NORWICH
City Council

Committee name: Cabinet

Committee date: 09/07/2025

Report title: Corporate Performance Report for 2024-2025

Portfolio: Councillor Stonard, Leader of the Council

Report from: Executive director of communities and housing

Wards: All wards

OPEN PUBLIC ITEM

Purpose

To provide an update on the progress of the We are Norwich community-led plan and report on the key performance indicators for Quarter 4 and the 2024-2025 period.

Recommendation:

It is recommended that Cabinet review progress on the We are Norwich community-led plan and key performance indicators for Quarter 4 and the 2024-2025 period.

Policy framework

The council has five corporate priorities, which are:

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

This report meets the ‘An open and modern council’ corporate priority.

Report details

Introduction

1. For the reporting period 2024-2025, information across corporate performance, finance and risk elements is presented to Cabinet as three quarterly reports, and an annual report for 2024-2025.

2. The KPIs in this report have been carried over from the previous corporate plan and are under review as part of the new business planning process. For the purpose of this report, the existing KPIs have been mapped to the new priorities in 'We are Norwich – A community-led plan 2024-2029':
    - An open and modern council
    - A prosperous Norwich
    - A fairer Norwich
    - A climate responsive Norwich
    - A future-proof Norwich

3. This report sets out progress for year one of the 'We Are Norwich – A community-led plan 2024-29'. This includes achievements, some of which relate to the 'We are Norwich Business Plan' that was approved by Cabinet in February 2025.

Overview of Performance Measures for 2024-2025

4. Overall performance for 2024-2025 remains steady. There were 22 KPIs that were reported quarterly, and six KPIs that were reported annually (two in quarter two and four in quarter four). A breakdown of the 28 indicators is shown below:

KPIs against targets		Totals for 2023-2024		Totals for 2024-2025	
Green	Performance is on or above target	14	58%	14	58%
Amber	Early warning that performance is not on target and action may be required.	5	21%	6	25%
Red	Performance has reached a level where we will intervene and agree what action is required to bring it back on target.	5	21%	4	17%
Total		**24**		**24**	
	Data is being monitored	4		3	
	Data is not currently recorded	1		1	

5. Please note that the totals for 2024-25 slightly differ from the KPI count of 2023-24. This is because of the following reasons:
   - **Removal:** The KPI *'Council on track to remain within General Fund Budget*' has been removed from the totals for 2024-25.
   - **Inclusion:** The KPI *'Customer facing IT services availability expressed as a % of time (24/7 excluding scheduled downtime)*' has been included in the RAG totals with set target and intervention levels.
   - **Pending Verification:** The KPI *'% household waste sent for reuse, recycling, composting (reporting on previous quarter)'* is awaiting verification and will be reported in quarter one of 2025-26.
   - **Verified Data:** The KPI *'% reduction of CO2 emissions from Local Authority Operations'* has been verified and included in the totals for 2024-25.

6. This year, there are some notable improvements in performance, including:
   - On average, 56.77% of customer contact occurred through digital channels in 2024-2025, representing a 15.92% increase compared to 2023-2024
   - For the 2023-24 financial year, the council's carbon emissions decreased by 8.0% compared to the previous 2022-2023 financial year, exceeding the 3% target.

7. An explanation of the performance for all KPIs can be found in Appendix A, along with the outcomes for the first year of the 'We are Norwich' community-led plan.

Overview of performance measures for quarter four

8. There are 22 quarterly and four annual KPIs reported for quarter four, three of which are being monitored before setting targets and intervention levels and one quarterly KPI is awaiting verification and will be reported in quarter one 2025-2026.

9. There are three KPIs that have reached a level where we will intervene, and action is required to bring them back on track. However, one KPI, despite being off target, has shown significant improvement.

10. The information below provides a detailed overview of the following:

    - KPIs off target and have reached a level where we will intervene
    - KPIs not on target and action may be required to improve performance
    - KPIs where there have been significant improvements during the quarter.

KPIs to watch for Quarter four

KPIs off target requiring intervention

Indicator	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Number of private rented sector homes made safe	85.00				22.00
Total number of private sector insulation measures completed	43.00	0.00	0.00	0.00	0.00

- **Number of private rented sector homes made safe:** Last year's performance was significantly boosted by the lifting of prohibition orders on 53 flats in multi-occupied buildings. In contrast, this year saw improvement notices served on 48 premises, affecting 148 units of accommodation—an increase compared to the previous year. While performance in 2024/25 appears lower, it aligns with historical trends; for example, 26 private rented sector homes were made safe in quarter four of 2022.A new service manager has been appointed, with a key priority for quarter one being the review of outstanding notices and the accurate recording of compliance dates. This process will be repeated in the final quarter of 2025/26 to ensure consistency. As part of a broader digitisation programme, the service is transitioning to a unified IT system and is reviewing all outcome codes and performance reports. This aims to better capture successful interventions, including informal actions that result in improvements without the need for formal enforcement.

- **Total number of private sector insulation measures completed:** There have been no private sector insulation measures completed this year. Grant funding is required to support this indicator, and that funding requirement therefore produces 'variable' quarterly figures.

  The council recently secured £4.7 million in grant funding from the Warm Homes: Local Grant. This will be used to improve energy efficiency and install low-carbon heating in approximately 325 homes over three years, from April 2025 to March 2028. Additionally, the council has entered into an 'ECO Flex' arrangement, making the Energy Company Obligation and Great British Insulation Scheme grants accessible to more people. A communications plan is being developed to promote these initiatives.

KPIs to watch for Quarter four

KPIs not on target and where action may be required

Indicator	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
% household waste sent for reuse, recycling, composting (reporting on previous quarter)	36.00	37.70	41.00	36.00	
% of council housing rent collected (excluding arrears brought forward)	99.17	97.50	97.33	99.77	99.47
% of customer contact that takes place through digital channels	36.12	52.31	52.84	68.28	51.10

*Please note, there was a coding error in quarter 3 for *KPI 05 - % of council housing rent collected (excluding arrears brought forward)* which should show as amber and not green, as reflected in the chart above.

- **% household waste sent for reuse, recycling, composting (reporting on previous quarter):** The data has been verified for quarter three, and has slightly decreased, moving from green to amber. Recycling rates fluctuate throughout the year, typically ranging between 36% and 41%, this is constant and is reflected in historical data from previous years. We will be implementing the Simpler Recycling legislation and expanding the Food Waste Service to over 8,000 additional properties. To support these service improvements, we are securing additional resources within Environmental Services. This will be complemented by targeted behavioural change programmes, community education initiatives, and enforcement measures. Please note, performance data is not available for quarter four and shows as blue. This is due to delays in data which has impacted the Waste Data Flow validation process. The data will be verified and published in quarter one 2025 – 2026.

- **% of council housing rent collected (excluding arrears brought forward):** Since last quarter, the collection rate has decreased from 99.77% to 99.47%. We are developing our systems to allow officers to send text messages and emails directly from the Housing Management System. This new functionality will be tested in May 2025, with the aim of saving officer time, enabling them to complete more casework, and enhancing overall performance.

- **% of customer contact that takes place through digital channels:** Performance has dropped this quarter. It's worth noting that the previous quarter experienced a significant increase in digital channel usage, largely driven by the Christmas closure period, during which many customers accessed the website to check available services. Overall, performance in quarter four aligns with that of quarters one and two.

KPIs to watch for Quarter four

KPIs not on target and where action may be required (Continued)

Indicator	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
% of FOI requests responded to within statutory timescales	95.40	98.20	96.30	93.91	93.89
Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement	17.00	20.00	15.00	18.00	21.00
Number of affordable homes built, purchased or enabled by the council	126.00				48.00

- **% of FOI requests responded to within statutory timescales:** Senior Management continue to monitor performance and promote improvements as needed.

- **Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement:** While performance decreased in quarter four, 339 new Housing Benefit claims were processed. Processing speeds were slightly lower in January and March due to the 2-week closure over Christmas and year-end tasks. However, the annual average processing speeds was 18.62 days, which is above the target of 19.5 days. With the migration of claimants to Universal Credit, performance may increase, as we are left with pensioner and more complex claims.

- **Number of affordable homes built, purchased or enabled by the council:** In 2024-25, a total of 48 new affordable homes were completed: 29 homes built by the council at Three Score, five acquired by the council on Barrack Street, and 14 enabled through a grant to a local Registered Provider (RP).

  Although there has been some delay in development programmes due to Nutrient Neutrality, which prevented us reaching the target of 50 homes, these remaining homes are expected to be delivered over the next two years.

KPIs successes for Quarter four

Improvements

Indicator	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
% of planning decisions upheld after appeal (where council has won)	65.00	41.00	56.00	62.00	73.00
Average re-let time of council homes in calendar days (excluding major works)	79.00	79.00	67.00	51.00	43.00
Business Rates Collection – the amount of in year business rates plus arrears from old years collected (target set according to budget requirement)	100.94	100.36	99.43	99.97	100.23

- **% of planning decisions upheld after appeal (where council has won):** Performance has steadily increased throughout the year. Well-reasoned decisions continue to be made and successfully defended at appeal. The cases where decisions are overturned do not reveal any trends in terms of factors that contribute to the overturns.

- **Average re-let time of council homes in calendar days (excluding major works):** The average re-let turnaround time of council homes continues to improve. It is notable that performance has seen a significant improvement of 36 days when compared with Q4 2023-2024. Indicator continues to be actively managed to understand the underlying causes for any delays. There has been an increase in the amount of repairs required for voids.

- **Business Rates Collection – the amount of in year business rates plus arrears from old years collected (target set according to budget requirement):** The collection rate has improved this quarter, and as a result we have achieved the year-end target. Despite significant challenges ahead due to the uncertain economic environment, all efforts will be made to ensure revenue continues to be collected. This figure can fluctuate greatly due to the volatile nature of Business Rates – especially the timing of any large rate assessments being brought into the Rating List.

Improvements (Continued)

Indicator	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Number of homeless households living in temporary accommodation	75.00	73.00	65.00	73.00	65.00
Value of external funding leveraged to support council development and place-shaping priorities (£)	463,086.00				42,678,427.00

- **Number of homeless households living in temporary accommodation:** The level of temporary accommodation use over the year reflects the increase in homelessness presentations being experienced by all local authorities. We continue to intensively manage use of temporary accommodation which remains low in comparison to other local authorities in the area, despite the higher level of homelessness presentations we experience.

  Following an external funding award, additional resources are now being specifically directed at the prevention and relief of homelessness. However, given the ongoing high number of presentations, it is expected the positive effects will be gradual.

- **Value of external funding leveraged to support council development and place-shaping priorities:** The value of external funding leveraged to support council development and place-shaping priorities is £42,678,427. This includes, but is not limited to:
  - £35,000,000 from Homes England for the Anglia Square redevelopment to build a new community of affordable homes, retail, office and leisure spaces.
  - East Norwich received £104,625 from Homes England to support due diligence studies.
  - £520,000 from Sport England for solar PV at Riverside Leisure Centre, which cut 75 tonnes of carbon emissions a year and save approx. £50,000 in electricity costs each year.
  - Levelling Up Fund investment in new community facilities at Sloughbottom park.
  - UKSPF support for local business and social enterprises.

11. Performance reporting for indicators in this report is based around a traffic light system. For further information please see here.

12. For a detailed list of each KPI, how it is calculated, how frequently it is reported and what the target and intervention levels are, please see Norwich City Council's website.

We are Norwich Business Plan

13. Below is a summary of key delivery highlights by priority for year one of the We are Norwich community-led plan. For a complete list of progress and achievements, please refer to Appendix A of the report.

An Open and modern council

14. The council delivered structural improvements in how it works and communicates. The "We Are Norwich" plan became the foundation for how resources are aligned. The Get Talking Norwich platform hosted 28 consultations in its first year, helping to increase the resident voice in decision-making.

15. Digital and customer improvements were guided by the new Customer and Digital Strategy 2024 - 2029, with improvements to high-volume service areas, accessibility tools and staff training. Back-office transformation continued through the rollout of digi-updates, co-pilot AI assistants, and the adoption of modern committee and asset management systems. A revised capital strategy and strategic asset management plan were also implemented.

16. Internally, equality and diversity capacity were strengthened. Refreshed Equality Impact Assessment templates were launched, supported by training for officers and the rollout of an internal Equality, Diversity and Inclusion Champions programme. The council also adopted the socio-economic duty as part of its commitment to inclusion and has begun applying it to policy and service planning.

17. Together, these achievements represent meaningful progress in delivering year one of the "We Are Norwich" plan, embedding the council's priorities and guiding principles into the heart of service delivery, governance and community partnership.

A Prosperous Norwich

18. Cultural and economic activity remained central to Norwich's vitality. The Lord Mayor's Weekend drew over 30,000 visitors, with over 1,000 residents participating in the procession. The council supported 14 cultural projects with £58,000 in grants, enabling work with young people, marginalised groups, and emerging artists. The adoption of new busking guidelines helped balance vibrancy with resident and business feedback.

19. Heritage conservation was supported through works at St John Maddermarket and the Guildhall. Visitor economy improvements continued, with a citywide cultural strategy in development and efforts to improve accessibility at council-led events. Norwich's bid for Bronze accreditation through Attitude is Everything reflects a commitment to disability inclusion across the city's public programming.

20. Work also progressed on housing and financial stability. The council's partnership with the Benjamin Foundation upcycled goods from empty homes to support new tenants. The Financial Inclusion Consortium, funded by the council, continued to support those in hardship, and new investment was secured to expand housing options for refugees.

A Fairer Norwich

21. In the first year of the We Are Norwich plan, the council made measurable progress towards a fairer city. A landmark partnership with Orwell Housing was formed to accelerate the delivery of affordable homes, while investment in council housing saw long-term empty properties brought back into use, with improved re-let times ensuring that more people could access a safe, secure home. Compliance levels in housing safety remains a key priority.

22. The council's work to tackle inequality was evident through initiatives such as the Financial Inclusion Consortium, which unlocked over £3,802,656 in new benefit income and provided direct debt relief to hundreds of residents. The city also supported inclusive, accessible spaces through redesigned parks and play areas like Hay Hill and Enfield Road, and through investment in public tennis courts in areas with higher deprivation.

23. Health and inclusion were further embedded in council programmes: Norwich joined the Age-Friendly Communities network, co-hosted an Inclusive Table Tennis Festival with Active Norfolk, and launched the Inclusive Norwich Partnership. The council also published its Equality, Diversity and Inclusion Strategy, supported by an internal Equality, Diversity and Inclusion Action Plan and the planned formation of a Champions network to embed inclusion across all services.

A Climate Responsive Norwich

24. The council published the Climate Responsive Norwich Programme 2025 – 2035 for consultation with key partners. This sets the framework for forthcoming Climate Action Plans across housing, council operations and the wider city. More than £2.4 million was secured through the Social Housing Decarbonisation Fund Wave 2.2, enabling the retrofit of 260 homes with solar PV, wall insulation and other low-carbon measures. Additionally, the council won £12 million in funding through the Warm Homes: Social Housing Fund and £4.6 million through the Warm Homes: Local Grant, which will deliver improvements in energy efficiency and low carbon heating to social housing and private-sector homes between 2025-28. The Green Doctor service provided personalised energy-saving advice and installations for vulnerable households.

25. Renewable energy investment advanced through the installation of over 600 solar panels at Riverside Leisure Centre and the Solar Together scheme, which supported 485 households to access cheaper solar. The council also undertook feasibility studies for solar across its corporate estate. At the community level, Our Power trained Energy Champions in wards across the city to support neighbourhood-level retrofit engagement.

26. Nature recovery and biodiversity also gained momentum, with six parks awarded Green Flag status, accessibility upgrades delivered at Kett's Heights, and the submission of a National Lottery bid to expand the Norwich Nature Recovery Network. The Net Zero Communities pilot in Eaton yielded valuable insights to shape future local engagement.

27. The council focused on long-term investment, resilient communities, and modernised systems. Through the UK Shared Prosperity Fund, Norwich supported 32 local groups managing 57 green spaces, boosting neighbourhood pride and wellbeing. Meanwhile, the Norwich Unity Hub was launched to provide affordable space for charities and social enterprises - forecast to generate over £2.7 million in social value, supporting residents with complex needs.

A Future-Proof Norwich

28. Major spatial planning milestones were achieved with the adoption of the Greater Norwich Local Plan. Internally, the Customer and Digital Strategy was rolled out, launching phase one of a new website and deploying accessible tools and AI solutions. Digitisation of planning, housing and regulatory services progressed, with redesigned workflows and new digital infrastructure prepared for go-live in 2025-2026.

29. The council successfully acquired the Anglia Square Shopping Centre in December 2024, a pivotal step in delivering the much-anticipated regeneration scheme to revitalise this key area of the city. The purchase marked a significant milestone in the ambitious plans to transform Anglia Square into a vibrant, modern hub and will support the ambition to deliver around 1,100 new homes, business opportunities and jobs for local people.

30. The regeneration of East Norwich represents the largest development opportunity of its kind in the east of England. The project is intended to support the creation of 3,500 new homes and 4,000 jobs across a 50-hectare site. The council's ambition is to deliver a new urban quarter that offers high-quality walking, cycling, and public transport links to the city and the Broads, alongside a diverse mix of housing types and tenures.

31. The council also refreshed its Data and Information Strategy and prepared new tools to support evidence-based planning and project management.

Next steps

32. Our next steps include:

- Finalising and testing new KPIs for priority outcomes
- Using learning from Year 1 to refine our business planning process
- Strengthening partnerships and performance governance in preparation for potential Local Government Reorganisation (LGR)

Our focus remains on delivering better outcomes for residents, using evidence and engagement to shape a fairer, greener and more inclusive city.

Financial and resources

33. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2024-2029, budget and medium-term financial strategy.

34. There are no proposals in this report that would reduce or increase resources.

Legal

35. In considering its financial and non-financial performance, the Cabinet is supporting the Council to fulfil its duties under s.151 of the Local Government Act 1972 to ensure there are arrangements in place for the proper administration of its financial affairs, and under s.3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Statutory considerations

Consideration	**Details of any implications and proposed measures to address:**
Equality and Diversity	This report does not have direct implications for equality and diversity; it reports on progress made in delivering agreed services and programmes, the equality implications of which will have been considered as part of service planning or other decision-making processes.
Reducing Inequality Target Areas (RITAs)	This report does not have direct implications for RITAs; it provides an update on progress made in delivering agreed services and programmes, the implications of which will have been considered elsewhere.
Health, Social and Economic Impact	This report does not have direct health, social or economic implications; it provides an update on progress made in delivering agreed services and programmes, the implications of which will have been considered elsewhere.
Crime and Disorder	This report does not have direct implications for crime and disorder; it provides an update on progress made in delivering agreed services and programmes, the implications of which will have been considered elsewhere.

Consideration	Details of any implications and proposed measures to address:
Children and Adults Safeguarding	This report does not have direct safeguarding implications; it provides an update on progress made in delivering agreed services and programmes, the implications of which will have been considered elsewhere.
Environmental Impact	This report does not have direct environmental implications; it provides an update on progress made in delivering agreed services and programmes, the implications of which will have been considered elsewhere.

Risk management

Risk	Consequence	Controls required
Specific risk management activities and detailed consideration of the corporate risk register are reported separately through the quarterly Risk Management Report.	Failure to manage risks appropriately could have financial reputational or other consequences	Risk owners are required to implement controls to mitigate risks and update these regularly.

Other options considered

36. There are no alternative options to consider.

Reasons for the decision/recommendation

37. It is recommended that Cabinet review progress on the We are Norwich community-led plan and key performance indicators for Quarter 4 and the 2024-2025 period.

Appendices:

- **Appendix A** provides performance data with commentary of progress for all KPIs, along with the outcomes for the first year of the 'We are Norwich' community led plan.

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NORWICH City Council

A fair and thriving city, full of ambition

Appendix A

Performance Overview for 2024-2025 and year one outcomes for 'We Are Norwich' – A community led plan.

Indicator	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
% of corporate complaints responded to within stated timescales	74.00	78.00	81.00	90.00	88.00
% of customer contact that takes place through digital channels	36.12	52.31	52.84	68.28	51.10
% of customer's responding as satisfied with customer contact team service	80.80	81.02	81.72	84.97	82.19
% of FOI requests responded to within statutory timescales	95.40	98.20	96.30	93.91	93.89
Business Rates Collection – the amount of in year business rates plus arrears from old years collected (target set according to budget requirement)	100.94	100.36	99.43	99.97	100.23

There are nine quarterly KPIs for this priority.

- **% of corporate complaints responded to within stated timescales:** Performance has been consistent across this measure and remains above target. On average, we have achieved 84% for the year, demonstrating that improvements to the complaints process and reporting have significantly enhanced response rates.
- **% of customer contact that takes place through digital channels:** Performance has dropped this quarter. It's worth noting that the previous quarter experienced a significant increase in digital channel usage, largely driven by the Christmas closure period, during which many customers accessed the website to check available services. Overall, performance in quarter four aligns with that of quarters 1 and 2.
- **% of customers responding as satisfied with customer contact team service:** Satisfaction with the customer contact team has remained above target throughout 2024/25.
- **% of FOI requests responded to within statutory timescales:** Senior Management continue to monitor performance and promote improvements as needed.
- **Business Rates Collection – the amount of in year business rates plus arrears from old years collected (target set according to budget requirement):** The collection rate has improved this quarter, and as a result we have achieved the year-end target. Despite significant challenges ahead due to the uncertain economic environment, all efforts will be made to ensure revenue continues to be collected. This figure can fluctuate greatly due to the volatile nature of Business Rates – especially the timing of any large rate assessments being brought into the Rating List.

An open and modern council

Indicator	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Council income from investment property portfolio expressed as % of target income	98.00	97.00	84.00	98.00	97.00
Council Tax Collection – the amount of in year council tax plus arrears from old years collected (target set according to budget requirement)	100.26	105.08	103.17	101.98	101.87
Customer facing IT services availability expressed as a % of time (24/7 excluding scheduled downtime)	99.97	100.00	99.98	99.92	100.00
IT System availability expressed as a percent of time available during core hours	99.92	99.97	99.86	99.92	99.99

- **Council income from investment property portfolio expressed as % of target income:** Council income from investment property portfolio remains above target. This year, one of the council's largest tenants had gone into administration which saw a significant drop in performance. Debt is closely monitored by the Asset and Development Board.
- **Council Tax Collection – the amount of in year council tax plus arrears from old years collected (target set according to budget requirements):** Despite numerous economic challenges, council tax collection has remained consistent throughout the year and has surpassed the year-end target. There are still arrears to be collected, which will further enhance income in the coming year. Also, we have been working with the Interim Debt Manager to clear some of the oldest arrears.
- **Customer facing IT services availability expressed as a % of time (24/7 excluding scheduled downtime):** Performance has exceeded target throughout 2024/25 demonstrating excellent service levels for customers accessing online services.
- **IT System availability expressed as a percent of time available during core hours:** Performance is consistent across this measure, consistently exceeding the target throughout the year. Any issues that arose were promptly rectified, resulting in minimal business impact.

We are Norwich
Outcomes – Year 1

'We are Norwich' Year One Outcomes (2024-2025)

Project	What we did	What difference it is making
A new vision for 2024-2029	In April 2024, we launched our new council vision We Are Norwich – A community-led plan for 2024-29 putting the people of Norwich front and centre, with a new focus on working in partnership with others in order to try and drive the right outcomes for our city.	Our outcome-focused plan signals a new way of working for us. It provides the framework for how we will best use our resources, and who we will need to work with to deliver our shared ambitions.
A new way of business planning	We have piloted a different approach to how we aim to deliver We Are Norwich - outcome-based accountability. This approach will help us to better identify the actions we can take, who we need to work with, and how we measure the difference we make – our business planning and performance monitoring.	This approach will allow us to be more responsive and transformative as an organisation, enabling us to support cost effective delivery of our new plan, We Are Norwich.
Listen to the City	As part of our work to ensure residents can influence our services, we have been developing our own consultation platform, Get Talking Norwich. Since January 2024, we have hosted 28 consultations and engagements on the platform ranging from playground improvements to policy changes to a review of the busking guidelines.	At the core of the community led plan is the recognition that we must listen to the city. Consultations are a key part of this and Get Talking Norwich is allowing us to identify what people think across a variety of different areas. It gives communities a greater voice and allows people greater agency to influence decisions which impact them.
Treasury Management	The council has successfully made two investments as part of its Treasury Management Strategy that achieved the best available rate of interest return.	This is supporting our aim to be financially stable, whilst supporting ethical investment practices and meeting the environmental, social and governance (ESG) criteria.
Website Redesign	Our website is the digital shop window to the council. We are developing a new website which is user friendly and accessible. There are multiple requirements to consider, and the voices of all residents need to be heard. We have responded to this throughout significant engagement – through both a survey plus workshops, focus groups and one-to-one meetings with a number of voluntary and community groups and tenant groups.	The results of our engagement exercise will mean that we can co-design our new website with residents' needs in mind. It is very important that users, regardless of their digital experience, are able to help structure our website.

‘We are Norwich’ Year One Outcomes (2024-2025)

Project	What we did	What difference it is making
Community Safety	Officers in the Anti-Social Behaviour Team have completed training in community safety, crime and nuisance management to tackle the complex challenges the city faces.	As a result, customer satisfaction has increased which is reflected in the Tenant Satisfaction Measures. For example, in 2023/24 it was reported that 55.9% of respondents report that they are satisfied with our approach to handling anti-social behaviour, yet according to mid-year results for 2024-25 this has increased to 61.5%.
Workforce Knowhow	To ensure that colleagues across the council are aware of our commitment to develop and enhance new solutions and develop our existing technology, we have established monthly ‘digi-updates’ for colleagues and councillors. These bitesize webinars provide updates on specific projects and delivery of the Customer and digital strategy action plan. We ensure that ‘champions’ networks are in place to share knowledge as widely as possible across the organisation.	This means that our workforce is informed and can share knowledge on projects which impact the organisation and residents.
Tenant Satisfaction	We have published our performance against the new Tenant Satisfaction Measures which came into effect from April 2024.	This is helping us to continue to be a people-focused organisation as our tenants will be able to see how well we are performing as a landlord and be able to hold us to account.
Housing Complaints	In April 2024, the Housing Ombudsman introduced a new complaint handling code to ensure complaints are addressed fairly, effectively, and promptly. We published a 'Housing complaints performance and service improvement report 2023-24’ to report on our complaint handling performance and lessons we have learned.	The volume of complaints has reduced, and our response times have improved. We have regularly reviewed our performance and launched new training for our complaint handlers. This helping us to handle complaints effectively allowing us to address issues, learn from them and prevent future occurrences. It remains a significant areas of focus for the council.

'We are Norwich' Year One Outcomes (2024-2025)

Project	What we did	What difference it is making
Customer and Digital Strategy	We have adopted a new Customer and Digital Strategy 2024-29 which supports our workforce to develop modern and innovative ways of working. We worked closely with voluntary and community organisations through individual engagements and workshops to ensure we are delivering easy to access services for all our customers.	By enhancing digital services, making them more accessible and increasing uptake, we are making our services more cost effective, enabling the council to focus resources on those who need them most. This meets our guiding principle to *Put equality and inclusion front and centre of all our thinking.* The new Customer and Digital Strategy also contributes towards being a Fairer Norwich, recognising that customers have varying needs. Therefore, we are continuing to provide traditional contact options for those who cannot or do not want to access digital services.
Data and Information Strategy	We have published the council's first Data and Information Strategy to effectively manage data, information, and insights which is crucial for enhancing service delivery and performance at all levels, from strategic to transactional.	This strategy is designed to help us make informed choices based on solid evidence and insights, ensuring we support current services and shape future ones effectively. This will ensure we use evidence to inform the services we provide for our residents.

A prosperous Norwich

Indicator	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
% of planning applications determined within statutory time limits	87.00	88.00	88.00	85.00	93.00
% of planning decisions upheld after appeal (where council has won)	65.00	41.00	56.00	62.00	73.00
Area of underused council land brought into productive use (m2)	1,100.00				0.00
Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement	17.00	20.00	15.00	18.00	21.00

There are three quarterly KPIs and one annual KPI for this priority.

- **% of planning applications determined within statutory time limits:** Performance has increased, moving from amber to green, marking the first time in 12 months that performance has exceeded the target.
- **% of planning decisions upheld after appeal (where council has won):** Performance has steadily increased throughout the year. Well-reasoned decisions continue to be made and successfully defended at appeal. The cases where decisions are overturned do not reveal any trends in terms of factors that contribute to the overturns.
- **Area of underused council land brought into productive use (m2) (annual indicator):** This indicator is monitored by identifying any council-owned sites that are allocated for development in the Greater Norwich Local Plan. Land is reported as coming into productive use if the site delivers the development required by the GNLP site allocation policy. For this period, 0m2 of council owned land was brought into productive use. However, a number of council owned sites currently have extant planning permission and are likely to delivery over the next few years including the next phase of Three Score, Argyle Street, 10-14 Ber Street & Mile Cross Depot. In addition, the demolition of Anglia Square commenced, and delivery of the site will be reported in future monitoring periods.
- **Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement:** While performance decreased in quarter four, 339 new Housing Benefit claims were processed. Processing speeds were slightly lower in January and March due to the 2-week closure over Christmas and year-end tasks. However, the annual average processing speeds was 18.62 days, which is above the target of 19.5 days. With the migration of claimants to Universal Credit performance may increase as we are left with pensioner and more complex claims.

We are Norwich
Outcomes – Year 1

‘We are Norwich’ Year One Outcomes (2024-2025)

Project	What we did	What difference it is making
Lord Mayor’s Weekend 2024	The Lord Mayor’s Weekend, the city’s largest free event, brought residents together to celebrate with vibrant carnival parades, family-friendly activities, and an open-air music festival in Chapelfield Gardens. Participation and engagement in both the event and the procession saw significant growth compared to 2022 and 2023 levels, highlighting its increasing popularity.	The event drew large and diverse crowds, with 15,000 attendees enjoying activities in Chapelfield Gardens and a similar number lining the procession route. Over 1,000 participants from schools, charities, and local businesses took part in the procession, reflecting strong community involvement.
Restoration of Historic Buildings	The Church of St John Maddermarket, a Grade I listed building dating back to the 14th century, required an engineering solution to stabilise its structurally distressed wall while preserving the integrity of its historic bricks and flints. Additionally, we are making significant progress on repairs to the Guildhall, completing the first of three planned phases. This Grade I listed building, the largest medieval city hall in England, has stood proudly on Gaol Hill for over 600 years.	We have a responsibility to maintain significant proportion of heritage assets in Norwich such as the Church of St John Maddermarket and Guildhall. This ensures that Norwich continues to be a driver for tourism and benefits from an attractive urban environment as a stimulus to business location and investment.
Supporting Cultural Projects	The council distributed £58,000 to support 14 projects taking place in 2024 - 2025.	Our cultural partnership grants support our cultural leaders in the city. The grants were able to support a range of organisations who contribute to the cultural ecosystem of the city and the delivery of a prosperous Norwich, making the city a great place to live, work, learn and visit. Additionally, the projects supported access to culture and creativity for a wide range of people including, children and young people, those with disabilities, LGBTQIA+ audiences, emerging artists and creative people, people facing social isolation and loneliness, refugees and asylum seekers.

We are Norwich Outcomes – Year 1

‘We are Norwich’ Year One Outcomes (2024-2025)

Project	What we did	What difference it is making
New Busking Guidelines	We conducted a public consultation on proposed new guidelines for busking to gather input from all parties, such as residents, businesses, and the busking community. We also spoke to the Music Union and Keep Streets Live to ensure this popular street entertainment complements our vibrant high streets.	The new guidelines aim to define clearer rules for busking. By introducing the guidelines, performers, businesses and visitors to Norwich can enjoy busking whilst protecting the rights of all.
Financial Inclusion Consortium	Across April 2024 to the end of March 2025 the Financial Inclusion Consortium (FIC), funded by the Council, has supported 1307 new welfare benefit cases, completed 1942 benefit checks, and supported 669 new applications. This together with the support of 315 mandatory considerations and appeals has resulted in an annualised benefit income generated of £3,802,656.	By the end of March 2025, the FIC has written off, re-negotiated or reduced debt for residents experiencing financial hardship totalling £1,487,983 – the average debt per individual was £7,922. This partnership works in collaboration to help our most disadvantaged communities by reducing financial hardship and providing valuable support through the cost-of-living crisis.

A fairer Norwich

Indicator	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
% of council housing rent collected (excluding arrears brought forward)	99.17	97.50	97.33	99.77	99.47
% 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	71.00	67.00	75.00	80.00	84.00
% of residents responding as feeling safe in their local area after dark	42.00	43.00	44.00	44.00	45.00
% of residents responding as feeling safe in their local area during the day	68.00	68.00	69.00	69.00	70.00
Number of homeless households living in temporary accommodation	75.00	73.00	65.00	73.00	65.00

*Please note, there was a coding error in quarter 3 for *KPI 05 - % of council housing rent collected (excluding arrears brought forward)* which should show as amber and not green, as reflected in the chart above.

There are eight quarterly KPIs and three annual KPIs for this priority.

- **% of council housing rent collected (excluding arrears brought forward):** Since last quarter, the collection rate has decreased from 99.77% to 99.47%. We are developing our systems to allow officers to send text messages and emails directly from the Housing Management System. This new functionality will be tested in May 2025, with the aim of saving officer time, enabling them to complete more casework, and enhancing overall performance.

- **% 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:** The homelessness prevention team continues to perform well in a challenging environment. Our delivery model of providing specialist advisers to particularly at-risk groups such as refugees, victims of domestic abuse and ex-offenders has contributed to high performance, and we continue to explore ways to further develop this model using external funding.

- **% of residents responding as feeling safe in their local area during the day, and also after dark:** Feelings of safety during the day, and after dark show slight improvement. The rolling 12-month figure, it is a small improvement on Q4 2023-24 outturn.

Number of homeless households living in temporary accommodation: The level of temporary accommodation use over the year reflects the increase in homelessness presentations being experienced by all local authorities. We continue to intensively manage use of temporary accommodation which remains low in comparison to other local authorities in the area, despite the higher level of homelessness presentations we experience. Following an external funding award, additional resources are now being specifically directed at the prevention and relief of homelessness. However, given the ongoing high number of presentations, it is expected the positive effects will be gradual.

A fairer Norwich

Indicator	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
% of council homes with a valid gas safety certificate	100.00	99.99	100.00	100.00	100.00
Average re-let time of council homes in calendar days (excluding major works)	79.00	79.00	67.00	51.00	43.00
Number of private rented sector homes made safe	85.00				22.00

- **% of council homes with a valid gas safety certificate:** All properties at the end of the quarter had a valid gas safety certificate. Due to a concerted effort across multiple teams, we have managed to obtain 100% compliance continually for the last three quarters.
- **Average re-let time of council homes in calendar days (excluding major works):** The average re-let turnaround time of council homes continues to improve. It is notable that performance has seen a significant improvement of 36 days when compared with Q4 2023-2024. Indicator continues to be actively managed to understand the underlying causes for any delays. There has been an increase in the amount of repairs required for voids.
- **Number of private rented sector homes made safe (annual indicator):** Last year's performance was significantly boosted by the lifting of prohibition orders on 53 flats in multi-occupied buildings. In contrast, this year saw improvement notices served on 48 premises, affecting 148 units of accommodation—an increase compared to the previous year. While performance in 2024/25 appears lower, it aligns with historical trends; for example, 26 private rented sector homes were made safe in quarter four of 2022.A new service manager has been appointed, with a key priority for quarter one being the review of outstanding notices and the accurate recording of compliance dates. This process will be repeated in the final quarter of 2025/26 to ensure consistency. As part of a broader digitisation programme, the service is transitioning to a unified IT system and is reviewing all outcome codes and performance reports. This aims to better capture successful interventions, including informal actions that result in improvements without the need for formal enforcement.

Indicator	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Number (of total) (%) of food premises rated 0,1 or 2 (non-broadly compliant), moving to a compliant rating of 3, 4 or 5 against the Food Hygiene Rating System following intervention by food safety officers	86.00	88.00	86.00	86.00	83.00
Number of affordable homes built, purchased or enabled by the council	126.00				48.00
Number of new homes (both council and private) completed			246.00		

- **Number (of total) (%) of food premises rated 0,1 or 2 (non-broadly compliant), moving to a compliant rating of 3, 4 or 5 against the Food Hygiene Rating System following intervention by food safety officers:** Performance has exceeded target throughout 2024/25. During this period, 622 food businesses were inspected, including all but one high-risk establishments which is scheduled for inspection in April 2025.

- **Number of affordable homes built, purchased or enabled by the council (annual indicator):** In 2024-25, a total of 48 new affordable homes were completed: 29 homes built by the council at Three Score, five acquired by the council on Barrack Street, and 14 enabled through a grant to a local Registered Provider (RP).

  Although there has been some delay in development programmes due to Nutrient Neutrality, which prevented us reaching the target of 50 homes, these remaining homes are expected to be delivered over the next two years.

- **Number of new homes (both council and private) completed (annual indicator):** The number of new homes built in the last two years is at a relatively lower rate, but challenges in the housing market are not unique to Norwich, and nutrient neutrality only compounds this issue.

  The KPI target was set in 2011 when the Joint Core Strategy was adopted. This plan has been replaced in March 2024 by the adoption of the Greater Norwich Local Plan (GNLP). The GNLP annual target for homes is now calculated across the whole of the three districts (Broadland, Norwich and South Norfolk). We are working towards a more robust target to reflect the GNLP plan.

‘We are Norwich’ Year One Outcomes (2024-2025)

Project	What we did	What difference it is making
Active Norfolk	We work collaboratively with Active Norfolk to address inactivity in the city and encourage active lifestyles and opportunities. For example, we launched a partnership project held at the Norman Centre called ‘The Inclusive Table Tennis Festival’.	The festival provided opportunities for people with special educational needs and disabilities to participate in Table Tennis. The event was designed around people living with a disability or a long-term condition to promote active lifestyles. Plans are being developed for a 2025 festival, and to explore further opportunities to ensure people have better health outcomes in the city.
Equality, Diversity, and Inclusion	Our new Equality Diversity and Inclusion strategy 2024-27 covers both our legal duty under the Equality Act 2010 and our wider ambition to reduce socio-economic and health inequalities in Norwich. An ‘EDI Action Plan’ to support and underpin the strategy has also been developed over the course of 2024.	Our new EDI strategy and policy will help guide our actions as we work towards a fairer Norwich and becoming an open and modern council. Our Equality, Diversity and Inclusion Policy, incorporating Reasonable Adjustment details what the strategy means for the council as an employer and for all of us as an organisation. The principles it lays out will be embedded across our services.
Hay Hill	We designed and managed the comprehensive redesign of Hay Hill which is in the heart of the city centre. The significant city centre regeneration project was completed as part of the £25m investment from the Ministry of Housing, Communities and Local Government to revitalise key areas of the city.	The revamp transformed the space into a vibrant, accessible area which has significant benefits for everyone, for example: - The design team worked with Inclusive Norwich using an innovative tactile consultation model to ensure there was better accessibility, such as providing ramped routes through the space that were previously convoluted or blocked by steps. - The amount of vegetation and porous surfaces have been increased to provide a space for people to sit, rest, socialise and enjoy creative and culture events. - Increasing footfall to surrounding businesses, and the running costs of the space have been offset by rent from the new concession and the removal of degraded features that were failing.

We are Norwich
Outcomes – Year 1

'We are Norwich' Year One Outcomes (2024-2025)

Project	What we did	What difference it is making
Tennis Court Improvements	We now have 23 tennis courts across Norwich parks. This year, we have partnered with the LTA Tennis Foundation to invest in and refurbish eight tennis courts in Norwich which were in poor or an unplayable condition.	We have seen an uptake of tennis memberships in areas with higher levels of deprivation, which demonstrates that a growing number of people can access public spaces which are safe, welcoming and affordable to all. Please note, the Norfolk Office of Data and Analytics provided an overview of inequality across the city. The report can be found here.
Enfield Road Play Area	We spent £100,000 on a new refurbishment at Enfield Play area. We had three play providers submit three designs and then held a consultation day on site along with voting online via Get talking Norwich. Premier Play (a local play supplier of Hags equipment) won the design vote by an overwhelming majority. The local school, community centre, residents and library were all involved in voting.	The play area was completed in April, followed by an official opening to the general public. It was a good turn out, we gave away some goodie bags courtesy of HAGS and the feedback from those that attended was very positive. The playground is now a safe, fun and accessible space for everyone to enjoy. More info is available on Get Talking Norwich site Enfield Road Playground Upgrade | Get Talking Norwich
Green Doctor Service	We have supported and promoted the Green Doctors service which provides tailored energy saving advice, signposting and installation of free practical low-cost energy savings measures to households experiencing fuel poverty. The service also makes referrals to other local support services, including debt advice and food banks.	The Green Doctor has been making home visits since July 2024 and has assisted households in Norwich by installing free measures such as radiator panels, draught proofing windows and doors, and delivering behaviour change advice in the home. This is helping to directly improve the lives of vulnerable and fuel-poor households and ensuring difficult to reach communities are being engaged.
Age Friendly Norwich	This year we marked the first step to realising an Age Friendly City with Norwich joining the UK's network of Age-friendly Communities.	We will work in partnership to enable a place in which all residents may thrive, supported by opportunities and services that enhance and protect their health and wellbeing.

‘We are Norwich’ Year One Outcomes (2024-2025)

Project	What we did	What difference it is making
Inclusive Norwich Partnership	In December last year, we awarded Neighbourhood Community Infrastructure Levy (NCIL) funding to Age UK Norwich, to establish the Inclusive Norwich Partnership (INP), a group of organisations including Norwich City Council, Equal Lives, Inclusive Norwich, Norwich Kind City Map and Age UK Norwich.	Through this, and discussions with partners and community conversations, views on how best to promote greater inclusivity have been gathered. The INP is currently bringing these views together to deliver invaluable local insight and context, so informing our service improvement and the development of local policies and action plans.
Social Housing Decarbonisation Fund	In implementing the Sustainable Warmth Strategy 2022-2025, the council is continuing to deliver retrofit for its social housing stock, through the latest wave of the Social Housing Decarbonisation Fund (SHDF).In the first round of this scheme the council delivered energy efficiency improvements to 320 homes across the city. In the latest wave the council has secured £2.4m in grant funding alongside £2.7m committed by the council, which is being used to install solar panels, loft insulation and external wall insulation in up to 260 social housing properties identified as being expensive to heat and in need of upgrades.	This work is aimed at improving the Energy Performance Certificate ratings of properties, helping households to save up to £400 per year on their energy bills as well as reducing carbon emissions. In doing so, the council is helping to tackle fuel poverty across the city, targeting some of the most deprived households in our area, whilst working towards delivering Net Zero for Norwich by 2045. The council is also preparing a significant bid for the latest wave of this funding stream to deliver improvements for even more homes.
Housing Solutions	We have been awarded external funding and listening to and working with our partners, we have created additional resources to aid work to optimise suitable accommodation options.	The funding enables us to be innovative in seeking housing solutions for people granted refugee status and in housing need.

We are Norwich
Outcomes – Year 1

‘We are Norwich’ Year One Outcomes (2024-2025)

Project	What we did	What difference it is making
Delivery of Affordable Housing	Addressing growing housing need, a challenge faced both nationally and in Norwich, requires collaboration. To tackle this, we have established a formal five-year partnership with Orwell Housing to accelerate the delivery of affordable housing on several council-owned sites across the city.	The partnership has achieved a key milestone with the submission of two sites for planning, which would see delivery of seven new affordable homes within the next two years if approved. A further four sites will be submitted for planning in the coming months, with a view to deliver high quality, affordable homes for all across the city.
Tenant Engagement	We published our Tenant Engagement Strategy 2023-26 , which aims to give our tenants the opportunity to scrutinise, influence and shape the housing services for the next three years.	To date, we have consulted with tenants via ‘Get Talking Norwich’ and in person via the ‘Tenant involvement panel’ to enable wider participation in improving our neighbourhoods.
Keeping Homes Safe	Following the government’s February 2025 announcement about Stage 1 of Awaab’s Law, the council reviewed its policies and performance. We delivered extra training to frontline staff on damp, mould, Awaab’s Law, and the Housing Health and Safety Rating System. The damp policy and resident leaflet were updated. Five new roles were approved for a dedicated team focused on damp, mould, and disrepair, covering both technical assessments and resident support. We also increased the repairs budget and invested in environmental sensors to detect early signs of damp and mould.	In quarter four, we saw a reduction in outstanding damp and mould cases. Staff are now better equipped to respond quickly, and residents are receiving clearer communication and support. The use of sensors is helping us act earlier, preventing issues from worsening. These changes are helping us meet the requirements of Awaab’s Law and improve housing conditions for our residents.

‘We are Norwich’ Year One Outcomes (2024-2025)

Project	What we did	What difference it is making
Trialling New Technology	We are successfully trialling drone technology to survey the roofs to 10 blocks of flats to identify roofs in need of repair or replacement.	This will lead to a wider roll out of drone roof surveys, meaning our programme of roof replacements will become proactive rather than reactive, helping prevent costly leaks and other related issues before they happen.
Empty Properties	We started the 2024 - 2025 financial year with 209 empty council homes but have reduced this figure to 161 properties as of 31 March 2025, which is the lowest overall figure for three years. Our contractors have also completed 39 'whole Home Improvement projects to date, which has cleared just under 90% of all long-term backlog properties.	At a time of critical housing need, we have reduced the average re-let time for standard voids from 77 calendar days in April 2024, down to an average of 61 calendar days* in March 2025. As a result, this means that more people have access to a suitable home. **This annual average reflects the relet time averaged over the entire year, rather than a quarterly figure.*

A climate responsive Norwich

Indicator	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
% household waste sent for reuse, recycling, composting (reporting on previous quarter)	36.00	37.70	41.00	36.00	
% reduction of CO2 emissions from Local Authority operations				8.00	
Total number of private sector insulation measures completed	43.00	0.00	0.00	0.00	0.00

There are two quarterly KPIs and one annual KPI for this priority.

- **% household waste sent for reuse, recycling, composting (reporting on previous quarter):** The data has been verified for quarter three, and has slightly decreased, moving from green to amber. Recycling rates fluctuate throughout the year, typically ranging between 36% and 41%, this is constant and is reflected in historical data from previous years. We will be implementing the Simpler Recycling legislation and expanding the Food Waste Service to over 8,000 additional properties. To support these service improvements, we are securing additional resources within Environmental Services. This will be complemented by targeted behavioural change programmes, community education initiatives, and enforcement measures. Please note, performance data is not available for quarter four and shows as blue. This is due to delays in data which has impacted the Waste Data Flow validation process. The data will be verified and published in quarter one 2025 – 2026.

- **% reduction of CO2 emissions from Local Authority operations (annual indicator):** For the 2023/24 financial year, the council's carbon emissions reduced by 8.0% compared to the preceding 2022 -23 financial year. This means we comfortably exceeded the 3% target.

- **Total number of private sector insulation measures completed:** There have been no private sector insulation measures completed this year. Grant funding is required to support this indicator, and that funding requirement therefore produces 'variable' quarterly figures.

  The council recently secured £4.7 million in grant funding from the Warm Homes: Local Grant. This will be used to improve energy efficiency and install low-carbon heating in approximately 325 homes over three years, from April 2025 to March 2028. Additionally, the council has entered into an 'ECO Flex' arrangement, making the Energy Company Obligation and Great British Insulation Scheme grants accessible to more people. A communications plan is being developed to promote these initiatives.

'We are Norwich' Year One Outcomes (2024-2025)

Project	What we did	What difference it is making
Climate Responsive Norwich Programme 2025-2035	We have published the Climate Responsive Norwich Programme 2025-2035 for consultation with key partners and stakeholders. This document sets the scope for three Climate Action Plans (relating to Norwich citywide; council operations; and council housing assets) which will be published in 2025.	This represents a key milestone in the strategy development and action plan for delivering on the council's climate mitigation and adaptation ambitions and is therefore central to achieving climate-responsive Norwich.
Solar PV on Council Buildings	We have taken part in a Solar Photovoltaic (PV) Feasibility Study examining the potential for renewable energy generation from sites including the rooftops of New Carrow House, St Andrews Car Park, St Giles Car Park, The Halls, and more.	This represents a significant step towards significantly increasing the amount of solar PV renewable energy generation on council buildings and reducing our own carbon emissions.
Riverside Leisure Centre	We have secured £520,000 funding from Sport England Swimming Pool Support Fund to install over 600 solar panels on the roof of Riverside Leisure Centre, as well as new canopies that will be built over the car park.	The project is set to reduce the building's electricity bill by 33 percent and cut 75 tonnes of carbon emissions a year. These financial and carbon savings will help secure the future of this popular leisure centre, as well as supporting our ongoing efforts to reach net zero.
Environmentally Conscious Suppliers	Our agreement through the Crown Commercial Services (CCS) framework has enabled us to procure electricity and gas contracts for our property portfolio (both for the Housing Revenue Account and General Fund).	This is an example of how our services are using environmentally conscious suppliers. Our electricity contract continues to be sourced from a range of renewable technologies from across the UK only. Also, benchmarking from the Department for Energy Security and Net Zero, demonstrates that CCS energy rates available to customers were consistently lower than the general industry benchmark.

We are Norwich
Outcomes - Year 1

'We are Norwich' Year One Outcomes (2024-2025)

Project	What we did	What difference it is making
Net Zero Communities	As part of the Norfolk Climate Change Partnership, we have taken part in the Norfolk Net Zero Communities project funded by Innovate UK. The project focusses on identifying, understanding and addressing barriers residents face in taking action for more efficient homes, renewable heat and power, and greener travel. Eaton was selected as the focus community for Norwich, whilst partner local authorities explored other communities to maximise shared learning.	Surveys and community engagement events were held to better understand the barriers faced by residents in Eaton, who are traditionally in the "able-to-pay" demographic. This has produced valuable learning outcomes which are helping to inform the development of more tailored energy advice for our residents. It is expected that this will improve the uptake of energy efficiency and renewable energy measures across the city that will both reduce carbon emissions and cut energy bills.
Green Flag Award	This year, the coveted Green Flag recognised six parks and green spaces in Norwich as outstanding examples for people to enjoy.	Norwich is recognised as providing some of the best parks and green spaces in the UK. We work collaboratively with over 40 friends and voluntary organisations across the city to help maintain our parks and open spaces. This ensures we have outstanding examples of green outdoor spaces for people to enjoy.
Kett's Heights	We worked in partnership with the Friends of Kett's Heights, who help us to maintain the site, to make it more accessible-friendly, and improve this historic natural area.	Visitors can enjoy better access with the installation of a ramped entrance and improvements to path surfaces. We have introduced better planting and habitats to boost biodiversity, conserved the historic walls and provided a water supply. The quality of the scheme contributed to the site gaining Green Flag status. The provision of an access for maintenance vehicles will make it cheaper and more efficient to maintain the site.

'We are Norwich' Year One Outcomes (2024-2025)

Project	What we did	What difference it is making
Our Power	We have supported the setup and funding of a community energy group called Our Power. This aims to empower communities to act on energy efficiency and renewable energy issues, by training up trusted local individuals in each of our wards to act as Neighbourhood Energy Champions.	We currently have three Energy Champions, and we plan to recruit for additional volunteers on Get Talking Norwich. This responds to the identified need for tailored energy advice through the property retrofit process, connecting residents with their neighbours who have already undertaken such measures to build trust in the process. The scheme is engaging communities at all levels of affluence, from Eaton to Mile Cross, helping to tackle fuel poverty and increase the uptake of energy efficiency and renewable energy measures which are needed to help mitigate climate change.
Solar Together	We have actively promoted a collective solar panel buying scheme called 'Solar Together', which achieves significant savings on solar panel installations for Norwich residents through a reverse auction process whereby pre-vetted installers offer their lowest price.	In Norwich, 485 households have registered for the scheme and have been offered solar panels which are approximately 43% cheaper than the typical market price. This has helped to make renewable energy generation significantly more accessible to our residents, providing benefits in the form of improved energy security and emissions reduction.
Norwich's Nature Recovery Network	We have been making significant progress in delivering our Biodiversity Strategy 2022-32 through assessing and mapping sites for potential inclusion in the Norwich Urban Nature Recovery Network (NRN). The NRN aims to halt species to decline and increase species diversity and abundance by 2030.	We have been working in collaboration with partners such as Norwich Fringe Project and Norfolk Wildlife Trust to improve the richness and access to nature for Norwich's communities. Most recently this has included collaborating with our partners to produce a bid for the Nature Towns and Cities funding offered by the National Heritage Lottery. It is hoped this will increase our capacity to deliver this important work and align with our ambition to improve inequalities in access to nature.

Indicator	Q4 2023	Q4 2024
Value of external funding leveraged to support council development and place-shaping priorities (£)	463,086.00	42,678,427.00

There is one annual KPI for this priority.

- **Value of external funding leveraged to support council development and place-shaping priorities (£) (annual indicator):** The value of external funding leveraged to support council development and place-shaping priorities is £42,678,427. This includes, but is not limited to:
  - £35,000,000 from Homes England for the Anglia Square redevelopment to build a new community of affordable homes, retail, office and leisure spaces.
  - East Norwich received £104,625 from Homes England to support due diligence studies.
  - £520,000 from Sport England for solar PV at Riverside Leisure Centre, which cut 75 tonnes of carbon emissions a year and save approx. £50,000 in electricity costs each year.
  - Levelling Up Fund investment in new community facilities at Sloughbottom park.
  - UKSPF support for local business and social enterprises.

We are Norwich Outcomes - Year 1

'We are Norwich' Year One Outcomes (2024-2025)

Project	What we did	What difference it is making
Community engagement	Through our UK Shared Prosperity Fund (UKSPF)-funded community conversations initiative, we have gained new insights into residents' priorities. Three key themes have emerged: community, health and wellbeing, and the natural and built environment. At the heart of these themes are Norwich's green spaces, which residents value for their contribution to health and wellbeing, their role as communal spaces within neighbourhoods, and the sense of connection they foster among neighbours. In response, we have made it easier for residents to take an active role in managing green spaces in their communities. Currently, 32 groups are caring for 57 sites across the city, demonstrating the strength of community engagement.	Involved communities have reported significant benefits such as reduced social isolation, deepened connections with residents and increased pride in the estate. Whilst the work has covered the whole city, in Mile Cross we have been supported by a partnership with Norfolk Wildlife Trust and their Next-door Nature project. These voluntary groups across the city are receiving recognition for their impact with Wild Lakenham being named winners of The Green Award at the recent BBC Radio Norfolk Make a Difference Awards – a category in which the Mile Cross group Green Hearts were also shortlisted.
Norwich Unity Hub	We worked with a group of charities, Charitable Incorporated Organisations (CICs) and cultural groups who were having trouble in finding affordable space in the city from which to operate and deliver their activities supporting Norwich residents. A cross-service team supported the group to put together an achievable business plan to deliver significant social value at a council vacant asset. As a result, Norwich Unity Hub (NUH) will take up a three-year lease at Carrow House.	A core aim of NUH is to provide affordable rented accommodation to charitable organisations in Norwich and foster collaboration among members. The wider and most significant benefit will be felt by those Norwich residents who are served by these organisations. Whilst it is too early to show this impact, our social value assessment forecasts that over £2.7m of social value will be generated and will reach very broadly across the city with particular support for some of Norwich's most vulnerable communities including those with profound and multiple learning difficulties, those suffering significant mental health difficulties and those on low incomes.

‘We are Norwich’ Year One Outcomes (2024-2025)

Project	What we did	What difference it is making
Greater Norwich Local Plan	The Greater Norwich Local Plan (GNLP) was adopted in March 2024 following close partnership working with Broadland and South Norfolk and Norfolk County Council. The GNLP provides the growth strategy and the sites to implement to 2038.	By providing a clear and sustainable strategy for economic growth in the area, the GNLP will encourage government and private investment into Greater Norwich, assisting the delivery of new homes of different type, size and tenure, jobs, infrastructure (including health care facilities) and regeneration. The plan encourages growth of vibrant and healthy communities helping to reduce disparities between the life chances of disadvantaged communities. The GNLP will also promote environmental protection and enhancement of our special natural and built environment. It will support the creation of new green spaces and green infrastructure links to provide new and improved habitat networks and biodiversity net gain on development sites, which are key considerations as we respond to climate change.

‘We are Norwich’ Year One Outcomes (2024-2025)

Project	What we did	What difference it is making
Redevelopment of Anglia Square	We successfully acquired the Anglia Square Shopping Centre in December 2024, marking a pivotal step in the city’s long-term regeneration plans. This milestone was achieved in partnership with Homes England, who provided both technical due diligence and a £34 million grant from their Housing Infrastructure Fund. Additional funding has also been secured to enable demolition and infrastructure work to prepare the site for redevelopment. Alongside this, we submitted a planning application for a meanwhile use facility on the adjacent St Saviours car park, proposing over 80 shipping containers to create flexible, affordable spaces for small businesses, freelancers, and creatives during the redevelopment phase.	The regeneration of Anglia Square is set to unlock the development of around 1,100 new homes, helping to meet local housing needs. It will also generate new business opportunities and jobs, boosting the local economy. The meanwhile use facility supports local enterprise by offering practical, low-cost spaces in the short term. Looking ahead, the full redevelopment will transform the area into a vibrant, modern hub featuring retail, office, and leisure spaces, landscaped gardens, a new neighbourhood centre, and enhanced cycling links—creating a more connected, inclusive, and thriving city centre for everyone.
Regeneration of East Norwich	We embarked on the regeneration of East Norwich, the largest opportunity of its kind in the east of England, with a bold vision to transform a 50-hectare site into a vibrant new urban quarter. This ambitious project aims to facilitate the creation of 3,500 new homes and 4,000 jobs, while ensuring high-quality walking, cycling, and public transport connections to both the city and the Broads. Working closely with development advisors and key partners such as Homes England, we are committed to delivering a well-balanced mix of housing types and tenures that meet the needs of a diverse community.	Our collaborative efforts are laying the foundation for a transformative development that will bring lasting benefits to Norwich. By focusing on sustainable transport links and inclusive housing, the regeneration of East Norwich is set to enhance connectivity, support economic growth, and improve quality of life for residents.