

**Report to** Cabinet  
4 February 2015  
**Report of** Executive head of strategy, people and neighbourhoods  
**Subject** Draft Corporate Plan 2015-2020

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**Purpose**

To consider the draft corporate plan 2015-2020.

**Recommendations**

To recommend the draft corporate plan 2015-2020 to Council for approval

**Corporate and service priorities**

The report helps to meet all the corporate priorities.

**Financial implications**

The costs of taking forward the corporate plan are built into the draft budget for 2015/16

**Ward/s:** All wards

**Cabinet member:** Councillor Arthur – Leader of the council

**Contact officers**

Russell O'Keefe, executive head of strategy, people and neighbourhoods 01603 212908

Phil Shreeve, policy, performance and partnerships manager  
01603 212356

**Background documents:**

None

# Report

## **The new draft corporate plan framework 2015-2020**

1. The council's current corporate plan 2012-2015 will end in March 2015. Work has therefore been progressing to develop a new corporate plan. The corporate plan sets out the overall strategic direction of the council including its vision and priorities. This guides everything the council will do for the city and its residents and visitors for the period. As such, the plan acts as the overarching policy framework for the council.
2. A new corporate plan for the period 2015-2020 has been developed through a number of methods including:
  - Analysing information on levels of need in the city such as looking at demographics, strengths, opportunities, inequalities and challenges.
  - Assessing the current environment the council operates in, including the national and local economic climate and policy and legislation for local government.
  - Looking at the potential future factors that may impact on Norwich and the council e.g economic, social, environmental etc.
  - Discussions with councillors including an all councillor workshop.
  - Specific discussions with partner organisations
  - Assessing the future resourcing likely to be available to deliver a new corporate plan.
  - Formal review by scrutiny and cabinet.
3. In line with the approach we have used previously a consultation has been carried out on the draft corporate plan framework for 2015-2020 with citizens and organisations. A copy of a summary of the results of the consultation can be found at Annex A. Based on the results of the consultation no further changes are proposed.
4. At Annex B is a copy of the full new draft corporate plan 2015-2020 which has been developed from the framework (with the supporting text now included). Scrutiny will be considering this final draft on the 29 January alongside the draft budget for 2015/16 and any recommendations made to cabinet will be provided in time for the meeting.

## Annex A – Summary of consultation results on corporate plan priorities

Across the whole consultation a total of 239 responses were received from groups or individuals who did not classify themselves as a member of staff. These data represent the results from those 239 responses. No data has been weighted

Responses were first sought on suggestions for priorities for the council using free text format. Early results analysed by the research company suggest that of the 173 responses the top five can be grouped into very broad headings as follows (percentages represent the percentage of those mentioning this topic from those who responded to this question):

1. Environment (recycling, clean city etc.) 32%
2. Economic growth / focus 26%
3. Maintain a good name for Norwich 21%
4. Quality housing for all 18%
5. Support the community (inc. public services) 17%

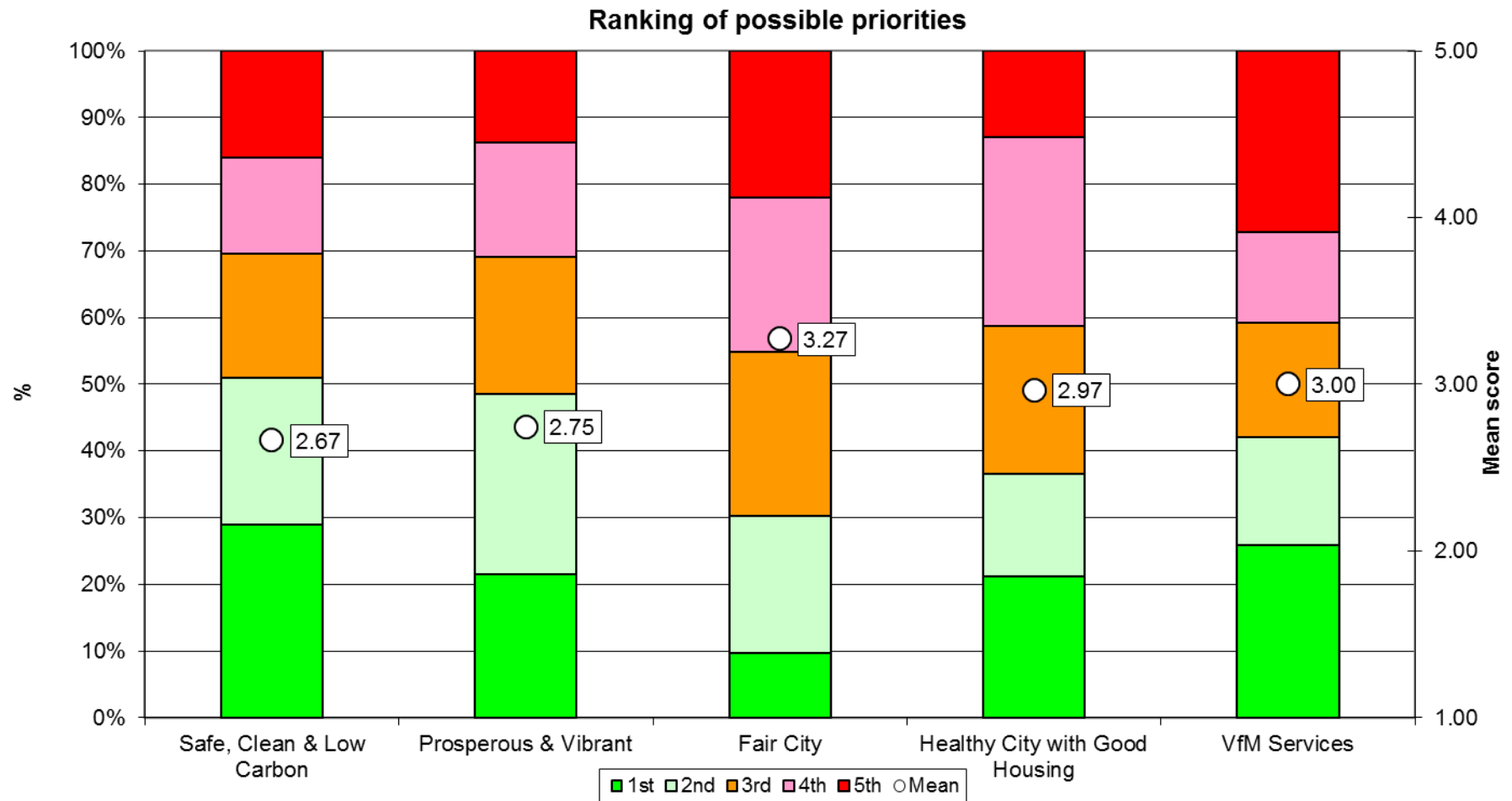
Broadly these fit within the draft priorities and actions within the draft corporate plan 2015-2020. Further detailed work will be undertaken moving forward to go through all the responses and assess them against, for example, services we deliver and approaches we use.

Respondents were then asked to rank from 1 to 5 their order of preference of the proposed corporate plan priorities. As in previous years data are presented in two ways; the numbers and spread across those preferences and also a mean score showing what the average of all those choices would be (the lower the mean, the more favourable the response). It is presumed in very general terms that scores 1 and 2 indicate broad support and values 4 and 5 broad opposition. Each option elicited between 195 and 221 responses:

Priority	1	2	3	4	5	Mean	Net Support
Safe, Clean & Low Carbon City	29.00%	22.00%	18.50%	14.50%	16.00%	2.67	20.50
Prosperous & Vibrant City	21.57%	26.96%	20.59%	17.16%	13.73%	2.75	17.65
Fair City	9.74%	20.51%	24.62%	23.08%	22.05%	3.27	-14.87
Healthy City with Good Housing	21.15%	15.38%	22.12%	28.37%	12.98%	2.97	-4.81
Value for Money Services (VfM)	25.79%	16.29%	17.19%	13.57%	27.15%	3.00	1.36

The “net support” figure shows the difference between broad support (values 1 and 2) and broad opposition (values 4 and 5). Taking this nuanced view looking at VfM

services for example shows how on one perspective this is the second most supported priority with 26% ranking it at 1. However more ran it as the least important, suggesting a divergence of views. The data can also be represented graphically:



This shows the spread of rankings alongside the mean scores, enabling a more rounded perspective of the responses.

Other individual responses to the priorities included :

- One resident (supported by a councillor) suggesting 'To promote physical and mental well-being of Norwich residents.'

**Response:**

**This would already be encompassed within the Healthy City with Good Housing priority and work on mental health will form part of the Healthy Norwich action plan.**

- A petition was presented at Council on 14<sup>th</sup> January worded "We, the undersigned, call on our elected representatives to make preventing catastrophic climate change a top level priority in corporate plans and all policy areas, for example procurement of goods and services, investment strategies, transport and trade relationships."

**Response:**

**This would already be encompassed within the Safe, Clean and Low Carbon City priority and actions and projects delivered through the new environmental strategy.**

Respondents were also asked about their support or otherwise for the extension of 20mph zones:

To what extent do you support the proposals to extend 20 mph speed limits in Norwich		
Answer Options	Response Percent	Response Count
Strongly agree	43.62%	82
Slightly agree	13.30%	25
Neither agree nor disagree	11.17%	21
Slightly disagree	5.85%	11
Strongly disagree	25.53%	48
Don't know	0.53%	1
<i>answered question</i>		<b>188</b>
<i>skipped question</i>		<b>51</b>

<b>Net approval:</b>	<b>25.53%</b>
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## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	4 February 2015
<b>Head of service:</b>	Russell O'Keefe
<b>Report subject:</b>	Draft Corporate Plan 2015-2020
<b>Date assessed:</b>	20 January 2015
<b>Description:</b>	To consider the draft corporate plan 2015-2020.



	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"/>	The corporate plan has been developed alongside the council's draft budget to ensure the necessary resources are in place for its deliver.
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
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"/>	

	Impact			
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The risks of delivering the council's new corporate plan is managed in line with the council's risk management strategy.

Recommendations from impact assessment
Positive
Negative
Neutral
Issues