

Report to Cabinet
13 February 2019
Report of Strategy manager
Subject Corporate Plan 2019-2022

Item

6

Purpose

This sets out the background to the development of the new corporate plan to cover the period 2019-2022 with the corporate plan appended along with comments from scrutiny committee members.

Recommendation

To consider the draft corporate plan 2019-2022 along with scrutiny and public comments, and to agree any amendments for proposal to full council

Corporate and service priorities

The report helps to meet all the corporate priorities

Financial implications

This frames the council's entire budget and so accompanies the budget papers, but does not commit specific spend

Ward/s: All Wards

Cabinet member: Councillor Waters - Leader

Contact officers

Adam Clark, Strategy Manager

01603 212273

Background documents

None

Background

1. The council's constitution states that:
 - "Each year a draft corporate plan will be prepared setting out the overall strategic direction of the council including its vision, priorities and values. The plan guides everything the council will do for the city and its residents and visitors for the period. It, therefore, acts as the overarching policy framework of the council.
 - The draft corporate plan is drawn up in line with the council's medium term financial strategy and in parallel to the development of the budget for the period to ensure the necessary resources are in place for its delivery.
 - The draft corporate plan will be subject to discussion with the scrutiny committee, before being submitted, along with the comments and recommendations of the scrutiny committee, to the cabinet for agreement. Cabinet will then present the draft corporate plan to full council along with the draft budget for the coming year."
2. The corporate plan is therefore the document that summarises and informs the scope of the council's activities so that internal and external audiences have a clear understanding of what the council is seeking to achieve and how, broadly, it will steer and focus resource to achieve those priorities in collaboration with other organisations and residents.
3. Over the last 10 years Norwich City Council has faced significant financial challenges. The council has responded with a planned and carefully managed approach, looking ahead to smooth required savings out across future years, and seeking to protect front line services wherever possible.
4. The council's current corporate plan was adopted at a meeting of full council on 17 February 2015. It was originally intended to cover the period 2015-2020. It has been reviewed and refreshed to reflect changing circumstances every year, but the main vision, mission and priorities have remained the same. The corporate performance measures that track progress have also been reviewed annually.
5. In June 2016 cabinet resolved to adopt a forward looking approach to ensure it had the best possible opportunity to meet these financial challenges and match the shape and style of the council to the resources available noting in particular that "the council has reached the point where the potential for reconfiguration of services is increasingly limited and a redesign of the council is necessary. With the resources available to the council in future it will not be able to meet the aspirations of the corporate plan and new priorities need to be set that can be delivered within the resources available".
6. A report was approved by cabinet to initiate a process to:
 - Work with partners in the public, private, voluntary and community sector to develop a new city vision
 - Develop a revised corporate plan, priorities and performance measures which reflect that council's part in supporting that vision

- Determine a new blueprint or operating model to guide how the council works in future, which reflects available resources.
7. This has resulted in a fundamental review of the council's corporate plan, which ends the current corporate plan a year earlier than was originally intended. The rest of this report covers the development of a replacement plan and an overview of the content.

Corporate plan 2019-2022

8. A draft of a new corporate plan covering the period 2019-2022 has been appended to this report. This has been developed in the light of the wider city vision work, which has been undertaken under the 'Norwich 2040' banner. This started with a significant piece of resident and stakeholder engagement to identify consensus about what the strengths and challenges of Norwich are. It then continued with analysis of the findings to shape a vision for Norwich in 2040 which provides a shared set of aspirations for Norwich to be:
- A creative city
 - A liveable city
 - A fair city
 - A connected city
 - A dynamic city
9. The full details of the city vision and how it was developed can be found on the city council website.
10. This city vision provides a framework within which the city council can articulate its role. The city vision is therefore the starting point for this corporate plan. This has been combined with information and analysis including:
- Analysing information on levels of need in the city such as looking at demographics, economic, environmental and equalities data
 - Assessing the current environment the council operates in, including the national and local economic climate and policy and legislation for local government.
 - Understanding how other local authorities are responding to similar challenges
 - Looking at the potential future factors that may impact on Norwich and the council
 - Discussions with councillors and officers
 - Reflecting the Medium Term Financial Strategy and transformation programme which helps plan resource allocation
11. The revised corporate plan retains the same vision and mission statements as in the preceding plan:

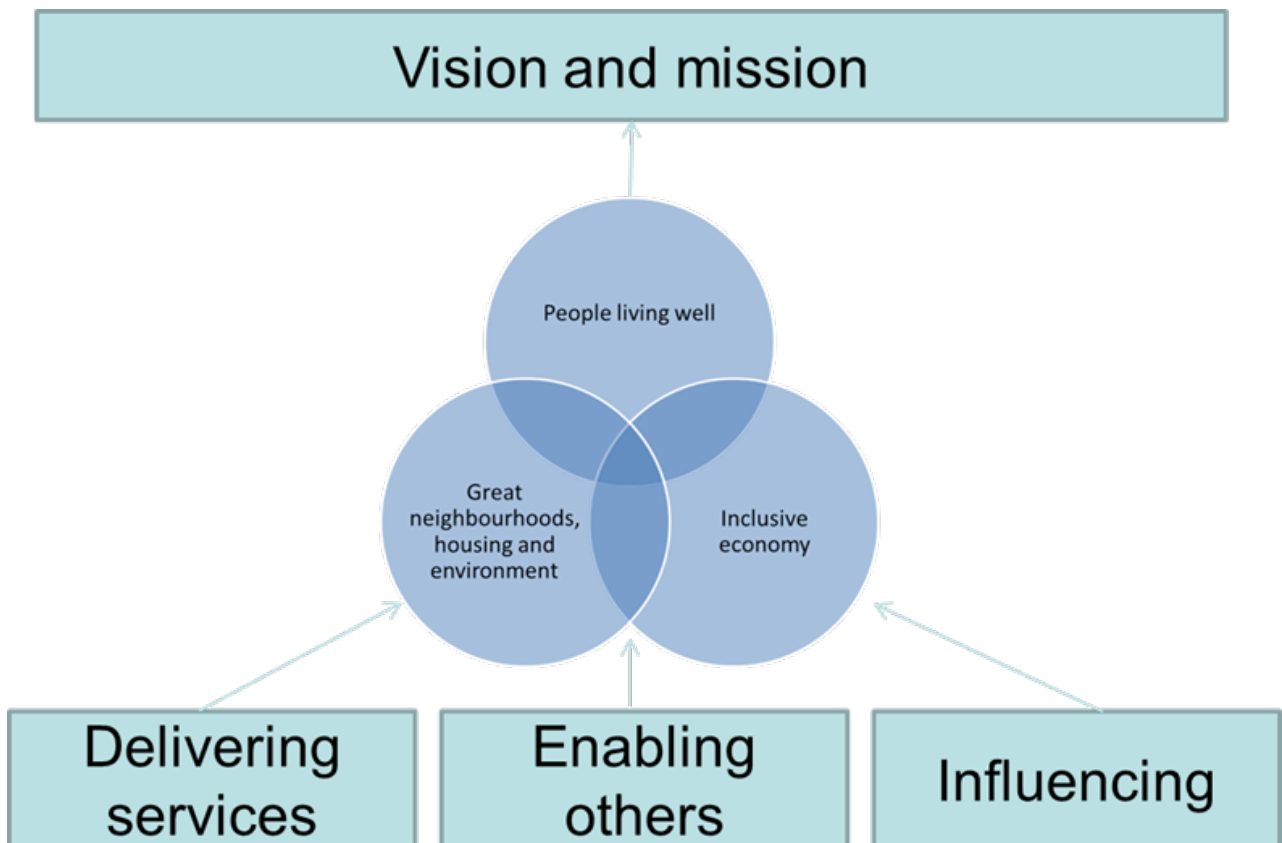
The corporate vision – To make Norwich a fine city for all

The corporate mission – To put people and the city first

12. Three new priorities are proposed:

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

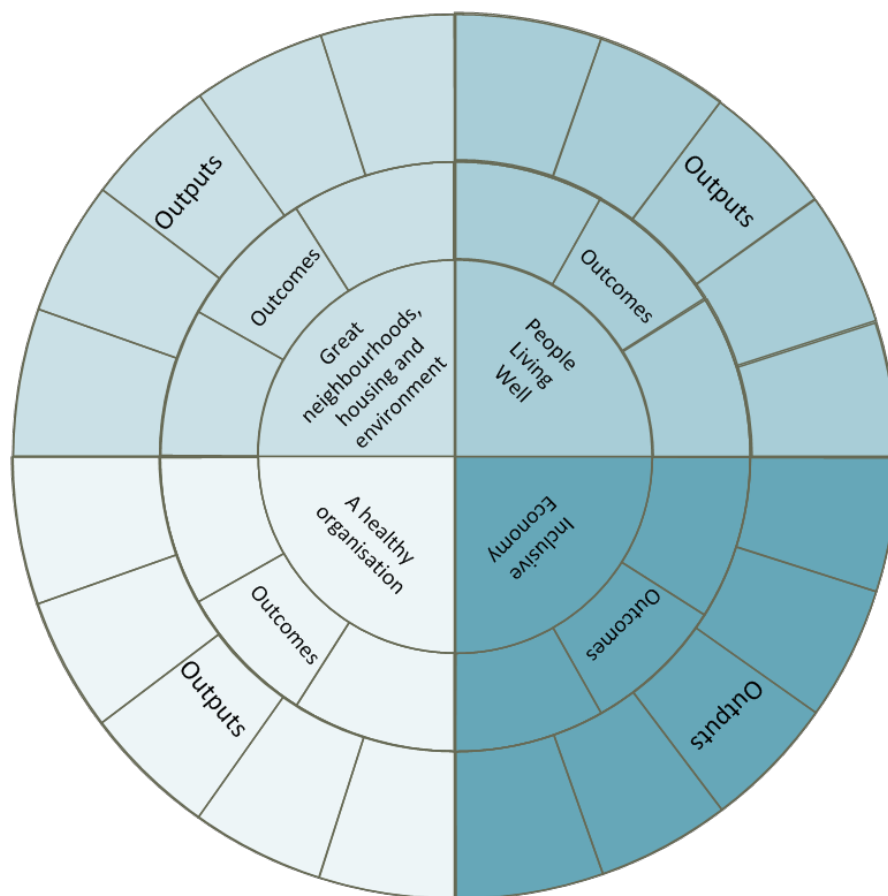
13. The priorities are being developed to recognise their interconnected nature and the likelihood that many areas of work will impact on two or three of them, or require trade-offs between them. The strategies behind each priority are also being developed to recognise the different roles the council may play: delivery, enabling and influencing, linking back to the collective responsibilities of the city vision. This can be represented as follows:



14. Employee engagement and clarity around their roles in delivering these new objectives will be important. Consequently the strategies that sit underneath these priorities are being developed in a collaborative way with colleagues from across the council. Service plans will be replaced by cross cutting strategies and team plans will be adapted to ensure a golden thread from each employee up to the corporate priorities and encourage a more joined up way of working as envisaged in the Fit for the Future Programme. A draft of the corporate plan is appended to this report in appendix 1.

Performance Framework

15. Alongside changes to the corporate plan, the council is also developing a new performance framework to better measure its impact and to ensure the link to the wider city vision is maintained. It is proposed that this should include output measures; quality or quantity measures of the council's own activities, and outcome measures; measures of the "real world" position. The current performance framework includes a mixture of output and outcome measures and showing them separately will allow for greater clarity around how the council is delivering its own activities, whilst ensuring a continued focus on the real world impact and identification of areas where an enabling or influencing role could be adopted.
16. The proposed performance framework will be clustered around the new corporate priorities as well as metrics that indicate the performance of the council's corporate functions, such as finance, IT and HR under the banner of 'A healthy organisation'. This is shown in the following schematic:



17. The new performance framework is being built in the following way:

- Establishing the overall outcomes that contribute to the corporate priorities
- Identifying key outcome measures that indicate whether that outcome is being achieved. It should be underlined that these are the overall outcomes for the city not the specific outcomes for which the city council is exclusively responsible
- Identifying key outputs that measure the efficacy, quality or quantity of the council's own activity which make a contribution to the outcome and then onto the priority
- The individual proposed outcome and output measures are derived from a number of sources, including national data, data generated by the council's own activities, specific surveys and data sourced from other organisations. We expect that the framework will need to be reviewed annually to improve it.

18. As stated above, the outcomes and the outcome measures within the framework are not exclusively related to the council's own activities, but there should be a clear and logical link between the council's output measures and the outcomes they are intended to achieve. This provides employees and members with a framework within which to understand the 'why' of the council's services and activities.

19. An example of the distinction between outcome measures and output measures is in the table below. This shows how one of the component parts of the overall corporate priority of 'people living well' is that residents feel safe. This outcome then sets the context for our Anti-social behaviour responses and how we measure it:

Corporate Priority	People living well
Outcome	People feeling safe
Outcome measure	People feeling safe measured through the Local Area Survey
Output measures	Satisfaction with how ASB reports were handled Satisfaction with the outcome of ASB reports

20. Clearly the outcome of people feeling safe is also affected by a range of other factors, such as levels of crime in the city, visibility of policing, media stories, personal character, individual and community networks, all of which can impact on the outcome. The council's own activity in responding to Anti-social behaviour has a role, but not an exclusive one.

21. Below this there are team and individual objectives that contribute to the output, and ultimately to the outcome and corporate priority. This therefore provides the 'golden thread' that links every individual employee's work to the overall aims of the council.

22. This is one example of the full range of measures that will make up the performance framework. As this is a significant change to our performance framework, it has not been possible to provide the full framework with this report, as specific measures are still being developed. Cabinet members are asked for their views on the overall approach, and will be provided with the current draft of performance measures at the cabinet meeting for comment.

Scrutiny and public comments

23. The draft corporate plan was presented to the scrutiny committee on 13 December 2018. Comments were requested at the meeting and subsequently. The relevant section of the minutes and subsequent comments are included in appendix 2 of this report.

24. There were a series of comments on style, accessibility and specific wording which will be reflected in the version presented to budget council on 26 February 2019. There were also some comments around the substance of the corporate plan which are as follows:

- (1) The three new priorities could sit within two wider themes which could be envisaged as circles with sustainable development as the inner circle surrounded by a wider circle of democracy. This is outlined in the relevant appendix. An alternative would be to amend the 3 priorities to include explicit mention of sustainability and democracy. For example, 'Great neighbourhoods, local environment and housing' could become '*Sustainable* neighbourhoods, local environment and housing' and 'Inclusive economy' could become 'Inclusive economy *and democracy*'.
- (2) More prominence around climate change. The plan should include reference to a climate emergency such as threats of prolonged heat waves and flooding but it was accepted that it was difficult to find measures the council could adopt. It could include a climate change target such as 'keeping the city resilient in face of the changing climate'. Climate change should be incorporated into the policy and program of the organisation not just mitigated against. As the council was signed up to the UK 100 city's pledge it could be possible to highlight the council's commitment to climate change that way.
- (3) In terms of an inclusive economy the city council could strength the local economy through the local procurement of services and goods and encouraging others to do the same. This could increase resilience within the local economy.

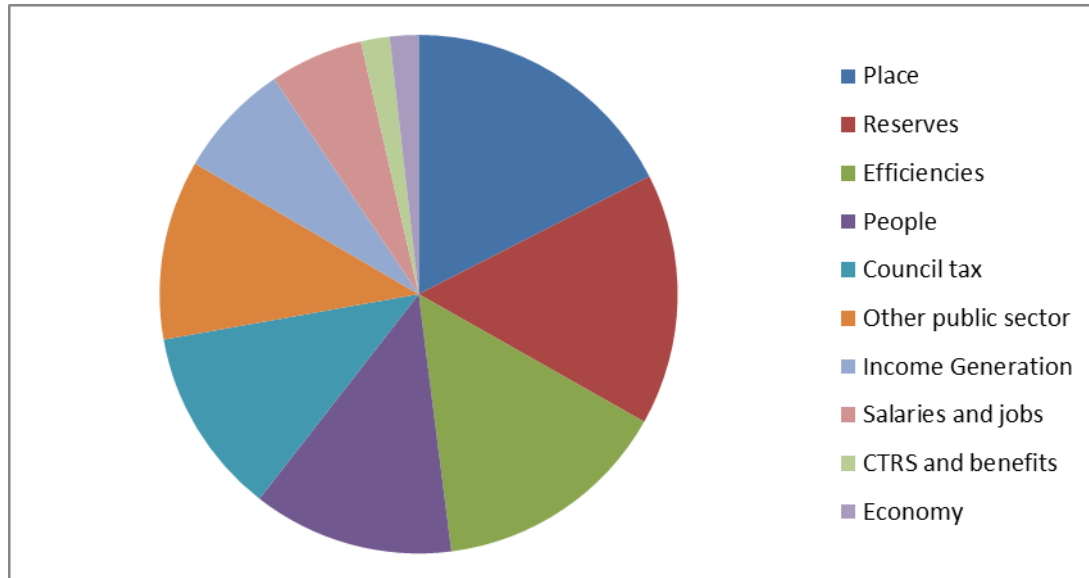
25. There were two opportunities for free-text comments in the 2019-20 budget consultation which were:

- Do you have any comments?

- What other ideas should the council explore to make up the remainder of the savings gap over the next four years?

Not all respondents to the consultation responded to either or both questions.

26. There were a total of 240 comments across the 2 questions, many of which were on similar topics, so we have coded these according to the main subject. However this coding is somewhat subjective as several comments cover multiple themes. With this caveat, this crudely gives us the following breakdown of comments by category:



27. This shows that the largest proportions of topics were about issues to do with 'place' (covering housing, development, environment, transport etc). Next most numerous were comments on our approach to our finances, using reserves, making efficiencies and increasing council tax. The other significant numbers of comments were about 'people' issues such as homelessness and poverty, and about other public sector or national issues. Comments have been read and will be taken into account as the corporate plan is finalised.

Conclusion

28. The corporate plan 2019-2022 represents the aspiration of the city council to play its full part in the life and wellbeing of the residents and other stakeholders in the city, aligned to the co-produced vision for Norwich in 2040. This is through delivery of services, and playing an enabling and influencing role across the city. Alongside the MTFS and the budget, the cabinet are asked to comment on and endorse this draft corporate plan so that it can be taken forward to full council.

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	13 February 2019
Director / Head of service	Adam Clark, Strategy Manager
Report subject:	Corporate Plan 2019-2022
Date assessed:	4 th February 2019

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The corporate plan gives an overview of everything that the council wishes to achieve. One of the new priorities is an inclusive economy, which will be a key ambition over the period of the corporate plan.
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	One of the new priorities is people living well, which includes health and wellbeing, will be a key ambition over the period of the corporate plan.

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Throughout the corporate plan is a commitment to equality, and reducing the levels of inequality within the city. However, specific projects, services and initiatives will require further assessment to understand how they impact on different stakeholders, particularly individuals and communities with protected characteristics.
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Responding to climate change is one of key ambition covered in the over the period of the corporate plan.

	Impact			
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment	
Positive	
	The new corporate priorities should be used to shape the council's approach to policy and service delivery to ensure that they support the achievement of those priorities. Particular focus on ensuring effective assessment of the impact on groups with protected characteristics should be given in order to enhance positive and mitigate any potential negative impact
Negative	
Neutral	
	The corporate plan at some level covers everything the council does, so there will inevitably be more detail to be provided around the impact on areas marked neutral in this assessment. However, much of this assessment is undertaken as the detail of activities and initiatives is developed.
Issues	

NORWICH CITY COUNCIL**CORPORATE PLAN 2019 – 22****Introduction by Councillor Alan Waters, Leader of Norwich City Council****A new Corporate Plan**

The City Council's Corporate Plan is a description of the council's priorities over the medium term. 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 passed each February, alongside the Corporate Plan, provides the resources to deliver the council's political objectives.

For 2019/20 there is a step change. The report describes an entirely new Corporate Plan 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 70 years ago. There are a number of different factors in play. The first is the unresolved issue of how (or whether) we exit the European Union and on what terms. The second, the impact on the council's budget of a decade of continuous cuts in central government funding (well over 40% since 2010) with a lack of clarity about whether this funding trajectory will change or be reversed. The third, longer term changes that are moving more rapidly than anticipated to confront us in the next two decades, among which are climate change, automation, demographic shifts and galloping inequality.

Given that context, this corporate plan, despite the uncertainty, has to be clear about what it wants achieve and how that is to be done.

Faced with deep cuts in resources and the complexity of the issues we face as a city, the council embarked upon our most comprehensive public consultation ever, asking communities across the city about their vision of Norwich. The short answer is that residents are proud of their city but not its inequalities: among which are low pay, lack of affordable housing, increasing rough sleeping and a powerful sense of insecurity.

Following two successful 2040 Vision conferences the city council has reshaped its key priorities around three themes:

- Great neighbourhoods, housing and local environment
- Inclusive (good) growth
- People living well.

In delivering these priorities we will be not only be smart about how we use our resources but how we maximise resources working with other partners to make Norwich a great city for everyone. The Corporate Plan lays out that ambition and shows 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 live within the framework of a strong, creative and vibrant city.

Plan on a page

Infographic summarising vision, mission, values and priorities to be included with publication

DRAFT

Norwich 2040

The city of Norwich, like many others, is at a pivotal point in time. Over the last 12 months the city council has worked together with businesses, local authorities, young people, the voluntary sector, and community groups to develop a bold and ambitious vision, a clear long-term statement of what we want the future of Norwich to be, and things we can do together to get there.

The 2040 Norwich City Vision is rooted in the views of everyone in it, as well as those who visit it. Following significant engagement conducted over eight months by independent research company, Ignite, feedback reflects what we know Norwich to be: a vibrant growing city with social, economic and cultural strengths, offering a variety of experiences, which truly make it a unique destination city to live, learn, work and visit.

Jointly developing our city vision and sharing its ownership provides real direction for our journey to 2040, enabling the city to build on its strengths, tackle the challenges and maximise opportunities over the coming months and years, making Norwich a world-class city.

It also provides us with an insight into what role the city council can play in achieving that vision, which informs this corporate plan.

The key strengths and challenges for Norwich that were identified by the consultation were as follows:

Strengths

Safe
Good place to make a life
Friendly with a strong sense of community
Diversity
Events
Arts and culture
Retail and food scene
Rich history but forward looking
Parks and open spaces
Sustainability
Universities and research parks

Challenges

Inequality and lack of social mobility
Street homelessness and substance misuse
Traffic
Mixed, high quality, affordable housing
Secondary and vocational education and lifelong learning
Local jobs and economic growth
Social isolation
Diversity not seen as universally positive

This has given us a platform to develop the following themes for Norwich 2040 to be:

- A creative city
- A liveable city
- A fair city
- A connected city
- A dynamic city

You can read more about the city vision here. The rest of this document lays out how the city council proposes to play its part in delivering this shared vision.

Vision, Mission and Values

The corporate vision – To make Norwich a fine city for all

The corporate mission – To put people and the city first

The mission statement

Norwich City Council is at the heart of the city of Norwich.

We work creatively, flexibly and in partnership with others to create a city of which we can all be proud.

We provide good services to our residents, visitors and businesses, whilst enabling people to help themselves and ensuring that those who need extra help can access it.

We aim to be financially self-sufficient, to ensure the sustainability of our services.

Characteristics of the council

This means that we:

Understand our city and our customers, recognising the interconnected nature of the objectives we are seeking to achieve.

Take decisions based on a full understanding of the evidence and risks

Build relationships proactively and work collaboratively internally and externally and leverage resource where possible to deliver the best outcomes

Are agile and adaptable, to enable us to adjust our resources to deliver our priorities

Adopt commercial approaches where appropriate

Value and trust our staff and our partners and respect PACE values

Putting the characteristics into practice

Change is likely to be a constant in the future, and so putting this vision into practice will require us to create an organisation which is not rigid, but which is adaptable and can respond to change. And all this will require changes to our culture and skills, internal infrastructure and relationships with partners and citizens which need to be clearly articulated and shared across the organisation.

Financial challenge

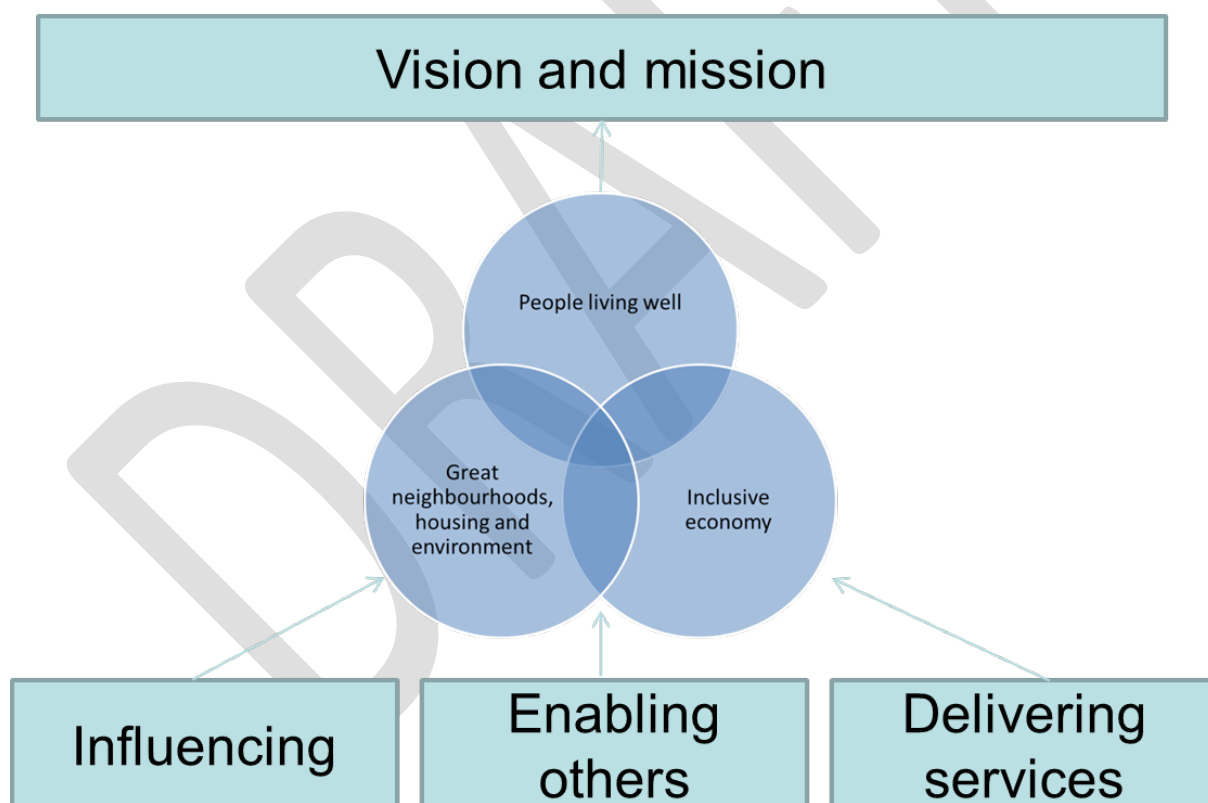
At a glance infographic to be included with published version

Values

- Pride
- Accountability
- Collaboration
- Excellence

Our corporate priorities

Our corporate priorities are the outcomes that we want to see in Norwich. They steer everything we do, whether that be the services we deliver, other agencies' activities that we enable or the wider landscape that we influence. Even our corporate services, such as IT, HR and finance should support us to achieve these priorities. We use these to inform and align our strategies, policies and plans, so that all staff know how their role supports these priorities.



A more detailed explanation of these priorities and how we seek to achieve them can be found in the strategy sections on the following pages. This is not an exhaustive list of everything we do, as there are core services that constitute our 'business as usual' that are not necessarily specifically mentioned in the following section.

People living well

What is our vision for this priority?

Norwich is a city in which many people enjoy a good quality of life, and is a social and cultural hub for the entire county. We want Norwich to continue to be a city which supports wellbeing, and one in which people enjoy living and working as well as visiting. This will entail playing our part in addressing the very real inequalities between the most and least deprived residents of the city.

How will this be achieved?

Working with our partners, we will:

- Support people in Norwich to feel safe and welcomed
- Provide means for people to lead healthy, connected, fulfilling lives, particularly those who are most vulnerable
- Ensure there is a range of cultural, leisure and social opportunities and activities for all
- Tackle homelessness and rough sleeping

How will we know we are having an impact?

Outcome measures

Output measures

What will the city council do?

Support those who visit, study, live and work in Norwich to feel safe and welcomed

- The city council have a range of roles in achieving this outcome. We will continue to deliver core services that help keep people safe, including community safety activities, safeguarding vulnerable people and providing CCTV.
- We will also continue to play an active role in key local partnerships around safety, such as the community safety partnership and working with our police colleagues and other partners to tackle anti-social behaviour and organised crime such as county lines, particularly where this occurs in our housing stock. We acknowledge that we are not always best placed to have the relationships with those most at risk, so where necessary we will commission or co-produce solutions with others where this is relevant, with the Voluntary, Community and Social Enterprise sector.
- We will celebrate and reflect Norwich's tradition of embracing diversity, whether that is through our ongoing support of Pride or tackling hate crime. We will also work with the county council to ensure that the public realm is accessible to all; we cannot guarantee universal accessibility but our commitment is to maintain meaningful dialogue with those who are most likely to be affected and work with them to implement an accessibility charter.

Provide means for people to lead healthy, connected, fulfilling lives, particularly those who are most vulnerable

- As a district council our services have a key role in addressing the wider determinants of health, which are all the things that help people to live healthily, such as having enough money to live on, good housing and being connected to family and friends. So, even though we care about health and social care services, we are not the ones to ensure that they are working locally. What we will do is to work with colleagues in the health sector through our Healthy Norwich partnership and ensure that our assets such as housing, parks and open spaces support people to be active and well. Ultimately we want to see a reduction in the life expectancy gap between residents in the least and most deprived areas of the city, which will be supported through embedding health and wellbeing outcomes in all our policies.
- We will ensure that our frontline services are linked into wider health and wellbeing services. For example we will continue to build on existing social prescribing initiatives and early help arrangements that ensure that people reach the support they need more efficiently and before they reach crisis point. To achieve this, we will improve our use of our own and partners' evidence to identify when people may need some additional support.
- We will streamline and modernise our systems in order to enable self-serve for our customers accessing council services and will support people to develop the knowledge, skills and confidence to manage their lives online through our digital inclusion work. We will continue to provide access to services by telephone and by appointment for those who cannot go online, and for vulnerable customers with more complex needs. We will combine this universal approach of self-service by default with dedicated resource for those who are particularly vulnerable, such as our specialist support unit's work with tenant households. We will do this by building on the lessons learnt from our targeted approach to reducing inequalities, informed by data and evidence including our own, partners' and national information. This approach will not only inform the way that we apportion resource but we will also share this evidence with partners to help shape their delivery.
- We are committed to tackling poverty in the city, through addressing the drivers of poverty rather than simply stepping in when people have crisis. As Universal Credit continues to roll-out, we will ensure that residents have access to benefits, money and budgeting support with our own advisers and through commissioning services from others. We will also make sure our processing of benefits is efficient, accessible, automated and fair, and that our council tax reduction scheme reflects our commitment to supporting vulnerable people such as care leavers and people experiencing domestic abuse. We will have a firm but fair approach to collecting income and debt from residents, tenants and businesses which is transparent and joined-up so that people have the best opportunity to pay what they owe, whilst taking proportionate legal remedy where they choose not to.
- Food poverty is on the rise, both as a short-term crisis that drives people towards emergency provision, as well as a longer-term absence of a nutritious diet. The causes are complex and cover access to and affordability of food, elements of knowledge, skills and social norms, which require multi-faceted responses so we will work with the incipient Norwich food network to pilot and develop responses that address the drivers of food poverty locally.
- We will build on progress made over recent years in tackling fuel poverty in the city, which has financial and health benefits. A major component of this is

to support residents to reduce their utility costs through switch and save, our white label energy project and works to improve the energy efficiency of the council's own housing stock.

Ensure there is a range of cultural, leisure and social opportunities and activities which are accessible to all

- Residents and visitors value the extensive range of cultural and social opportunities that Norwich provides, from large-scale events such as the Lord Mayor's procession, Pride and the Halloween celebrations to smaller, local events in parks and communities. We want these to continue and will work to secure support and investment from other sources, such as the Business Improvement District and local businesses.
- Norwich is a hotbed of creativity and culture and our role in some arenas is simply to enable that to continue, through core services such as licensing and discretionary funding for arts and cultural activity of all scales. Our challenge to those delivering these is to find ways in which these can be as inclusive and accessible and to ensure that the opportunities are truly universal and reflect issues of low social mobility. We cannot guarantee that we will be able to provide the same amount of direct funding forever but we will continue to support the creative sector to source investment from key national funders.
- We know that that 'things to do' in the city such as leisure and cultural events brings vibrancy, employment and people to the city, so we will focus our activities where there is likely to be an opportunity to enhance economic and social benefit.
- As well as supporting people's physical health, physical activity of all sorts also contributes to wider wellbeing. We will continue to provide mechanisms for residents to access a range of activities, through direct provision and contracting of leisure facilities, and working with key partners, such as Active Norfolk to bring investment and to connect communities to diverse activities. As with the cultural offer in the city, we would like this to support wider social aims, such as community cohesion, employability and combatting social isolation.
- Ultimately we think that our residents and tenants are best placed to decide what activities they want to see in their community. Our role is primarily to help them access tools, skills and resources to enable them to realise these, such as access to space or equipment and opportunities to market their activities. Although we may provide small pots of funding to initiate new activities, we will not provide ongoing funding, but instead look to enable organisations to access external funding. We will continue to support sharing economy initiatives such as our Active Hours community currency and our 'stuff hubs'.

Tackle rough sleeping and homelessness

- Addressing the supply of affordable housing in the city is central to addressing the increasing issues of homelessness in the long-term, but other measures are required to resolve the recent rise in rough sleeping and homelessness in Norwich. Homelessness can often be a symptom of wider issues such as mental illness, drug and alcohol misuse or a history of offending made worse by reductions in housing support. First and foremost we have a legal

responsibility to assess people who present as homeless or at risk and to develop an appropriate way forward to prevent their being homeless. We will continue our proactive approach to delivering this duty, including the extended duties under the Homelessness Reduction Act.

- However, this alone is not sufficient to tackle the complexities of rough sleeping and homelessness. So we will continue our collaborative work with public and other sector partners and commission services, jointly where possible, to address these. We will be implementing a 'Housing First' model that seeks to stabilise people in accommodation with wrap around support as a basis for addressing wider needs, whether they be mental health, substance misuse or social welfare needs. We will continue to use our resources to leverage funding for appropriate support so that we enable a systematic approach to homelessness rather than simply tackling the visible manifestations of this.
- It is evidenced that people who are sleeping rough in the city do not always lack accommodation, so we need to maintain a focus on addressing wider issues, and we will continue to collaborate with health colleagues around these, particularly where we have a dual responsibility as a landlord.
- We will also collaborate with neighbouring councils to ensure that whilst Norwich is a centre for services, it does not attract more vulnerable people and we will not simply plug gaps in services such as Supporting People that have been cut by other bodies.

Great neighbourhoods, housing and environment

What is our vision for this priority?

As a district council, much of what we do focuses on 'place' – the physical fabric that makes Norwich what it is, whether it be housing, green spaces, our approach to urban planning or keeping the city clean and resilient in the face of a changing climate and adverse weather. We aspire to be good stewards of the city, maintaining the character that makes Norwich a unique place, whilst taking opportunities to regenerate and develop the city to enhance it and support thriving communities.

How will this be achieved?

Working with our partners, we will:

- Maintain a clean and sustainable city with a good local environment that people value
- Ensure our services mitigate against any adverse effects of climate change and are efficient to reduce carbon emissions
- Build and maintain a range of affordable and social housing
- Improve the quality and safety of private sector housing
- Continue sensitive regeneration of the city that retains its unique character and meets local needs

How will we know we are having an impact?

Outcome measures

Output measures

What will the city council do?

Maintain a clean and sustainable city with a good local environment that people value

- The way we deal with waste as a system has huge environmental and economic impacts, as well as keeping the city clean, safe and pleasant for everyone. We will work with the Norfolk Waste Partnership to continue to decrease residual waste, with a particular focus on working with residents to increase recycling and food waste collection.
- We will also address the pockets of significant air pollution in the city. This will include encouraging a move from conventional motor vehicle usage, increasing the ease, safety and appeal of public transport, walking and cycling and improved transport management and enforcement making use of investment opportunities such as Transforming Cities.
- Steps will be taken to reduce emissions from motor vehicles as well, such as enforcing the switching off engines when stationary or requiring cleaner vehicles
- We will try to reduce fine particulate pollution from local sources based on better understanding of the sources of this and where practicable to do so.
- We will work with residents and tenants to keep our neighbourhoods and estates clean & tidy to encourage pride in communities and discourage ASB and crime. As well as managing our waste and recycling contracts, we will continue to support local groups who wish to take an active part in the

protection and enhancement of their local area, through taking an enabling approach.

- We still have a significant amount of green space under our own management, and we will develop an action plan through which we can retain this for residents and visitors within our financial constraints, whilst optimising access and environmental outcomes, such as biodiversity. This includes looking after and enhancing the abundance of trees that the city enjoys

Ensure our services mitigate against any adverse effects of climate change and are efficient to reduce carbon emissions

- We have a long-term environmental strategy which sets out our ambition that the needs of today's citizens can be met without compromising the ability of future citizens to meet their own needs. This means the City will continue to work on reducing its own carbon emissions whilst engaging with our communities to help them make more sustainable lifestyle choice, such as recycling more, wasting less food, travelling on foot or by bicycle, improving energy efficiency or taking up renewable energy.
- We will also work to increase and improve the electric vehicle charging provision in the city as well as supporting organisations that provide alternatives to car ownership
- We will ensure our services are planned with an awareness of the latest UK climate impact projections to ensure they adapt as necessary to the effects of climate change.

Build and maintain a range of good quality affordable and social housing

- We are the largest provider of social housing in the city and ensuring that our own housing is safe, well-maintained and that our tenants have the level of support that is appropriate to their needs is the biggest contribution we can make to addressing housing need in the city. We will take a risk-based approach, informed by evidence, to ensure that we are proportionate in our approach; this means that for many tenants, they are able to live happy independent lives, whereas others will be offered a range of support to ensure that they and their neighbours enjoy a healthy tenancy. We will also develop a longer-term plan for the maintenance and regeneration of our own housing and estates that explores how these assets can address persistent deprivation in the city.
- We need to address the shortage of housing in the city and this will partly be through our development company, Norwich Regeneration Limited, which builds both affordable and private sector housing, and via other partners such as housing associations. To do this the council will focus activity on land it owns to regenerate areas more generally, although it may purchase additional land where required.
- We need to strike a balance between numbers of houses, affordability, and quality. Where there is a tension between these factors, we will always try to optimise the numbers of affordable houses whilst still ensuring that they are of a good environmental standard. In tandem with this, we will explore innovative construction methods, such as modular housing.
- As well as committing our own resource to build affordable housing we will work with our fellow councils to prepare and implement the Greater Norwich Local Plan maximising the delivery of housing that meets the needs of the

people of Norwich and especially the delivery of affordable housing, where possible within the constraints of national planning policy and viability considerations.

- We will keep our evidence base on housing needs up to date to inform decisions on an appropriate housing mix in the city. We will seek to meet identified needs through a range of mechanisms including building specialist housing (for example for older people) or influencing developers to deliver specific accommodation (for example for students).

Improve the quality and safety of private sector housing

- Private sector rental has become an increasingly prevalent part of the housing mix in the city and is also now the fastest rising source of statutory homelessness. This means that some of the most vulnerable households in the city are in private sector rental properties. We will continue to deliver our statutory duties including the extended licencing of Homes of Multiple Occupation (HMOs), and will explore discretionary licencing where evidence indicates specific issues that need addressing. Ultimately, where necessary we will continue to take enforcement action against landlords who have unsafe and unhealthy properties.
- We will also seek ways to incentivise private landlords and owner-occupiers to go beyond this bare minimum and make sure that their properties are of good quality. This will include schemes like Cosy City which provides grants to improve insulation and address fuel poverty and our Disabled Facilities Grants.
- As a private landlord, our development company, Norwich Regeneration Limited aims to be an exemplar of good practice. As well as benefitting those tenants directly, we hope that by so doing, this will influence other private landlords to follow this example in order to compete effectively.
- With the advent of Universal Credit there is a risk that private landlords will withdraw from the market so we need to work with landlords' associations and the DWP to mitigate this risk, through ensuring that landlords know where their tenants can get support to manage their Universal Credit claim, to budget effectively and to increase their income

Continue sensitive regeneration of the city that retains its unique character and meets local needs

- We will work with landowners and developers to bring forward development in the City in accordance with our adopted development plan;
- Norwich has a significant number of derelict and underused brownfield sites which are in need of redevelopment if the potential of Norwich is to be maximised. We will continue to work with willing and realistic owners and developers to make this happen but will also consider use the use of our statutory powers where funding allows to ensure that development is brought forward on stalled sites;
- We will work with Homes England and other partners to seek to maximising funding for address infrastructure and other constraints that may prevent the regeneration of sites;

- We will continue to promote high standards of design on all development requiring extensive engagement with the public and design review in relation to major redevelopments;
- We will improve the public realm in the City both through enhancement of current spaces where possible (such as the recent improvement to Westlegate and All Saints Green) and through the creation of new area of public realm within developments. Where new spaces are created we will continue to learn from best practice and engage to ensure that new places are welcoming and accessible to all.
- We have a convening role which will help influence how a range of stakeholders collaborate to use specific spaces and assets to support long-term shared aims. An example of this is our 10 year River Wensum strategy to make use of the river that runs through the city as an asset that can deliver economic and social benefits to the city.
- We will work with Historic England and local stakeholder groups to preserve and enhance the heritage of Norwich, taking direct action where heritage is at risk and working positively with owners to ensure that buildings are retained in active use. The City Council owns a large number of heritage assets in the City and these will be managed in accordance with our Heritage Investment Strategy.

Inclusive Economy

What is our vision for this priority?

Our overall aim, in partnership with others, is to continue to develop Norwich as a strong, vibrant and inclusive economy which is the key driver of growth and prosperity regionally, and one in which the benefits of economic activity are shared by all.

How will this be achieved?

Working with our partners, we will:

- Mobilise activity and investment that promotes a growing, diverse, innovative and resilient economy
- Address barriers to employability and enhance social mobility
- Improve the quality of jobs, particularly in low pay sectors
- Increase the impact of our assets and purchasing power on reducing inequality

How will we know we are having an impact?

Outcome measures

Output measures

What will the city council do?

Mobilise activity and investment that promotes a growing, diverse, innovative and resilient economy

- We are an ambitious city which is growing fast, particularly in digital and tech sectors. We are open for business and investment and want to work with the local businesses and universities to ensure that local young people have the opportunity to benefit from that growth. We will be making the case to central government, the LEP and others that Norwich is a key driver of regional growth and that investment in the city's economy is of wider benefit and requires place-based approaches rather than wider sectoral investment. We will work with the Fast Growth Cities Network to share learning on inclusive growth and lobby central government on the common issues that hinder it.
- We will continue to work with partners in the Greater Norwich Growth Board to deliver the City Deal for Greater Norwich which serves as a catalyst for additional homes and jobs. In so doing, our ambition remains to deliver on the planned growth whilst ensuring that the benefits of that benefit all. This ambition also shapes our approach to regenerating strategic brownfield sites and vacant properties that will attract investment to the city.
- We will develop under-used land held by the council to help regenerate the city economically, as well as socially and in terms of its environment. In addition the council will consider acquiring land and property to achieve economic and other outcomes (for example to address local market failure).
- We will buy commercial property to generate income which mitigates financial pressures.
- We have always sought to support local people to start and grow businesses; this remains our ambition, despite limited resource. This will include exploring how our buildings and other assets can support a diversity of businesses. This will necessitate finding a balance between income generation and social and

wider economic benefit, through developing a social value framework for use of our assets. For example we will continue to offer reduced rates and pop-up opportunities for new traders on Norwich Market.

- We will work with colleagues in the county council, other districts, the LEP and central government to develop infrastructure that will support businesses to thrive. This includes digital infrastructure (such as broadband), transport infrastructure and commercial incubation infrastructure, such as flexible workspaces and hubs. Our role in this is primarily to convene key stakeholders around this and support the development of clear priorities and consensus that will allow for competing agendas to be balanced.
- We will work with others to raise the profile of Norwich as a high quality city to invest and do business in, and to work, live and visit. For example, tourism is a key sector in the local economy so we will also continue to work closely with the Business Improvement District (BID) and local businesses to develop initiatives that attract people to the city centre and enhance the city centre experience so that a range of businesses flourish. As the key urban centre for the county and region, the economic benefits of this will be felt far beyond the city council boundaries.

Address barriers to education, training and employability to enhance opportunity, inclusion and social mobility

- We will boost the productivity of the workforce by securing investment in infrastructure to support better communications and transport, especially public transport, cycling and walking. This will reduce congestion and help people to reach all the major employment and education sites in the city without needing to use a car. Norwich has been shortlisted for a share of £1.28bn and we will work with Norfolk County Council and the Department for Transport to develop the programme, the business case and the detailed design and implementation of projects;
- We will continue to work with the social mobility opportunity area to ensure that this reflects the socio-economic factors that can hamper educational outcomes and limit access to good quality employment
- We will use our role as local employer to provide opportunities to those who face particular disadvantage in accessing work. We will continue to operate our guaranteed interview scheme in recruitment. We will explore opportunities to pool our own apprenticeship levy contribution with other local public service providers to develop a systematic approach to apprenticeships that will link local people to shortage occupations. We will develop work experience opportunities to target local people in groups that are disproportionately under-employed, such as claimants of disability benefits.
- We will continue to support 'Building Futures in Norwich', which provides construction industry placements for local young people. Building on this we will develop Community Employment Plans as part of the Greater Norwich Local Plan which will support local employment in construction in specific sites as well as in the longer terms usage of developments.

Improve the quality and diversity of jobs, particularly in low pay sectors

- We have a long-standing commitment to paying the real living wage to our workers and throughout our supply chain, including our commissioning of Voluntary, Community and Social Enterprise sectors. As well as increasing

individuals' income there is a benefit to the local economy in spending power and to businesses who see an increase in productivity and staff retention. We will continue to provide civic leadership around this and encourage ever more employers to adopt the real living wage.

- We will also build the evidence base about the low wage and precarious jobs market in the city in order to inform the development of a coherent approach to this. Although we cannot change national and international forces that will inevitably impact on our city (such as Brexit) we will aim to support a local response to them that mitigates the helps local people and businesses. Again, our role is primarily one of developing an evidence base and facilitating discussions and collaborative working between key stakeholders.

Increase the impact of our assets and purchasing power on reducing inequality

- Building on our existing social value in procurement framework, we will develop a partnership with key local organisations that have a long-term stake and presence in Norwich (sometimes known as 'Anchor Institutions'). This partnership will initially be focused on identifying how the collective influence of these organisations can impact positively on the local economy.
- We will scope an Inclusive Economy Commission with key partners to identify what issues and opportunities for collaborative action exist so that we can ensure that economic activity and growth in the city benefits all.

A healthy organisation

In order to achieve our corporate priorities, we aim to be financially self-sufficient and ensure the sustainability of our services. We want efficient and effective corporate services, such as IT, HR and finance, and optimal staff wellbeing.

How will this be achieved?

This means we need to be:

- Financially stable and resilient
- High performing

And to have:

- High levels of staff satisfaction
- High levels of customer satisfaction

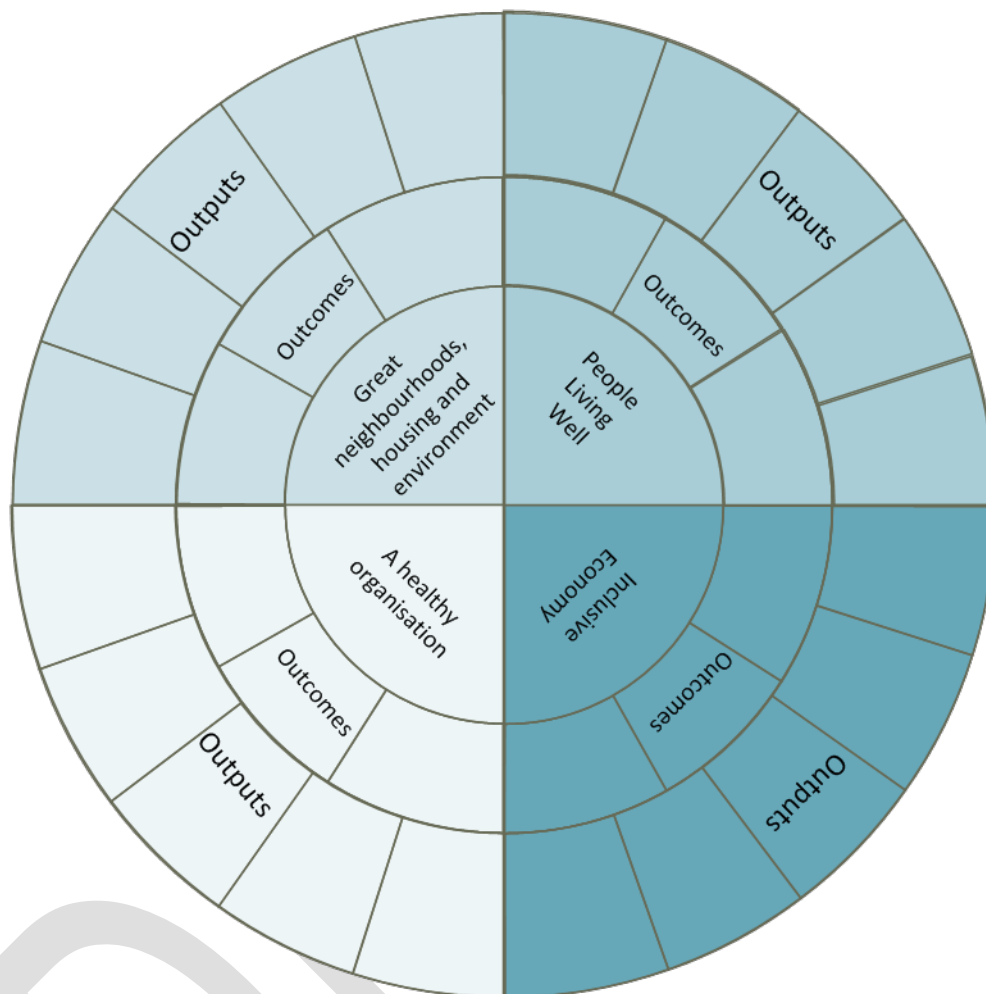
How will we know we are having an impact?

Outcome measures

Output measures

Performance Framework

The measures from across the three corporate priorities as well the organisational health measures constitute us the performance framework as follows:



[The full suite of performance measures will be included here when published]

Scrutiny committee comments

Extract from minutes of the scrutiny committee meeting of 13 December 2018

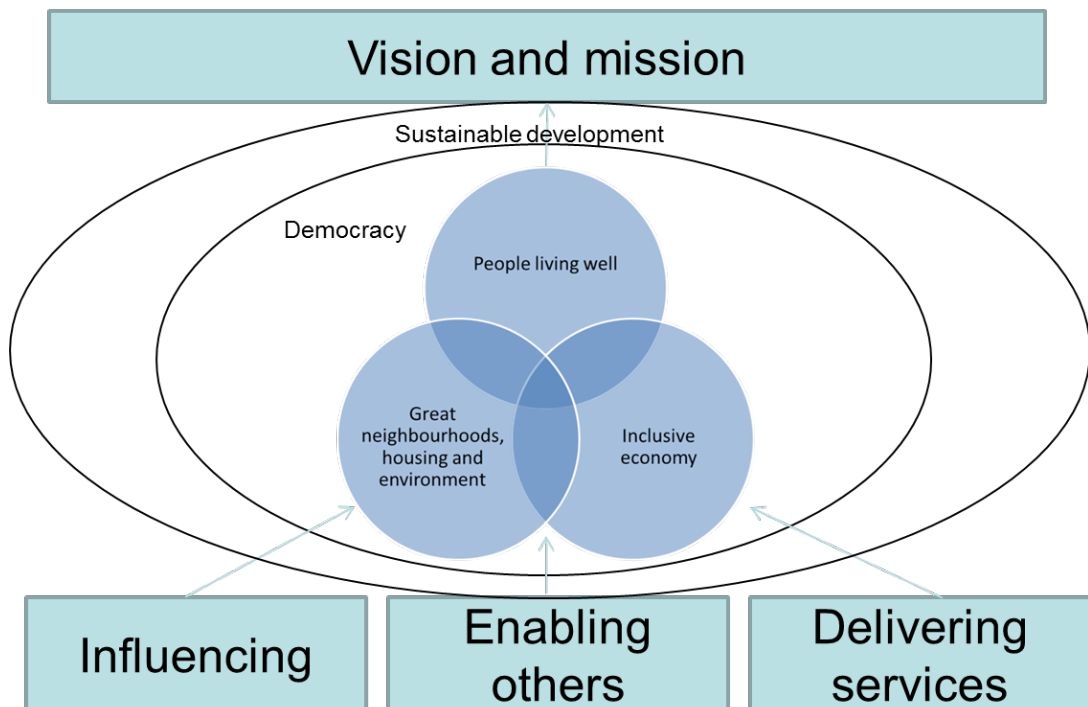
- (1) Members discussed the draft corporate plan. A member asked how to define social mobility. The strategy manager said with high levels of deprivation and intergenerational poverty in the city, the focus would be on children in households where employment was precarious and there was a lack of tertiary education. The focus was how by 2040 these children could be trained to undertake the jobs the city needed.
- (2) A member raised that climate change should be more prominently incorporated into the corporate plan. The plan should include reference to a climate emergency such as threats of prolonged heat waves and flooding but it was accepted that it was difficult to find measures the council could adopt. The strategy manager said the environmental strategy was still in place and existed in conjunction with corporate plan.
- (3) A member suggested that the corporate plan could include a climate change target such as 'keeping the city resilient in face of the changing climate'. Climate change should be incorporated into the policy and program of the organisation not just mitigated against. In terms of an inclusive economy the city council could strength the local economy through the local procurement of services and goods and encouraging others to do the same. This could increase resilience within the local economy. The strategy manager said that the 'Preston Model' of a circular local economy with the council as one of several anchor institutions was hard to measure but that was the aspiration.
- (4) A member suggested that as the council was signed up to the UK 100 city's pledge it could be possible to highlight the council's commitment to climate change that way.
- (5) A member suggested that the three new priorities could sit within two wider themes which could be envisaged as circles with sustainable development as the inner circle surrounded by a wider circle of democracy. The democracy theme fitted visions, mission statement and putting people first. The explicit relationships the city council had with its citizens, stakeholders and partners could sit under the heading; 'what are we doing to achieve democracy?' This could be incorporated with transparency and encouraging the public to participate. For example the publication of open source data could encourage citizens to take an active role in their neighbourhoods.
- (6) In response to a member question the strategy manager said that the city vision work attempted to target those residents who did not habitually engage in consultations. There were big pieces of engagement ongoing via the local area survey. He emphasised that there was an engagement role for ward councillors too who were out in the community.

(7) A member said that the corporate plan was not as accessible as it could be.

Subsequent comments received from individual members of the committee:

Councillor Denise Carlo sent a series of comments which were discussed with the strategy manager. The following text represents both of these inputs:

- Add 2 overarching themes as an additional Corporate Plan Priority and entry in the Mission Statement.
 - Sustainable development: intended to avoid trade offs between economic, social and environment. Para 2.6 of Draft Plan – need to avoid trade offs and to achieve sustainable development instead.
 - Democracy
- The additional two themes to be depicted as 2 larger circles enclosing the 3 proposed smaller overlapping themes (circles) shown under 'Vision and Mission':



- Adding Democracy as a strand would make a statement on the Council's relationship with its citizens. It fits in with Council Fit for the Future Vision and enabling people to help themselves. It also fits with the Mission Statement to put people first. This new strand would involve modest additional resources.
- Under Democracy heading of 'What the City Council will do' could include values and measures such as:
 - Transparency: eg publish open source data; respond to FoI enquiries in a timely way.
 - Public participation: eg explore new methods of public participation; encourage citizens to get involved in looking after their neighbourhoods.
 - Communications: respond to customer enquiries with x days.

- Under Great neighbourhoods, housing and environment
 - Suggest adding: 'reduce greenhouse gas emissions'. This is because 'keeping the city resilient in the face of a changing climate' doesn't go far enough. As a City Council, we need to explicitly cut GHG emissions.
 - How will this be achieved?
- Add to 2nd bullet, 'policies and programmes', to read, "ensure our services, policies and programmes mitigate against any adverse effects of climate change and are efficient to reduce carbon emissions". Reason: reference to 'services' doesn't go far enough. Whilst 'policies and programmes' could be seen as a sub-set of services, at the same time, services are a reflection of policies set by the Council and programmes adopted. Also, the Council has an important influencing role in shaping the agendas of its partnership bodies eg GNDP and New Anglia LEP and giving a lead generally.

Possible alternative to embedding sustainable development and democracy in one of the new priorities would be to use this amended text as the third priority (amendments shown in italics):

Inclusive economy *and democracy*

Vision	Our overall aim, in partnership with others, is to continue to develop Norwich as a strong, vibrant and inclusive economy which is the key driver of growth and prosperity regionally, and one in which the benefits of economic activity are shared by all <i>through sustainable development. This needs to be accompanied by transparent, inclusive democratic and civic engagement</i>
How will this be achieved? Working with our partners, we will:	<ul style="list-style-type: none"> • Mobilise activity and investment that promotes a growing, diverse, innovative and resilient economy • Address barriers to employability and enhance social mobility • Improve the quality of jobs, particularly in low pay sectors • Increase the impact of our assets and purchasing power on reducing inequality • <i>Encourage transparency and democratic engagement</i>
Outcomes	<ul style="list-style-type: none"> • Social mobility • Vibrant city centre • Good jobs • Circular local economy • Diverse, thriving businesses • <i>Greater involvement of citizens in community matters</i>

Cllr David Fullman made a series of helpful comments about phrasing and proof-reading observations which are not presented here but will be included in the final version. He also made the following points:

- I expected that there would be some mention of Indexes of Multiple Deprivation somewhere in the Performance Framework. The IMDs tell a good story about Norwich City Council in that the area scores high for Housing. However, this raises the IMDs overall for Norwich and disguises the failure of the education, health and police services in the City as evidenced in the IMDs for education, health and crime.
- The second bullet point in the section on social mobility (page 14) worries me:
 - “We will continue to work with the social mobility opportunity area to ensure that this reflects the socio-economic factors that can hamper educational outcomes and limit access to good quality employment”
- The opportunity area is run by those people whose failure created or at least exacerbated the problem in the first place. It is therefore very stupid of the government to expect them to remedy the problem. The bullet point ignores those organisations in Norwich that do try to address the problem through alternative provision but are sidelined by the opportunity area.
- In the tables of outcome and output measures that were handed round at the meeting those items that measure individual responses should also include collection diversity information from the people who respond. This will eventually allow more detailed questions to be asked like ‘why do male tenants feel more safe than female ones?’ or ‘why are white British people more satisfied with their neighbourhood?’. Of course any discrepancies will only show from analysis of the data. This approach would make the council more compliant with its duties under the Equality Act 2010.