



**NORWICH**  
City Council



# Corporate plan

2019–22 (updated 2021-22)



# Corporate Plan 2021-22

**This document supplements Norwich City Council's Corporate Plan 2019-2022 that was adopted on 26 February 2019. It also should be read in tandem with the council's Covid-19 recovery blueprint that was published in June 2020, which identified a number of priority themes and actions which frame the council's - and the city's - recovery.**



“Our ambition is for a better, more sustainable city – economically, environmentally and socially..”

## Leader's foreword

### Councillor Alan Waters, Leader of Norwich City Council

The corporate plan is a description of the council's priorities over the coming three years. Each year there are adjustments to the plan to take account of changes at 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 priorities. This is the third and final year of the 2019-2022 corporate plan.

While the current corporate vision, mission and priorities will remain in place until a more fundamental review for 2022-23 is undertaken, it is important that this briefer document acknowledges the dramatically different environment in which we are operating. This is nothing new.

Looking back at previous forewords to earlier corporate plans, high levels of uncertainty are a common theme, as is the determination, as a city, to tackle and positively shape the challenges we face.

The last 12 months have been particularly tough. What we could not have anticipated (though the

centenary of the outbreak of the 1918 flu pandemic was perhaps in the back of our minds) was Covid-19.

Its impact particularly on economically vulnerable people and communities often characterised by low wages, poor quality housing, lack of affordable accommodation inadequate social security and insecure employment were among the issues that the current and earlier corporate plans have sought to energetically address. Covid-19 has made tackling these structural issues an immediate and pressing necessity.

Covid-19 is going to be with us for the foreseeable future. This shaped a blueprint for recovery, using the partnership rich framework of 'Norwich 2040', as the engine for renewal. One example is the successful 'Town's Deal' bid providing £25m for skills and enterprise, infrastructure and urban regeneration in Norwich.

Covid-19 required the council to respond to this crisis by redesigning its frontline services. Work is underway to strengthen the resilience and responsiveness of the organisation to uncertain times

ahead: including understanding the consequences of the Brexit deal signed at the end of 2020, and the continuation of the long term funding shortfall from central government.

Local councils, like Norwich, are playing a vital role (despite deep cuts in central funding since 2010), as key partners of government in tackling the consequences of the pandemic. A pandemic which has revealed deep and profound inequalities that must be addressed.

In Norwich we will continue to advocate for a fair deal for the people of the city to get the services and support they should expect. Delivering a fair deal is not just about local council services, but those provided by central government like health and social security. A fair deal means the restoration of strong employment rights and support for the self-employed and those working in the gig economy. A decent income for all strikes at the root of poverty and inequality.

Our ambition is for a better, more sustainable city – economically, environmentally and socially. Our corporate plan reflects that purpose.

“We remain clear on our mission, and clear on what we are trying to achieve for the city...”



# Chief executive's introduction

**Stephen Evans,  
Chief Executive of Norwich City Council**

I joined this organisation as chief executive in January 2020. Within weeks I was facing the unforeseen situation of leading the organisation through one of the most challenging periods it has ever faced. And I am immensely proud of how the council and city has responded to that challenge.

The scale and impact of the Covid-19 pandemic has required a response at the global, national and local levels. In Norwich, as elsewhere across the United Kingdom, it continues to affect the lives of every resident and business in the city.

In June 2020, cabinet agreed a blueprint for recovery which provided an overview of the council's initial response to the virus, and identified a number of priority themes and actions which would frame the council's – and the city's – recovery.

The city council was one of the first councils in the country to publish a

comprehensive, forward looking recovery plan from Covid-19. It sets out a number of priority activities that the council feels are crucial to a sustainable recovery and the organisation will continue to track performance against the delivery of the plan and build on it as a 'living' document. This in effect provides the detail of how we will meet our corporate priorities over the coming year, with progress against the blueprint reported to cabinet regularly.

With such a fast changing landscape at local and national level, the organisation needs to be agile and responsive but that does not mean we cannot plan. We remain clear on our mission, and clear on what we are trying to achieve for the city, as set out in the following pages.

We also remain accountable through tracking our performance, to drive both improvement in our services and to ensure that we are responding to the challenges of Covid-19 as well as those that lie

beyond that, such as addressing inequality and responding to climate change.

And in order to do so, we must remain a well run organisation that can live within its means, support its wealth of human resource and ensure that our assets and services support the city to work together towards the shared vision of Norwich 2040. Although 2021-22 is shaping up to be another challenging year, I can see clear opportunities ahead for the council. This year will be one of change for how the organisation is structured and how the services we provide are delivered.

This isn't about change for change sake – it's about responding to the changing behaviours of our residents and businesses as a result of the pandemic and redesigning the services we provide around their needs. I'm optimistic about the future and believe this council is well placed to play its part in a bright future for the city.



## Overall context - 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:

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

1. A creative city
2. A liveable city
3. A fair city
4. A connected city
5. A dynamic city

The remainder of this document sets out how the city council proposes to play its part in delivering this shared vision.





Overall context -

# Corporate vision, mission and values

**Vision: make Norwich a fine city for all.**

**Mission: put people and the city first.**

## Setting out our mission

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

Our characteristics mean that we:

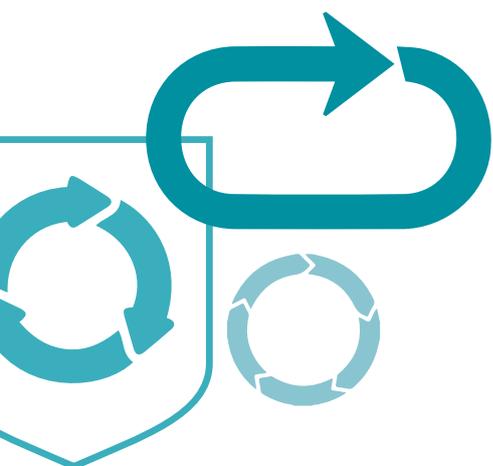
1. Understand our city and our customers, recognising the interconnected nature of the objectives we are seeking to achieve.
2. Take decisions based on a full understanding of the evidence and risks
3. Build relationships proactively and work collaboratively internally and externally and leverage resource where possible to deliver the best outcomes
4. Are agile and adaptable, to enable us to adjust our resources to deliver our priorities

5. Adopt commercial approaches where appropriate

6. Value and trust our staff and our partners and respect PACE (Pride, Accountability, Collaboration, Excellence) values.

## Putting the characteristics into practice

Change is likely to be a constant in the future, 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. This will all 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.



## Our values

1. Pride
2. Accountability
3. Collaboration
4. Excellence

Our corporate vision:  
**to make Norwich a  
fine city for all**

Our corporate mission:  
**to put people and the  
city first**

## Our three 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 employees 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' which are not necessarily specifically mentioned in the following section.



### Priority **PEOPLE LIVING WELL**

**Vision:** we want Norwich to continue to be a city which supports wellbeing and is also enjoyed as a place to work, live and visit.

#### People living well outcomes:

- Healthy lives
- Reduced inequalities
- Enhanced wellbeing
- Feeling safe
- Reduced housing need



### Priority **GREAT NEIGHBOURHOODS, HOUSING AND ENVIRONMENT**

**Vision:** we aspire to be good stewards of the city, maintaining the character that makes Norwich a unique place while taking opportunities to regenerate and develop the city to enhance it and support thriving communities.

#### Great neighbourhoods, housing and environment outcomes:

- Sustainable city
- Good local environment
- A sense of community
- Good quality housing
- Quality buildings and infrastructure



### Priority **INCLUSIVE ECONOMY**

**Vision:** to continue to develop Norwich as a strong, vibrant and inclusive economy in which the benefits are shared by all.

#### Inclusive economy outcomes:

- Social mobility
- Vibrant city centre
- Good jobs
- Circular local economy
- Diverse, thriving businesses



# Performance framework

## People living well

### Performance indicators (targets)

Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement

**21**

Number of households living in temporary accommodation

**<22**

% of households who asked for help who were prevented from homelessness

**66%**

% people feeling safe

**60%**

% of food premises moving from non-compliant to compliant

**80%**

Total number of private sector insulation measures completed

**50 (quarterly)**

## Great neighbourhoods, housing and environment

Corporate  
priority

### Performance indicators (targets)

% of planning decisions upheld after appeal (where council has won)

**66%**

% of planning applications determined in time

**90%**

% of rent collected (excluding arrears brought forward)

**99.80%** (Q3 & Q4)  
**98.75%** (Q1 & Q2)

Average re-let time in days (standard re-lets only)

**21**

% of properties with a current valid gas safety certificate

**100%**

Number of affordable homes built, purchased or enabled by the council

**50**

% reduction of CO2 emissions from Local Authority operations

**3%**

Number of private rented sector homes made safe

**100**

% household waste sent for reuse, recycling, composting (reporting on previous quarter)

**40%**

Number of new homes completed

**477** homes per year (JCS target). Please note this target will change following adoption of the GNL.

## Inclusive economy

Corporate  
priority

### Performance indicators (targets)

Area of underused council land brought into productive use (m2)

**Monitor to determine baseline**

Value of external funding leveraged to support council development and place-shaping priorities (£)

**£250,000**

## Healthy organisation

### Performance indicators (targets)

Council Tax Collection – the amount of in year council tax plus arrears from old years collected (target set according to budget requirement)

**100%**

Business Rates Collection – the amount of in year business rates plus arrears from old years collected (target set according to budget requirement)

**100%**

Council on track to remain within General Fund budget (£)

**0** (i.e. no overspend)

Total amount of income paid by tenants occupying the council's investment property portfolio expressed as % of target income

**95%**

% of customer's responding as satisfied with service

**>76%**

% of customer contact that takes place through digital channels

**>45%**

% of FOI requests responded to within statutory timescales

**Monitor to determine baseline**

% of corporate complaints responded to within stated timescales

**Monitor to determine baseline**

IT System availability expressed as a percent of time available during core hours

**>99%**