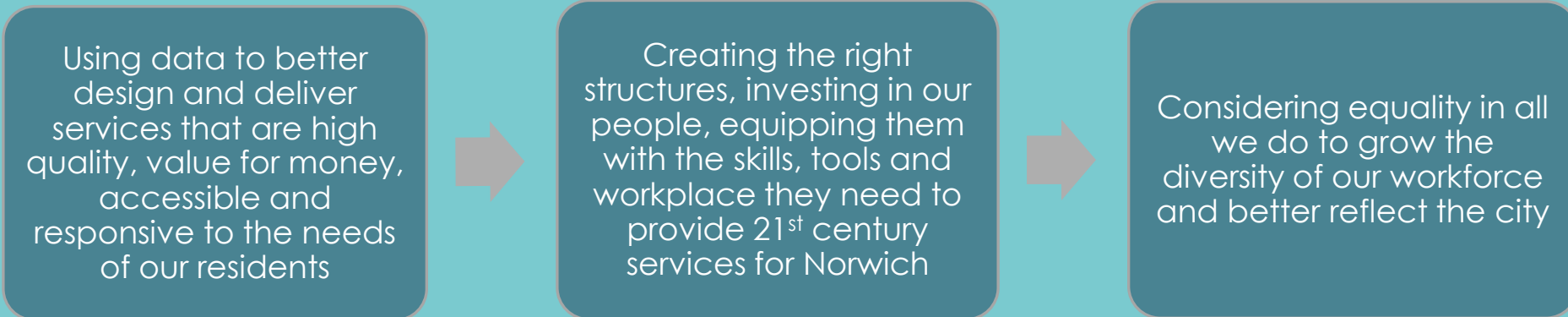
A future proof Norwich

- Empowered communities
- A city ready for change
- Being equipped for new ways of working
- Being prepared for future challenges



09 An open and modern council

To deliver these priorities we must provide the right foundations by continuing to become an open and modern council



What we are aiming for:

- A collaborative council
- A council delivering excellence
- A council invested in its people
- A data and insights driven; people focused council



10 The next steps

The draft corporate plan is outcome focussed and does not include detail on specific actions. A **business plan** and accompanying **performance framework** will be developed where these will be detailed.

The next steps:

Business plan & performance framework

Developed

Agreed

Resource
planning for
2024/25

This process will inform our resource allocation and set out performance measures that teams will need to report on, so progress towards the outcomes can be reviewed.

