

Scrutiny committee

Date: Thursday, 15 December 2016

Time: 16:30

Venue: Mancroft room

City Hall, St Peters Street, Norwich, NR2 1NH

All group pre-meeting briefing – 16:00 Mancroft Room

This is for members only and is not part of the formal scrutiny meeting which will follow at 16:30.

The pre-meeting is an opportunity for the committee to make final preparations before the start of the scrutiny committee meeting. The public will not be given access to the Mancroft room before 16:30.

For further information please contact:

COMMITTEE MEMBERS:

Councillors:

Wright (chair)

Maguire (vice chair)

Bogelein

Bradford

Coleshill

Davis

Fullman

Grahame

Haynes

Malik

Manning

Packer

Peek

Committee officer: Lucy Palmer

t: (01603) 212416

e: lucypalmer@norwich.gov.uk

Democratic services

City Hall

Norwich

NR2 1NH

www.norwich.gov.uk

Information for members of the public

Members of the public and the media have the right to attend meetings of full council, the cabinet and committees except where confidential information or exempt information is likely to be disclosed, and the meeting is therefore held in private.

For information about attending or speaking at meetings, please contact the committee officer above or refer to the council's website.



If you would like this agenda in an alternative format, such as a larger or smaller font, audio or Braille, or in a different language, please contact the committee officer above.

Agenda

1 Apologies

To receive apologies for absence

2 Public questions/petitions

To receive questions / petitions from the public (notice to be given to committee officer in advance of the meeting in accordance with appendix 1 of the council's constitution)

3 Declarations of interest

(Please note that it is the responsibility of individual members to declare an interest prior to the item if they arrive late for the meeting)

4 Minutes

9 - 12

To approve the accuracy of the minutes of the meeting held on 24 November 2016

5 Scrutiny committee work programme 2016-17

13 - 28

Purpose - To note the scrutiny committee work programme and agree any potential topics that may be tested against the TOPIC analysis for future inclusion.

6 Update of the representative for the Norfolk Health Overview and Scrutiny Committee (verbal update)

Purpose - For the committee to note the work of the NHOSC and comment on any implication for Norwich residents for the representative to take back to the next NHOSC meeting.

7 Neighbourhood Model and ward councillors

29 - 38

Purpose - To review and comment on the developing work to support and encourage residents to be more active in their communities and to consider the role of ward councillors.

8 Draft Equality Information Report 39 - 66

Purpose - To consider the draft equality Information report

9 Draft corporate performance measures 2017-18 67 - 94

Purpose - To consider the draft report to cabinet on 18 January 2017 on the new Corporate Plan performance indicators for 2017-18

Date of publication: **Wednesday, 07 December 2016**

- T** is this, the right **TIME** to review the issue and is there sufficient officer time and resource available?
- O** what would be the **OBJECTIVE** of the scrutiny?
- P** can **PERFORMANCE** in this area be improved by scrutiny input?
- I** what would be the public **INTEREST** in placing this topic onto the work programme?
- C** will any scrutiny activity on this matter contribute to the council's activities as agreed to in the **CORPORATE PLAN**?

Once the TOPIC analysis has been undertaken, a joint decision should then be reached as to whether a report to the scrutiny committee is required. If it is decided that a report is not required, the issue will not be pursued any further. However, if there are outstanding issues, these could be picked up by agreeing that a briefing email to members be sent, or other appropriate action by the relevant officer.

If it is agreed that the scrutiny request topic should be explored further by the scrutiny committee a short report should be written for a future meeting of the scrutiny committee, to be taken under the standing work programme item, so that members are able to consider if they should place the item on to the work programme. This report should outline a suggested approach if the committee was minded to take on the topic and outline the purpose using the outcome of the consideration of the topic via the TOPIC analysis. Also the report should provide an overview of the current position with regard to the topic under consideration.

By using the flowchart, it is hoped that members and officers will be aided when giving consideration to whether or not the item should be added to the scrutiny committee work programme. This should help to ensure that the scope and purpose will be covered by any future report. The outcome of this should further assist the committee and the officers working with the committee to be able to produce informed outcomes that are credible, influential with SMART recommendations.

Specific, Measurable, Attainable, Relevant and Time-bound

Scrutiny committee and a protocol for those attending scrutiny

- All scrutiny committee meetings will be carried out in a spirit of mutual trust and respect
- Members of the scrutiny committee will not be subject to whipping arrangements by party groups
- Scrutiny committee members will work together and will attempt to achieve evidence based consensus and recommendations
- Members of the committee will take the lead in the selection of topics for scrutiny
- The scrutiny committee operates as a critical friend and offers constructive challenge to decision makers to support improved outcomes
- Invited attendees will be advised of the time, date and location of the meeting to which they are invited to give evidence
- The invited attendee will be made aware of the reasons for the invitation and of any documents and information that the committee wish them to provide
- Reasonable notice will be given to the invited attendee of **all** of the committees requirements so that these can be provided for in full at the earliest opportunity (there should be no nasty surprises at committee)
- Whenever possible it is expected that members of the scrutiny committee will share and plan questioning with the rest of the committee in advance of the meeting
- The invited attendee will be provided with copies of **all relevant** reports, papers and background information
- Practical arrangements, such as facilities for presentations will be in place. The layout of the meeting room will be appropriate
- The chair of the committee will introduce themselves to the invited attendee before evidence is given and; all those attending will be treated with courtesy and respect. The chair of the committee will make sure that all questions put to the witness are made in a clear and orderly manner



SCRUTINY COMMITTEE

16:30 to 18:35

24 November 2016

Present: Councillors Wright (chair), Maguire (vice chair) Bogelein, Bradford, Coleshill, Davis, Fullman, Grahame, Malik, Manning and Peek

Apologies: Councillors Packer and Haynes

Also present: Dave Moorcroft (Director of regeneration and development, Norwich City Council), Alan Waters (Leader of the council)

1. Apologies

Apologies were received from councillors Packer and Haynes.

2. Public questions / petitions

No public questions or petitions were received.

3. Declarations of interest

No declarations of interest were made.

4. Minutes

RESOLVED to agree the accuracy of the minutes of the meeting held on 20 October 2016

5. Scrutiny committee work programme 2015 -2016

The interim strategy manager explained that two subjects had been put through the topic process: city accessibility, and flooding. The city accessibility item was originally due to be covered on 23 February 2017. He said that more of a steer was required on both items to allow the gathering of relevant information to inform the subsequent meetings.

At the suggestion of a scrutiny member, it was agreed that it would be appropriate to have a representative from the Norwich Access Group (or other applicable group) to be present at the meeting to provide additional insight.

One member said that the meeting planned for 23 February seemed rather crowded as food poverty was such a large item. It was suggested moving the accessibility item to allow proper consideration of both areas of work.

It was AGREED to move the item to 23 March along with the second session on food poverty. The interim strategy manager suggested that it would be possible to include both items on that agenda as long as members focused very clearly on papers distributed in advance.

The interim strategy manager suggested in addition to evidence from the Norwich Access Group, invites to attend a give short briefings could also include Norfolk and Norwich Association for The Blind, Equal Lives and the Royal National Institute of Blind People.

6. Greater Norwich Growth Board (GNGB) and New Anglia Local Enterprise Partnership (NALEP) update

The director of regeneration and development highlighted the key headlines in the report. In response to a members question he explained that the GNGB was a piece of partnership working and that the NALEP was government-sponsored.

In response to a member's question, the leader of the council explained the counties of both Suffolk and Norfolk had representatives at the NALEP meetings, adding that the group strived to have a wide range of members and offered plenty of opportunities to meet representatives throughout the year.

The chair noted that following the government's autumn statement, a radical overhaul of the community infrastructure levy was being considered. The director of regeneration and development explained that a major review had been undertaken but formal findings had not yet been published.

In response to a member's question, the leader of the council explained that some representatives on the NALEP do pay the living wage but could not be sure if their employees were unionised. He said it would be possible to explore the living wage and union membership in relation to the work of the NALEP.

A number of members agreed that a trade union representation on the NALEP would be a positive move. The leader of the council explained that trade union representatives did exist on the group but those members had had to stand down for personal reasons; although he did say that he would continue to press for inclusion of trade union representatives.

Discussion ensued during which the following points were made:

- The focus of the LEP was to remain on growth.
- Concerns were raised regarding the Greater Norwich Local Plan and what appeared to be land-banking, due to the very few number of sites that had been bought forward within the Norwich City Council area itself. Further to this concerns were raised regarding the number of permissions that had been given for development but were simply being 'sat upon'.
- The director of regeneration and development explained that no set ratios existed within the report, as the planning team would make decisions as to when sites which had been put forward should be included in the overall plan. He went on to say that the issue of land banking represented a very difficult situation in which the city council was working proactively with government to incentivise faster use of sites. The chair of the scrutiny committee added that section 226 of the Town and Country Planning Act meant that local government does have the power to intervene in such situations
- The director of regeneration and development explained that meetings had taken place with the NALEP to illustrate the priority of Norwich within the Eastern region. He said it was felt that better balance needed to be given to Norwich as an economic driver for the region.
- Concerns were raised regarding transparency and the ability to ask public questions at NALEP meetings. These concerns included agenda papers only being made available to the public after meetings had taken place; difficulties accessing governance arrangements; a lack of local engagement to encourage the public to attend.
- The leader of the council said that consideration could be given to allocating time at the beginning of each NALEP meeting to address any questions.
- A member said that within the list of grants given by the NALEP, Pastafoods stood out as the company appeared to be in trouble. In response to a subsequent question regarding how often companies who are in trouble come to the local enterprise partnership, the director of regeneration and development said that consideration was given to the importance of businesses to the local economy before any investment decisions were made.
- The director of customers and communication explained that governance regarding the distribution of grant money had been improved to ensure proper due diligence within the decision making process.
- A member questioned how close the relationship between the Business Improvement District (BID), the LEP and the GNGB was, wondering whether or not duplication of work was taking place. The director of regeneration and development explained that the BID had a very specific focus and area of activity, working closely with Norwich City Council to ensure that the centre of the city remained vibrant.

- Regarding the GNGB, a member suggested pushing for inclusion of public questions and the publication of papers in advance, adding that a motion for public questions to be supported at the GNGB meetings would be very welcome. To this end, it was agreed that letters would be written to the GNGB and the LEP. These would be drafted by the chair of the scrutiny committee.

RESOLVED that the chair would write to:

- a) The GNGB to request as a part of their meetings the inclusion of public questions and the publication of papers in advance of any meeting; and,
- b) The NALEP to request as a part of their meetings the inclusion of public questions and the publication of papers in advance of any meeting and to encourage trade union representation as a part of the group.

7. Education and social mobility

Following an introduction by the interim strategy manager, members suggested they would like to explore the opportunity to consider establishing a cooperative academy chain.

Additional details were given regarding the work of the Early Help Hub, explaining that it works with academies to support children from low income families. Members agreed that great engagement with academies should be encouraged.

It was agreed that a response should be given to with the government consultation explaining that selective schooling harms education of children and would not be welcome in Norwich. It was agreed that the cabinet member for fairness and equality and should provide the response to the consultation.

RESOLVED to

- a) Recommend to cabinet the establishment of a cooperative academy chain;
- b) Recommend to Norfolk County Council children's services that they encourage academies to engage more fully with the work of the Early Help Hub;
- c) Ask the cabinet member for fairness and equality to complete the government consultation entitled 'Schools that work for everyone'; and,
- d) The chair to write to the new head of children's services at Norfolk County Council, welcoming them to the role and asking that – given the state of educational outcomes in the city – what work was being planned around:
 - i) Vulnerable families; and,
 - ii) Lack of alternative provision.

Norwich City Council
SCRUTINY COMMITTEE

Item No 5

REPORT for meeting to be held on 15 December 2016

Work Programme for 2016-17

Summary: To provide information to members on the state of the scrutiny work programme.

Conclusions: The work programme is accompanied by the forward agenda and tracker to provide additional information for members. The work programme has been updated to include the city accessibility item going to the committee on 23 March 2017.

Recommendation: For the committee to note the work programme.

Contact Officer: Adam Clark, Interim strategy manager,
01603 212273
adamclark@norwich.gov.uk

Beth Clark, Scrutiny liaison officer
01603 212153
BethanyClark@norwich.gov.uk

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR, or ORGNISATION	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
30 June 2016	Market Consultation	Adrian Akester (Head of Citywide Services)	To update members on the outcomes of the consultation on Norwich Market.
30 June 2016	Grounds Maintenance Contract	Adrian Akester (Head of Citywide Services)	To gain clarification on whether efficiencies can be found in the budget regarding the Grounds Maintenance Contract.
30 June 2016	Publication of Traffic Regulation Orders	Phil Shreeve (Strategy manager)	To understand how the council will publicise information about Traffic Regulation Orders
30 June 2016	Quarter 4 Performance Review	Phil Shreeve (Strategy manager)	Identification of any causes for concern and note successes arising from this 6 monthly review of performance monitoring data
14 July 2016 MEETING CANCELLED	Communications and Consultation	Nikki Rotsos and portfolio holder (Cllr Waters)	The strategy manager circulated a briefing paper and the committee will look at this document at the meeting on 20 October.
14 July 2016 MEETING CANCELLED	Devolution	Phil Shreeve and Cllr Wright	To discuss the council's position on the proposed East Anglian devolution plan.
14 July 2016 Evidence gathering meeting	City Accessibility Tour	Andy Watt and Cllr Wright	This scrutiny committee meeting was cancelled and instead some members took part in a tour of the city looking at accessibility around the city. Access groups were also invited to attend, including RNIB and NNAB.

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR, or ORGNISATION	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
22 September 2016	Update from 21st July meeting of the Norfolk Health and Overview Scrutiny Committee	Cllr Maguire, NHOSC councillor rep	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next NHOSC meeting.
22 September 2016	Update from 8th September meeting of the Norfolk Health and Overview Scrutiny Committee	Cllr Maguire, NHOSC councillor rep	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next NHOSC meeting.
22 September 2016	Academies and education attainment	Cllr Wright, chair of scrutiny	To consider the current state of educational outcomes in Norwich with reference to changing school structures such as academies and free schools.
20 October 2016	Update from 13th October meeting of the Norfolk Health and Overview Scrutiny Committee	Cllr Maguire, NHOSC councillor rep	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next NHOSC meeting.
20 October 2016	Educational outcomes for the young people of Norwich	Cllr Wright, chair of scrutiny	To consider the current state of educational outcomes in Norwich with reference to changing school structures such as academies and free schools.
20 October 2016	Consultation method	Nikki Rotsos (Director of customers and culture)	That the scrutiny committee notes the consultation process of the council and considers specific ways of enhancing this.

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR, or ORGNISATION	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
24 November 2016	Greater Norwich Growth Board and Local Enterprise Partnership	Dave Moorcroft (Director of regeneration and development)	A briefing paper about the 'current state of play' in regard to GNGB and LEP.
24 November 2016	Education and Social Mobility	James Wright	To provide members the opportunity to form recommendations following the evidence gathering meetings around academies at the September and October scrutiny committee meetings.
15 December 2016	Update from 8th December meeting of the Norfolk Health Overview and Scrutiny Committee	Cllr Maguire, NHOSC councillor rep	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next NHOSC meeting.
15 December 2016	Corporate Plan Review	Adam Clark (Strategy manager)	To consider amendments to corporate performance KPIs
15 December 2016	Equality Information Report	Adam Clark (Strategy manager)	Pre scrutiny of the report before it goes to cabinet.
15 December 2016	Neighbourhood Model and ward councillors	Bob Cronk (Director of neighbourhoods)	Scrutinise the Neighbourhood Model to see how the public is engaged, how councillors are involved and how resources will be allocated

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR, or ORGNISATION	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
26 January 2017	Pre scrutiny of the proposed budget	Justine Hartley (Chief finance officer)	To make suggestions to cabinet regarding the proposed budget's ability to deliver the council's overarching policy.
26 January 2017	Environmental Strategy – Yearly update on the progress statement	Richard Willson (Environmental strategy manager)	Identification of any issues to consider and note successes and progress reported in the progress statement.
26 January 2017	Update from 12th January meeting of the Norfolk Health Overview and Scrutiny Committee	Cllr Maguire, NHOSC councillor rep	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next NHOSC meeting.
23 February 2017	Food Poverty	Boyd Taylor (Financial inclusion manager)	For the committee to identify and address the cause and effects around food poverty in Norwich.
23 March 2017	City Accessibility	Andy Watt (Head of city development services)	To make appropriate recommendations on how the council could ensure that people with visual impairments/disabilities can access the city safely and with confidence.
23 March 2017	Summary of Food Poverty meeting	Boyd Taylor (Financial inclusion manager)	Following the first food poverty meeting, this committee meeting will aim to identify solutions and resolutions to recommend to cabinet for consideration

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR, or ORGNISATION	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
23 March 2017	Annual Review of the Scrutiny Committee	Beth Clark and Cllr Wright	To agree the annual review of the scrutiny committee's work 2016 to 2017 and recommend it for adoption of the council

Date	Topic	Responsible Officer	Scrutiny Request	Outcomes or current position
11 June 2015	The council's consultation process	Nikki Rotsos	For a briefing paper to be circulated, for scrutiny members to gain an overview and understanding of the council's current work in this area.	This item is provisionally allocated to be reviewed by the committee on 14 July 2016
15 October 2015	Scrutiny Committee Work Programme 2015 – 2016	James Wright	Discussion of income generation led to the suggestion of involving cooperatives in this work. Idea to hold a half-day seminar for senior staff and officers to provide clarification around the way in which they work	The cooperatives item is being progressed by the strategy manager and Cllr Herries for a future scrutiny committee meeting – date tbc. It was also agreed that workshops would be held to update members.
12 November 2015	Community Space Review	Bob Cronk	It was agreed a website containing a centralised tool for room bookings across all community centres would worthwhile	A central online booking system is something that has previously been explored with the volunteer management committees/community associations that operate the council's community centres. A centralised tool would provide some positive benefits but not all of the centres use IT regularly. The new community centres website could be used as a basis for this and further development work with the centres has been proposed linking this proposal with the council's digital inclusion activity. The majority of the centres still work with a paper booking system and taking forward a web based system would require endorsement from the centres but something the council can encourage and will continue to do so, building on those centres that do use web tools.
17 December 2015	*Transformation Update	Bob Cronk	Discuss with the communications team about publishing the changes to the Housing and Planning Bill	Members can find an update on the Housing and Planning Act on the Local Government Information Unit website: http://www.lgiu.org.uk/briefing/housing-and-planning-bill-update/

Date	Topic	Responsible Officer	Scrutiny Request	Outcomes or current position
17 December 2015	Quarter 2 performance monitoring 2015 – 2016	Andy Watt	The homelessness strategy shows that Norwich is way below the average with regards to preventing homelessness by keeping people in their own homes. How does this relate to the target of preventing homelessness? Would it be worth having a new target to help increase the number of people staying in their own home?	Members can find an update on e-councillor
28 January 2016	Scrutiny Committee Work Programme 2015 – 2016	James Wright	Ask the chair to provide members with an update on the cooperatives briefing	The cooperatives item is being progressed by the strategy manager and Cllr Herries for a future scrutiny committee meeting – date tbc. It was also agreed that workshops would be held to update members.
25 February 2016	Norfolk Health and Overview Scrutiny Committee	Phil Shreeve	Ask the strategy manager to contact the chair of the CCG to see which consultations on planned changes to commissioning intentions may be able to be made available via e-councillor	A discussion has been held and further options looked at once the CCG have looked again at their consultation and engagement processes
	Council policies for the control of verge parking and A boards	Andy Watt	Contact all schools in the Norwich City Council area for a copy of their travel plan to collect data on how children travel to school	Members can find information here: <u>\\Sfil2\Shared Folders\Transport and infrastructure\Transport planning\School Travel\School Travel Plans\School Travel Plans (2016)</u>
		Andy Watt	Liaise with the communications team and place an article in Citizen magazine to promote best practise around verge parking	The communications team have confirmed that the article has been written, signed off and filed ready for the summer issue (which is circulated from June 6 th)

Date	Topic	Responsible Officer	Scrutiny Request	Outcomes or current position
17 March 2016	Push the Pedalways	Jo Deverick	Percentage of roads that are 20mph on the pink pedalway	<p>West area (around The Avenues), including North Park Avenue. 10763 metres (10.8 kilometres)</p> <p>- Britannia Road (includes part of Gurney Road and Vincent Road). 1284 metres (1.3 kilometres)</p> <p>- East area (Heartsease). 12401 metres (12.4 kilometres)</p> <p>Areas that have been approved and designed as part of the CCAG1 but will be installed as part of the CCAG2</p> <p>- City centre - the new areas of 20mph. This includes all new areas within the old city walls and a small area north of Barrack Street. 23738 metres (23.8 kilometres)</p> <p>More information about the benefits of 20 mph areas please look on Norwich City Council website under the Cabinet Committee papers section from March 9th meeting.</p>
		Jo Deverick	Members asked for verification of the width of the contraflow cycle path of Essex Street	Ongoing
		Phil Shreeve	Understand the health benefits of the pedalway scheme and benefits for 20mph zones	<p>Benefits of 20mph zones - http://www.britac.ac.uk/policy/health_inequalities.cfm</p>

Date	Topic	Responsible Officer	Scrutiny Request	Outcomes or current position
17 March 2016	Push the Pedalways	Phil Shreeve		Benefits of physical activity - http://www.ukactive.com/turningthetide/ https://www.gov.uk/government/publications/everybody-active-every-day-a-framework-to-embed-physical-activity-into-daily-life
26 May 2016	Setting of the Scrutiny Committee Work Programme	Phil Shreeve	Members asked for information about the publication of Traffic Regulation Orders	The service is looking at getting TROs online as soon as resource enables it to happen.
30 June 2016	Quarterly performance report	Phil Shreeve	With reference to measure PVC4 (number of new business start-ups) members requested further information, in particular what would happen if a new business were to close?	The Economic development officer – ‘The figure was gross, it measures new businesses which have started with support from local business support agencies. It is not a measure of active businesses which is a net figure i.e .new businesses + existing businesses – business closures. This measure is available from official statistics but is subject to a 2 year time lag which is why it is not used as a performance measure, it is not timely enough. The measure does not include business closures’
30 June 2016	Update on the Norwich Market Consultation	Adrian Akester	The scrutiny committee to explore the possibility of 1. for a bus route to take in the market place via Saint Peters Street; and, 2. to improve sign posting from existing bus stops to the market (particularly on Castle Meadow)	The head of city development responded, ‘1) is a matter for the county council as they are the passenger transport authority. From the knowledge I do have it is very unlikely to be viable and also a single bus route is only going to be of use for a small proportion of the population. As Scrutiny Committee notes the nearest main bus stops are at Castle Meadow. The market is already signed from Castle Meadow (at the junction with Davey Place). To

Date	Topic	Responsible Officer	Scrutiny Request	Outcomes or current position
				provide more signs as requested under 2) would be costly, however there is no budget for this, nor for future maintenance. Such provision could only therefore be justified based on well researched marketing advice of which I am unaware. Additional signs would also add to street clutter.
22 September 2016	Switch and Save		For members to better understand the Switch and Save process	It was agreed that the best way to implement this would for the scrutiny committee to attend an all member briefing on this topic

FORWARD AGENDA: CABINET and COUNCIL MEETINGS 2016 – 2017

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
CABINET 14 DEC 2016	Quarter 2 2016-17 Performance report	To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 2 of 2016-17	Cllr Alan Waters	30 NOV	Laura McGillivray	NO
CABINET 14 DEC 2016	Revenue budget monitoring 2016/17 period 7	To provide an update on the provisional financial position as at 31 October 2016, the forecast outturn for the year 2016-17, and the consequent forecast of the general fund and housing revenue account balances.	Cllr Mike Stonard Justine Hartley	30 NOV	Justine Hartley	NO
CABINET 14 DEC 2016	Treasury management mid-year review 2016/17	To advise of the treasury management performance for the first six months of the financial year to 30 September 2016.	Cllr Mike Stonard Justine Hartley	30 NOV	Justine Hartley	NO
CABINET 14 DEC 2016	Counter-fraud policies	To seek approval for updates to the anti-fraud, whistleblowing and anti-money laundering policies	Cllr Stonard Justine Hartley	30 NOV	Justine Hartley	NO
CABINET 14 DEC 2016	Declaration of West Earlham Woods as a local nature reserve.	To seek approval to declare West Earlham Woods as a local nature reserve.	Cllr Ryan Adrian Akester Simon Meek	30 NOV	Bob Cronk	NO
CABINET 14 DEC 2016	Award of event support services framework contract – KEY DECISION	To advise of the tender process for the event support services framework contract carried out by the events and procurement teams and seek authority to award the contract to the selected suppliers.	Cllr Roger Ryan Helen Selleck Lewis Cook	30 NOV	Nikki Rotsos	NO
CABINET 14 DEC	Award of contract for structural repairs to	To advise of the tender process for a contract for structural repairs and	Cllr Harris Gary Atkins	30 NOV	Dave Moorcroft	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
2016	council homes - KEY DECISION	improvements to council homes and to consider the award of the contract	Carol Marney			
CABINET 14 DEC 2016	Adjustment to housing capital programme 2016-17	To seek approval for a virement of budget within the capital housing programme	Cllr Stonard Shaun Flaxman	30 NOV	Justine Hartley	NO
CABINET 14 DEC 2016	Appropriation of Land for Planning Purposes	To seek approval for the appropriation of housing land for planning purposes, which will enable this site to be developed for affordable housing.	Cllr Bremner Andy Watt Andrew Turnbull	30 NOV	Dave Moorcroft	YES (Para 3)
CABINET 18 JAN 2017	Revenue budget monitoring 2016/17 period 8	To provide an update on the provisional financial position, the forecast outturn for the year and the consequent forecast of the general fund and housing revenue account balances.	Cllr Mike Stonard Justine Hartley	4 JAN	Justine Hartley	NO
CABINET 18 JAN 2017	Council Tax Reduction Scheme 2017/18 (post consultation)	To follow	Cllr Mike Stonard Justine Hartley	4 JAN	Justine Hartley	NO
CABINET 18 JAN 2017	Risk management report	To follow	Cllr Mike Stonard Justine Hartley	4 JAN	Justine Hartley	NO
CABINET 18 JAN 2017	Corporate plan and performance	To consider amendments to corporate performance KPIs	Cllr Waters Adam Clark	4 JAN	Laura McGillivray	NO
CABINET 18 JAN 2017	Procurement of the installation of thermodynamic hot water systems to social housing properties - KEY DECISION	To award the contract of the installation of thermodynamic hot water systems to social housing properties	Cllr Gail Harris Jay Warnes Steve Cleveland	4 JAN	Anton Bull	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
CABINET 18 JAN 2017	Mutual exchange incentive – way forward	To consider a change to the current mutual exchange incentive scheme that Norwich City Council currently offers in order to make it more cost-effective and to help the most vulnerable.	Cllr Gail Harris Phyllida Molloy Grant Lockett	4 JAN	Bob Cronk	NO
CABINET 18 JAN 2017	CIL Neighbourhood funding	To approve CIL neighbourhood funded projects for 2017-18	Cllr Stonard Gwyn Jones	4 JAN	Dave Moorcroft	NO
CABINET 18 JAN 2017	Greater Norwich Investment Plan KEY DECISION	To agree on the inclusion of projects in the 2017-18 Greater Norwich Investment Plan	Cllr Waters Dave Moorcroft	4 JAN	Dave Moorcroft	NO
CABINET 18 JAN 2017	Procurement of repairs to City Hall clock tower KEY DECISION	To inform Cabinet of the procurement process for the repairs to City Hall clock tower and to ask for delegated approval to place the orders	Cllr Stonard Andy Watt	4 JAN	Andy Watt	NO
CABINET 18 JAN 2017	Review of the neighbourhood model and services.	To consider a review of the neighbourhood model and services	Cllr Harris and Kendrick	4 JAN	Bob Cronk	YES (Para 1)
	Equalities Information Report 2017 – KEY DECISION	To consider the annual equality information report.	Cllr Thomas Adam Clark	4 JAN	Adam Clark	NO
COUNCIL 24 JAN 2017	Member's allowances	To receive recommendations on member's allowances from the independent panel.	Cllr Stonard Anton Bull Andy Emms	20 JAN	Anton Bull	NO
COUNCIL 24 JAN 2017	Council Tax Reduction Scheme 2017/18		Cllr Mike Stonard Justine Hartley	20 JAN	Justine Hartley	
COUNCIL 24 JAN 2017	Municipal Bonds Agency borrowing framework		Cllr Mike Stonard Justine Hartley	20 JAN	Justine Hartley	

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
CABINET 8 FEB 2017	Revenue budget monitoring 2016/17 period 9		Cllr Mike Stonard Justine Hartley		Justine Hartley	
CABINET 8 FEB 2017	Capital budget monitoring 2016/17 quarter 3		Cllr Mike Stonard Justine Hartley		Justine Hartley	
CABINET 8 FEB 2017	General fund revenue budget 2017/18 and capital programme 2017/18 to 2021/22		Cllr Mike Stonard Justine Hartley		Justine Hartley	
CABINET 8 FEB 2017	Housing rents and budgets 2017/18		Cllr Mike Stonard Justine Hartley		Justine Hartley	
CABINET 8 FEB 2017	Treasury management strategy 2017/18		Cllr Mike Stonard Justine Hartley		Justine Hartley	
COUNCIL 21 FEB 2017	General fund revenue budget 2017/18 and capital programme 2017/18 to 2021/ 22		Cllr Mike Stonard Justine Hartley		Justine Hartley	
COUNCIL 21 FEB 2017	Housing rents and budget 2017/18		Cllr Mike Stonard Justine Hartley		Justine Hartley	
COUNCIL 21 FEB 2017	Treasury management strategy 2017/18		Cllr Mike Stonard Justine Hartley		Justine Hartley	
COUNCIL 21 FEB	Corporate plan and performance	To consider amendments to corporate performance KPIs and corporate plan	Cllr Waters Adam Clark		Laura McGillivray	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
2017		documentation				
CABINET 15 MAR 2017	Revenue budget monitoring 2016/17 period 10		Cllr Mike Stonard Justine Hartley		Justine Hartley	
CABINET 15 MAR 2017	Proposed right off of bad debt		Cllr Mike Stonard Justine Hartley		Justine Hartley	
CABINET 15 MAR 2017	Grant of right to buy one for one receipts		Cllr Mike Stonard Justine Hartley		Justine Hartley	

Norwich City Council
SCRUTINY COMMITTEE

Item No 7

REPORT for meeting to be held on Thursday 15 December 2016

Neighbourhood Model and ward councillors

Summary:

The purpose of the report is to provide information on the council's neighbourhood model and the role of residents and communities so that scrutiny committee can consider the role of ward councillors.

Background:

The council's neighbourhood strategy sets out a vision for neighbourhoods, that a successful, sustainable neighbourhood will:

- be clean and well cared for by the community and the Council
- feel safe to live in and move around
- contain community facilities and activities that cater for the needs of its community; whether young, old or with special or particular needs and interests
- have local people who take responsibility for their own lives and those of their families
- have lively challenging community organisations that champion the needs of the people and the neighbourhood and who work to meet those needs independently

The review of the council's neighbourhood model in 2015 identified that the financial savings required by the council for the period 2017-18 to 2020-21 provides a real challenge for how these objectives might still be delivered. A different approach is therefore required to deliver them including an increasing role for residents and collaboration with the voluntary and community sector.

Recommendation: Members are requested to review and comment on the developing work to support and encourage residents to be more active in their communities and to consider the role of ward councillors.

Contact Officers: Bob Cronk – Director of neighbourhoods
Telephone - 01603 212373
Email - Bobcronk@NOrwich.gov.uk

Kate Price – Neighbourhood and community enabling manager
Telephone – 01603 213281
Email – Kateprice@Norwich.gov.uk

Background

1. The council's neighbourhood model identifies the opportunities to enable local residents and communities to be more self-sufficient and get more involved in their local areas. This would allow the council to focus its reducing resources on those more vulnerable residents who really need our help.
2. The approach taken was to develop a programme of community enabling through a process of testing and piloting and specifically:
 - Encourage residents to look after areas where they live, to do things for themselves, potentially working with local ward members
 - Making fly tipping or littering etc., unacceptable
 - Encourage people in the local community to support and help each other
 - Facilitate local problem solving working with the council and other partners.
3. The resource to develop and deliver this programme was established from a re-focusing of the community engagement team and the broad objectives were to:
 - support channel shift so residents self-serve
 - improve local activity in neighbourhoods to reduce demand on services such as litter picking, recycling, street litter picks, take on local assets, organise active local groups such as friends of groups etc.
 - allow targeting of council services to areas and people most in need
 - supporting collaborative working between the council, voluntary and community organisations with the VCSE and communities to improve the delivery and availability of services
 - improving residents' social capital and the communities resilience in the face of a changing public sector.
4. The general driver was how the council best harnesses the power of residents to reduce demands on services.

Policy and best practice review

5. In shaping how this activity would be developed and implemented, a policy and good practice review was undertaken including visits to a number of urban areas that were implementing similar approaches. This included Lambeth, Kirklees and Oldham.
6. All three areas developed a range of interventions and activities that promoted and supported resident involvement, including:
 - Lambeth successfully developed a street champions programme
 - Many areas have developed a universal web platform to promote community activities; volunteering; resource availability and to share good practice
 - Targeted grant funding to support community activity.
7. In order to understand if these and other approaches would work in Norwich, pilot activity has been undertaken that builds on and enhances existing activity in the city. This has included:
 - the recruitment of “Street Champions” who act as facilitators within local communities to promote local activity and social action supported by the community enabling team
 - the use of neighbourhood agreements
 - supporting and developing friends of groups to adopt or support open spaces
 - the day to day work of the community enabling team to support community action
8. This activity has been reviewed, including looking at the experience from other local authority areas, to ensure it is right for Norwich.
9. This review has found that:

National good practice

- the street champions programme in Lambeth achieved “positive enhancements” of areas, but not any evidenced reduction in street cleaning costs (*Institute for Fiscal Studies Report*)
- Direct volunteer management is resource intensive, requiring the management of volunteers on a regular basis. Most councils with successful community enabling models have taken a different approach, for example the *Nesta Cities of Service programmes* in Portsmouth, Bristol and Plymouth (MJ article 17.11.16) as there are other organisations better suited to do this

Norwich pilots and best practice

- a desire from some volunteers recruited as street champions who are actively undertaking local activities such as litter picking, wish to develop a sense of ownership in their community as a participant and not necessarily as a community leader
- the work to support groups adopting open spaces as at Marlpit Woods and West Earham Woods
- reviewing the scrutiny committee findings on building social capital
- the reducing inequalities pilot work in Lakenham, that is being developed with public sector partners and voluntary and community sector organisations (VCS)
- Many other public services are starting or wanting to replicate this type of activity and are keen to collaborate in a wider city programme where it may be possible to reduce duplication and make best use resources across all organisations.

10. Based on this review three areas of work are being developed.

11. A broader approach to get people involved in their community is being developed in collaboration with residents who came forward as street champions, local VCSE groups, other council services and other public sector organisations to create a programme that has a working title of *Get Involved*.

12. Plans to “join up” the support and resources available for community enabling/community development across different partners which will match the council’s contribution with others for better value and to reduce duplication and confusion.

13. Specific projects that will continue to be tested and piloted to make best use of resources including staff time and grant funding. Examples include:

14. Grassroots neighbourhood activities

- Networking events and meeting opportunities for VCSE organisations and residents delivered in neighbourhoods in conjunction with local groups
- Workshop and training opportunities based on specific local requirements
- Developing a shared evaluation framework for neighbourhood action

15. Developing a digital community sharing platform

- For registering anything groups or partners have to share e.g. space, skills, equipment and more to encourage sharing and not buying to reduce duplication and make best use of resources

- Register as offering opportunities for being involved or search for opportunities to be involved
- Automated generation of local newsletters to online mailing lists
- Online repository of information and ideas to support residents creating their own activities and local services including H&S information and risk assessments

Crowdfunding

- Creating a Norwich *Get involved* crowdfunding platform to match fund community led projects

Community currency

- Designing a complementary community currency (e.g. Time Credits/ Time Bank) to engage residents less able or willing to participate

15. The initial investment for these activities will be met from existing budgets, external grant funding or from partners.

The role of the ward councillor

16. Scrutiny Committee set a number of questions at its meeting of 24 November 2016 which are detailed below, with the responses in the appendices.

- a) How will the public be engaged? That is to say what is being asked of residents and what support will be available to them? How will the sustainability of initiatives that rely on volunteers be secured, for example, ensuring resilience in the event of key individual residents disengaging/moving on?
- b) How will councillors be involved?
- c) How will the resource be allocated to (the) model reflect different patterns of deprivation etc., in the city i.e. areas with more engaged citizens may have an excess of capacity whereas other areas may be less well served – how can we balance this out?

18. An important element of the neighbourhood model is the role of ward councillors and it is therefore timely that Scrutiny Committee chose to have an item on the neighbourhood model in its work programme and in particular the role of ward councillors.

19. A workshop is planned in the meeting to start to answer this question and to draw out the possibilities of this role.

Workshop format and questions:

20. Working in groups, committee members will be asked to discuss the role of councillors through the following questions:

- How are councillors currently engaged and supporting local community activity?
- What do members think is the role of the ward councillor in the enabling programme?
- What support or training do members need to help communities do more for themselves?

21. This information will be used to develop the role of members and the support required to achieve this.

Appendix 1

1. How will the public be engaged? That is to say what is being asked of residents and what support will be available to them? How will the sustainability of initiatives that rely on volunteers be secured, for example, ensuring resilience in the event of key individual residents disengaging/moving on?

Residents are being encouraged to participate in their local community in ways to suit themselves. The Get Involved programme is not simply encouraging volunteering as many residents will not be ready for that level of commitment or feel it is not suitable for their lifestyles. Get Involved is designed to offer multiple entry points and tools depending on confidence, as well a development journey for residents wanting to increase their own skills and abilities.

Residents are being asked to:

- *Access the activities being put by others in neighbourhoods (e.g. attending family events at local neighbourhood venues)*
- *Participating in informal volunteering (e.g. speaking to neighbours) and participating in one off events organised by others (e.g. community litter pick)*
- *Develop their own activity-building skills by accessing workshops delivered in neighbourhoods*
- *Access support and tools to develop their own neighbourhood projects*
- *Engage with local community and voluntary organisations already in the community to strengthen their work and services*

The key is to involve everyone and make the project as accessible as far as possible so that over-reliance on any one person or group is avoided. Using theory of change modelling and behaviour change techniques, the programme aims to normalise all forms of participation into something which becomes a natural part of neighbourhood life for residents.

Get Involved aims to build on existing structures and create a better connected network of people and organisations with a shared vision for the city, where everyone contributes what they are able.

The tools available for residents will comprise of:

- *Toolkits for self-service project development and delivery (e.g. how to run a community street party)*
- *Workshops and training delivered in communities by NCC and partners aimed at the identified needs of the neighbourhood (e.g. training on grant writing, using social media, using digital fundraising)*
- *Shared resources made available and publicised (e.g. gardening equipment, litter pickers, etc)*
- *Better awareness of local assets such as space to hold events or what local services are available*
- *Templates for H&S assessments, guidance on insurance and myth-busting around permissions needed to create activities*

- *An evaluation tool kit to help groups evidence their impact in a way which is comparable across the city*

As an example:

West Pottergate – *building from what started as a neighbourhood agreement and a small number of people coming forward who were interested as street champions, it was suggested to residents by their community enabling officer (CEO) that by working together and with other local organisations they would be better able to do more in the area.*

The CEO worked with residents to plan engagement events which were hosted locally and introduced complementary groups working in the area to each other. As a result there is now a residents group with a chairperson who are planning activities and lobbying neighbours to join; a renewed relationship with Grapes Hill Community Garden and the Norwich Operatic Society who have a building next to the estate who wish to use their venue as a community hub during daytimes when it isn't currently in use and have written a grant bid to pay for the associated costs. Ward councillors have been involved in shaping these meetings and participating in activities.

As residents develop and decide what activities and events they would like to run, CEOs will look at the skills they identify they need and help bring in buddy organisations who can advise them and share best practice, look for companies willing to offer workshops and training, and help them create a wider network of residents and partner organisations in the area. They will be encouraged to offer/borrow equipment for their activities, meaning they don't need to find a way to fund buying anything new; should they want to measure the impact on those taking part, they will have access to a simple evaluation model meaning they are able to bid for additional funding from external sources to expand and grow.

By having a wide network of people and groups, if any one organisation dissolves or any key residents leave, they will have other people trained and ready to move into the space to continue to network and the ethos in the estate.

2. How will councillors be involved? A workshop discussion proposed
3. How will the resource be allocated to (the) model reflect different patterns of deprivation etc., in the city i.e. areas with more engaged citizens may have an excess of capacity whereas other areas may be less well served – how can we balance this out?

The Get Involved model is flexible and allows for self-service where skills are in place, and more involvement by officers and partner

organisations where there is less motivation or ability.

By monitoring uptake, it will be identified where areas are participating less and time can be focused on those neighbourhoods to offer more support, not only from officers and professional but by asking the successful neighbourhoods to help those less able.

The key to the programme is in the city wide network which builds, allowing peer-to-peer support and the sharing of skills and resources across geographical boundaries. Meaning that where neighbourhoods and communities are comfortable as leaders and “doers”, they are part of the support solution for others who aren’t.

In elements such as the Crowdfunding platform, officers will be able to be flexible with levels of funding; weighting the granting of funding so that less able areas will receive more and those capable of generating external funding will receive less.

Norwich City Council
SCRUTINY COMMITTEE

Item No 8

REPORT for meeting to be held on 15 December 2016

Draft Equality Information Report

Summary: The report sets out the council's current draft statutory Equality Information Report

Conclusions: The Report is a statutory requirement and needs to be published by 31 January each year. It will be signed off by cabinet in January. This report should enable the scrutiny committee to determine any recommendations or comments they would wish to make.

Recommendation: To determine any recommendations scrutiny would wish to make to cabinet.

Contact Officer: Adam Clark
Strategy Manager
Phone: 01603 212273
Email: adamclark@norwich.gov.uk

Report

The draft Equality Information Report

1. The annual equality information report is submitted for review and comment ahead of Cabinet. This report follows last year's format and content.
2. There are no significant changes in most of the data since last year, although a new system for reporting hate crimes and hate incidents by the police makes it difficult to compare directly. There have also been increases in local wage rates but with a widening gender gap. Norwich resident wages are still behind those for people working in Norwich as well as regional and national levels.
3. Whilst most of the data and content are complete we are still awaiting some information relating to our recruitment and training of staff.
4. There is a statutory requirement for the document to be published before 31 January 2017.

Equality information report

January 2017

1. Introduction

This report provides information about the people who live in Norwich, who work at the council and who use its services. It allows all those who design services for the city's population to do so with the latest information to hand. Publishing information in this way is a specific public sector duty as laid out in the Equality Act (2010), which requires that public bodies publish annual data by 31 January each year.

This report demonstrates how we show due regard to the three general equality duties across our functions:

- Advancing equality of opportunity between people who share a protected characteristic and those who do not
- Eliminating discrimination, harassment, and victimisation and other conduct prohibited by the act
- Promoting good relations between people who share a protected characteristic and those who do not.

The council has four equality objectives, which are aligned with the revised 2015-2020 corporate priorities:

Equality objective	corporate priority
Tackling hate incidents and crimes	Safe, clean and low carbon city
Access to quality information, advice, and advocacy including financial capability	Prosperous and vibrant city
Treating people with dignity and respect	Core values
Accessible and safe housing	A healthy city with good housing

The council's corporate priorities were updated in 2015 and the current equality objectives remain aligned to these. Any future changes to the corporate priorities will necessitate a review of the equality objectives.

Each service area has equality actions as part of its annual service plans. Reporting is undertaken through our performance management system, on a quarterly basis. In addition, Integrated Impact Assessments are undertaken for each report submitted to cabinet, and Equality Impact Assessments accompany major decisions made at the council. These are all published with committee reports or in the equality section of the website.

A councillor from cabinet is the portfolio holder for equalities, and receives regular updates from officers. This is currently Councillor Vaughan Thomas.

Glossary of terms

Protected characteristic	This is a phrase used in equalities legislation to identify groups at risk of discrimination. These are: age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, and pregnancy and maternity.
BAME	Black and minority ethnic
Scrutiny committee	This is a group of non-executive councillors which helps to develop policy and improve performance, and holds the council's cabinet to account for their decisions.

The data in this report is taken largely from the 2011 Census, the council's own statistics, and labour market statistics from the Office for National Statistics. The age of data from these sources vary but this report uses the most up-to-date statistics available at the time of publication. The report also looks back over the previous completed financial year so will again be dated in parts.

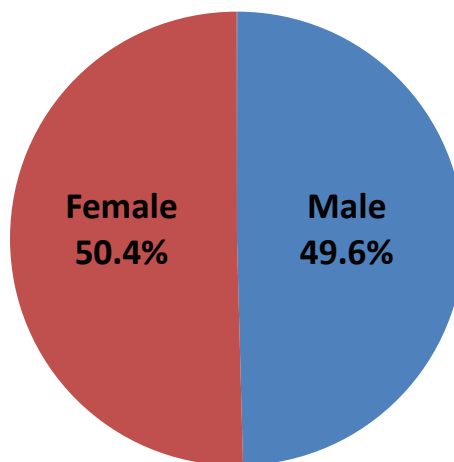
2. What do we know?

2.1 Demographics

Population

The mid-2015 population estimates indicate that **138,900** people live in Norwich, showing that Norwich continues to grow (1.02% annually). All demographic figures are from the Office of National Statistics unless otherwise stated.

Norwich residents by gender - mid-2015 estimates



Ethnicity

Percentage of population – Ethnicity 2011 National Census statistics		
	Norwich	England
Total White	90.8	86
White non-British	6.1	5.5
Total Black, Asian or minority ethnic group	9.2	14
Asian/Asian British	4.4	7.5
Black/African/Caribbean/Black British	1.6	3.3
Mixed heritage	2.3	2.2
Other ethnic group	0.8	1.0

The National Census of 2011 gives us the most accurate figures to date regarding the ethnicity of residents of Norwich. It shows that the city is less diverse than the rest of the country on average, although it has a slightly higher proportion of white non-British residents than is the case nationally. It must be noted that census data is now over 5 years old, so recent changes may well have occurred since publication.

Disability

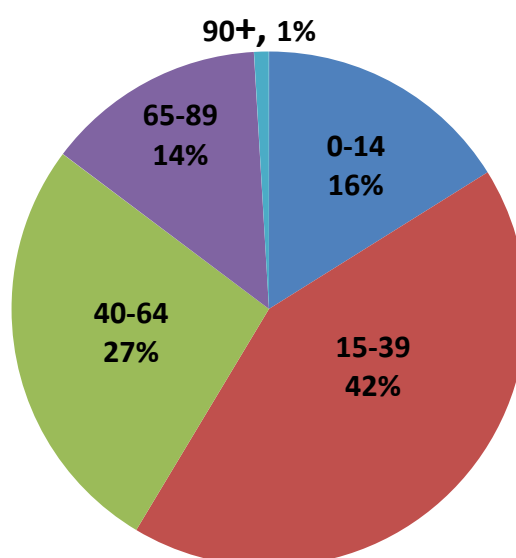
The table below provides responses 'limited a lot' and 'limited a little' to the question: 'Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?'

Disability 2011 National Census statistics by percentage			
	A little	A lot	Total
Norwich	9.8	8.6	18.4
England	9.3	8.3	17.6

The number of disabled people in Norwich has remained relatively consistent with the figures from a decade ago. These are the only reliable statistics giving a comprehensive picture of disability in Norwich.

Age

Norwich residents by age - mid-2015 estimates



Population by broad age group in 2015 in England and Wales

Age group	0-14	15-39	40-64	65-89	90+
Percentage	18	32	32	17	1

Mid-2015 estimates (rounded figures provided)

Norwich has a youthful demographic in comparison to Norfolk and the rest of the country, with 42 per cent of residents in the 15 to 39 age group, as opposed to 32

per cent nationally. This has an impact on a range of issues such as: working age population on benefits, young people not in employment, education, and training.

2.2 Employment in Norwich

Percentage of Norwich population economically inactive compared with that of the region and England as a whole June 2016			
Year to June 2016	Norwich	East of England	England
Economically inactive - aged 16-64	17.0	19.9	21.9
Economically inactive - aged 16-24	26.2	34.8	37.3
Economically inactive - aged 50+	52.5	57.0	57.4
Economically inactive - aged 65+	92.0	88.7	89.3
Economically inactive - aged 16-64 - Male	14.3	14.2	16.5
Economically inactive - aged 16-64 - Female	19.6	25.4	27.3
Economically inactive - aged 16-64 - White	15.2	19.1	20.5

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Levels of the population economically inactive across the city are lower than for both England as a whole and the East of England. This is particularly true in the younger 16-24 population. In the past 12 months there has generally been a reduction in the proportion of residents economically inactive, although it has risen slightly amongst those aged 65+. It should be noted that the figures above at a district level come with larger margins of error; this is particularly true of those aged 16-24 with a margin of error $\pm 11.6\%$.

The table below suggests that a greater than average number of residents need to claim some form of benefit to support their income. This is reflected across a whole range of different benefit types and personal circumstances.

Percentage of working age population claiming benefits (all) May 2016

	Norwich	East of England	England
People of working age on benefits (working age client group)	12.9	9.3	11.1
All disabled/illness related benefits	8.5	5.6	6.8
All disabled/illness related benefits as percentage of working age client group	65.9	60.2	61.3
Claimant count rate (unemployed and seeking work)	1.9	1.3	1.8
ESA/Incapacity benefits (employee support allowance paid to people with disabilities)	7.4	4.8	5.9

£ Median hourly pay – resident in Norwich 2016

	Norwich	East of England	Great Britain
Full-time workers	11.77	14.30	13.73
Male full-time workers	12.13	15.00	14.35
Female full-time workers	10.83	13.12	12.89

Median full-time hourly pay for residents (excluding overtime) has increased since the last equality information report. The rate of increase has been greater for men than women, meaning that the pay gap between men and women has risen from £1.24 to £1.30. Pay for a full time male resident has increased at a lower rate (2.8%) than regionally (3.4%) but a higher rate than nationally (2.4%). This effect is more severe for full time females, with a pay increase of 0.6% compared to 2.8% regionally and 2.5% nationally.

£ Median hourly pay – working in Norwich 2016

	Norwich
Full-time workers	12.45
Male full-time workers	13.95
Female full-time workers	11.49

Another key gap is between the pay of Norwich residents and those working in Norwich, which includes those residing outside the city council's boundary. Figures from October 2016 show that median hourly earnings for people working full-time in Norwich (£12.45 per hour) are higher than those for Norwich residents (£11.77 per hour). There is a marked difference in median earnings for male full-time workers: men working in Norwich (£13.95); men resident in Norwich (£12.13). The same is evident for women full time workers: Female working in Norwich (£11.49); female resident in Norwich (£10.83). This shows that higher paid men and women working in Norwich are more likely than average to live outside of the city council area and commute in. People who work in Norwich full time, both male and female, have seen large annual increases in pay, a 7.6% increase for males, and a 5.3% increase for females, well above the 2.4% national average. A caveat to the above district level data is that due to a smaller sample size, some of the results contain a reasonably large margin of error, in particular, full time male workers in Norwich, with a margin of error of +/-11%.

3. Norwich City Council as an employer

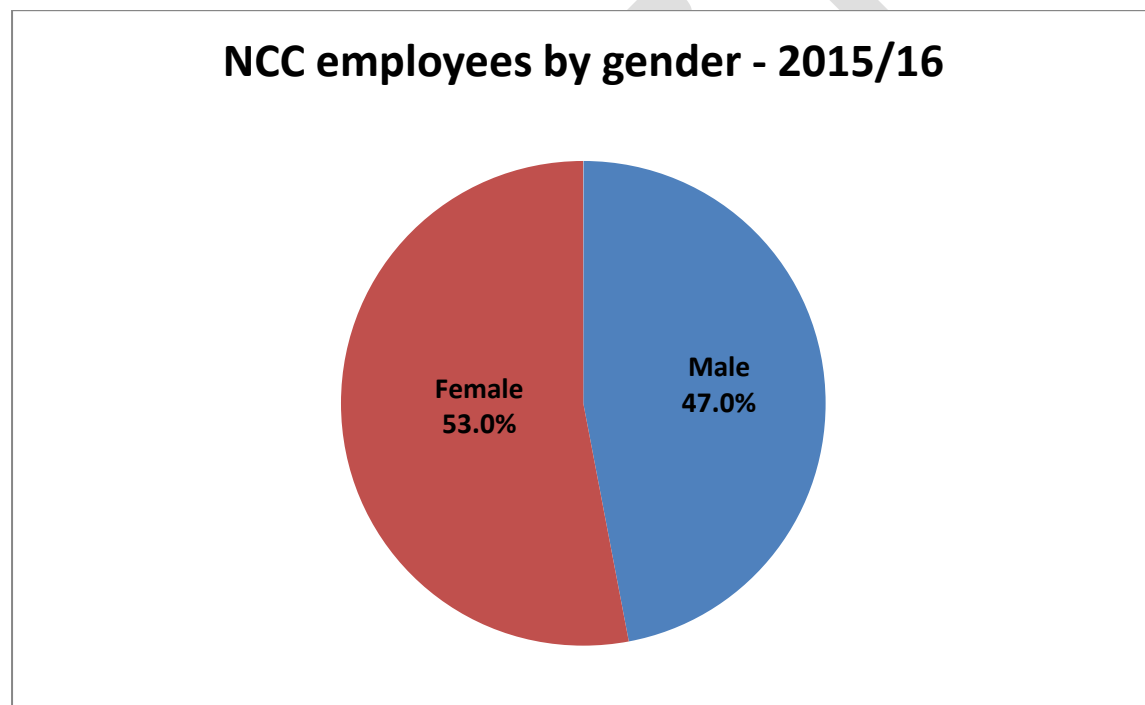
3.1 Who works here?

Statistics below are for the period from April 2015-April 2016 unless otherwise stated and are taken from internal records which employees update.

On 31 March 2016 there were **633** employees at the council, a decrease from the previous year (-1.8%).

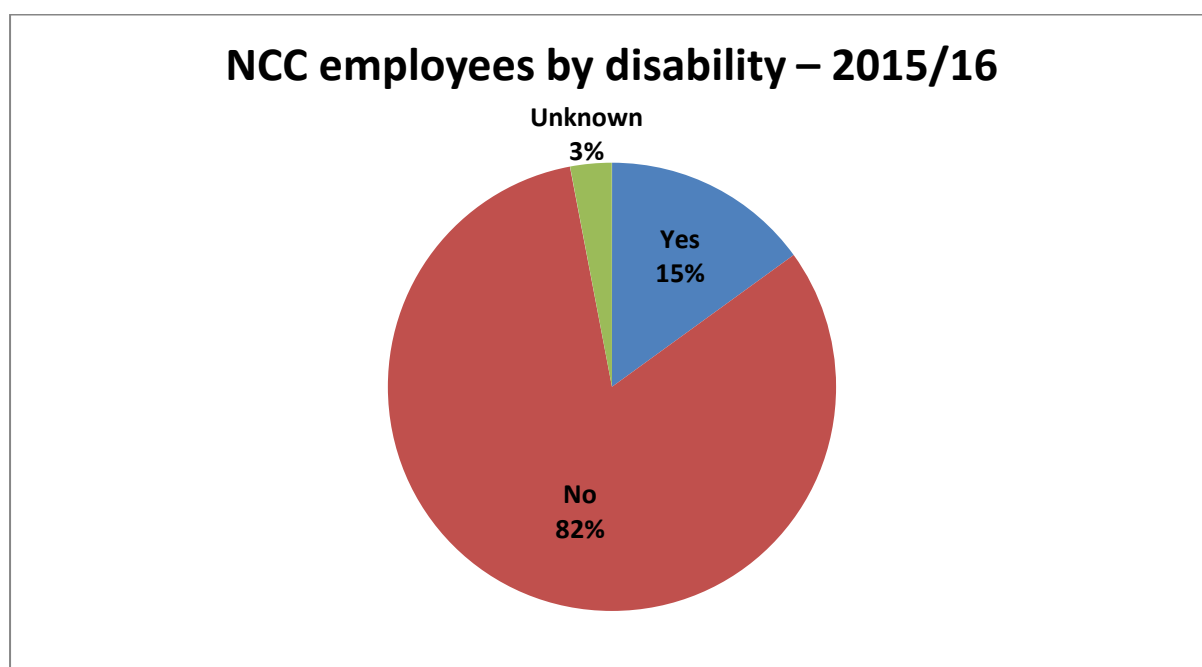
Norwich City Council's aim is for the workforce to reflect the percentage of the local community who are economically active, from an ethnic minority, have a disability and match the gender balance.

Gender of employees



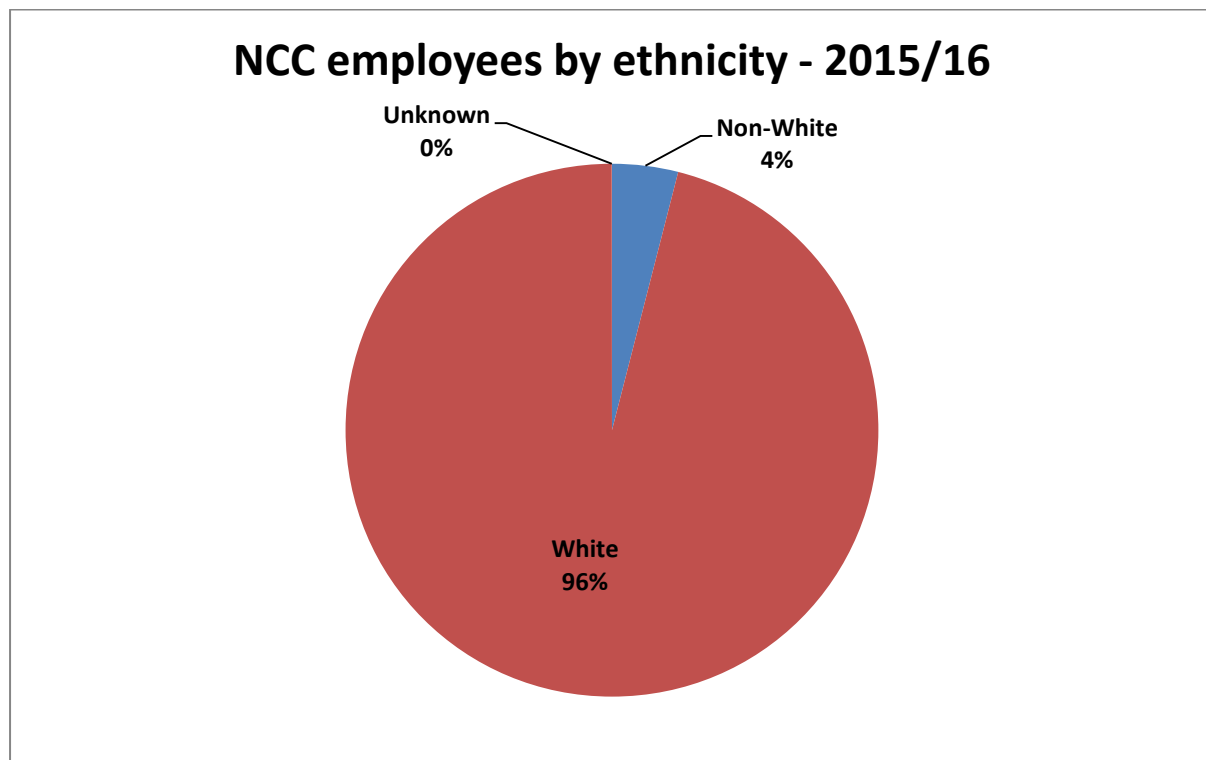
Women make up 68 per cent of part-time employees and 42 per cent of full-time employees. Therefore, very broadly, women are more likely than men to work in part-time posts and overall the gender split of total people employed by the council is broadly representative of the city as a whole. Of those on maternity leave, 41.67 per cent returned in the time stated and the other 58.33 per cent were either still on maternity leave or had not yet notified us of their intentions. No-one has resigned. The number of women taking maternity leave during the period was low.

Disability



The proportion of employees with a disability has risen from 10% to 15%, partly due to a change in the process for recording this information. The current local profile indicates that 18.4 per cent of the population classifies themselves as having some limitation in day-to-day activity. However, the proportion of those who are economically active with a disability is closer to this employment pattern. The employee survey results in 2016 were broadly similar with 11 per cent of respondents declaring a disability and 6 per cent who didn't state whether or not they had a disability. The council operates a guaranteed interview scheme in recruitment and makes reasonable adjustments for new and existing employees to support them at work.

Ethnicity



There is still an under-representation of black and minority ethnic (BAME) employees, as the working age population stands at approximately ten per cent but only four per cent of employees are from a BAME background. This figure has remained static since the previous year. Only 2.9 per cent of the top five per cent of earners are from an ethnic minority.

Percentage of employees by age

16-29	30-44	45-59	60-64	65+
8.5	37	46.9	6.6	0.9

The majority of employees are between 30 and 59 years old, which largely reflects the demographics of the working age population in the city. There remains an under-representation of younger employees, only 8.5% of the workforce are aged 16-29 compared to 26.8% of Norwich residents, though a large student population in the city should be taken into account.

Other protected characteristics

Of the 422 respondents to the 2016 employee survey, we know that 49 per cent have no religion, whilst 36 per cent identify as Christian. Numbers for other religions are too small to report. This is somewhat consistent with National Census data of 2011 which states that 42.5 per cent of residents have no religion, and 44.9 per cent identify as Christian.

There is no national evidence of numbers regarding sexual orientation; we understand that about seven per cent of the population may identify as gay, lesbian,

or bisexual. Seven percent of respondents to the employee survey identified as gay, lesbian, or bisexual. This is an encouraging figure as it means that employees are confident in responding to a survey with such personal details.

Although we have collected data regarding the gender assignment of employees, numbers are too small to report. However, we have successfully supported the transition of employees in the workplace, with positive feedback from transgender awareness advocates.

DRAFT

3.2 Training

Number of Training courses attended			Percentages
Gender	Male	1022	43.0
	Female	1357	57.0
Disability	Yes	293	12.3
	No	2015	84.7
	Unknown	71	3
Ethnicity	Non-white	103	4.5
	White	2267	95.3
	Unknown	6	0.3
Age	16-29	251	10.6
	30-44	959	40.3
	45-59	1050	44.1
	60-64	112	4.7
	65+	7	0.3
Totals		2,379	100

Numbers may not add to 100 due to rounding

This chart captures corporate training only. It largely reflects the general make up of employees and as such does not identify any significant issues regarding the proportion of employees who receive training.

3.3 Equal pay

Median basic salary (£) by full-time/part-time & gender March 2016			percentage difference
Full-time / art-time	Male	Female	
FT hourly rate	13.63	13.63	0%
PT hourly rate	12.28	13.63	10%

Average basic salary (£) by full-time/part-time & gender March 2016			percentage difference
Full time / Part time	Male	Female	
FT hourly rate	15.06	14.18	2%
PT hourly rate	13.00	13.76	9%

The figures provided reflect basic pay and do not include enhancements paid for shift and weekend working. As we can see, for full-time workers, there is no gender difference in the median pay received by employees. As the median denotes the midpoint in the distribution, this is due to the fact that for both genders there are a significant number of full-time workers on the same pay band. However, when we look at average hourly rate for full-time workers, we can see that female employees earn around two per cent less on average than male.

The divide is more pronounced for part-time workers, with the median pay for female part-time employees ten per cent greater than for male, and on average nine per cent more. There are a far greater number of part-time female employees than male.

Top five per cent earners:

Only 32.35 per cent of top earners are women, which is not representative of the gender split within the workforce.

3.4 Recruitment

Awaiting Data from 3rd Party Provider

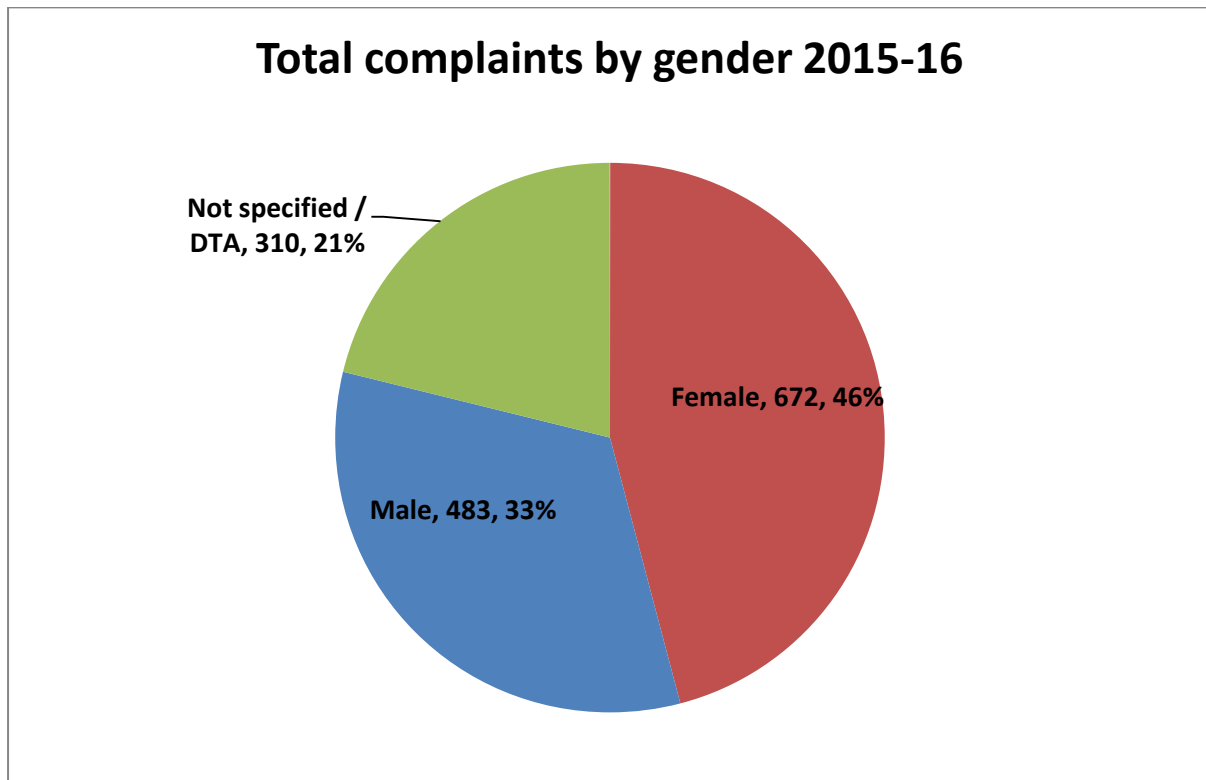
3.5 Disciplinary/Grievances

The data available regarding disciplinary, grievance, leavers, and promotions for April 2015-16 is not appropriate to publish as some data sets are fewer than ten employees at a time which may suggest trends that do not exist. Low numbers also pose a threat to the confidentiality of employees.

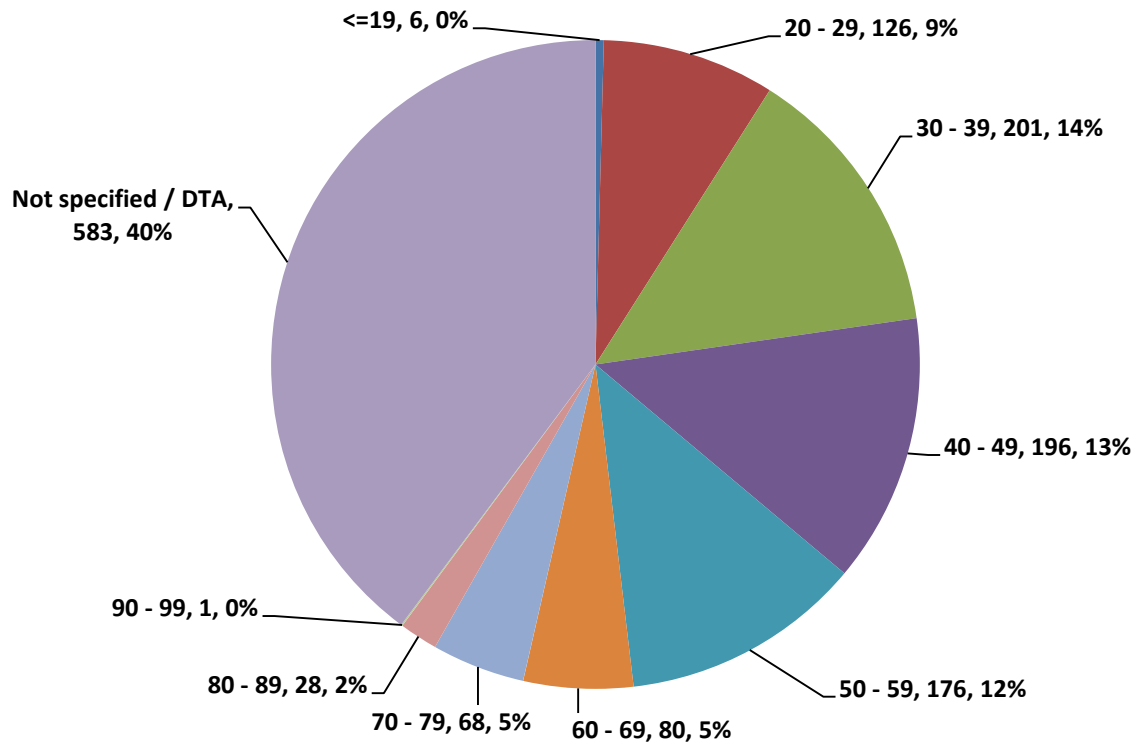
4. Customer complaints and satisfaction rates

4.1 Complaints

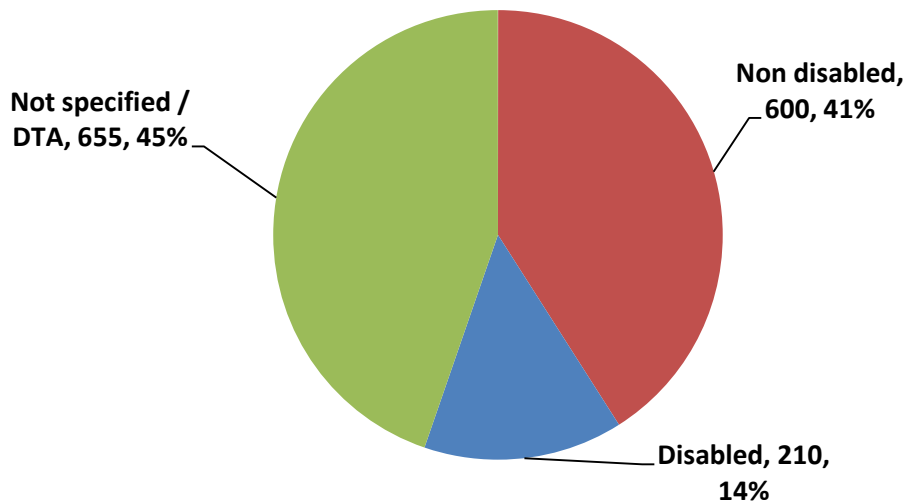
There were **1,465** complaints from April 2015 to March 2016.



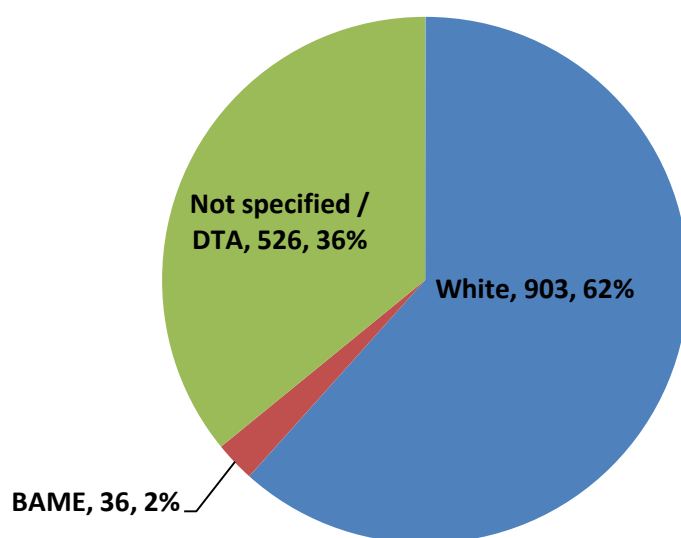
Total complaints by age 2015-2016



Total complaints by disability 2015-16



Total complaints by ethnicity 2015-16



Since the last Equalities Information Report there has been a decrease in the number of complaints received from people with a disability, bringing it more in line with levels of disability in the local population, however there are still a large proportion of 'not specified' responses.

4.2 Customer satisfaction

Once a quarter the customer contact team asked questions relating to customer satisfaction. This survey is an aggregate of the four quarterly surveys carried out in 2015-16.

Please note that in some cases, numbers of responses are dependent on a combination of questions being answered. Total responses to a given question will therefore not always add up to the total number of customers surveyed.

A total of 3,677 surveys were completed.

The table below indicates respondent's satisfaction levels by ethnicity:

Ethnic Group	Ethnic composition - population of Norwich (%)	Ethnic composition of survey	Good %	Satisfactory %	Poor %	Overall satisfaction %
Black Asian Minority Ethnic group	9.2	6.3	82	16	2	98.47
White (including non British groups)	90.8	93.7	84	13	3	96.98

Numbers may not add to 100 due to rounding. Not all respondents stated their ethnic group – this is based only on those who did.

Gender: The table below indicates satisfaction levels by gender.

Gender	Number of survey responses	Good %	Satisfactory %	Poor %	Overall Satisfaction %	Overall satisfaction % (14/15)
Female	2181	84	13	3	97.29	96.18
Male	1457	84	13	3	96.70	94.70

Numbers may not add to 100 due to rounding. Not all respondents stated their gender – this is based only on those who did.

Age: The table below indicates satisfaction levels by age.

Age Group	Number of survey responses	Good %	Satisfactory %	Poor %	Overall satisfaction %	Overall satisfaction % (14/15)
<=19	47	89	11	0	100	96.55
20-29	783	85	14	1	98.98	96.62
30-39	765	85	13	2	98.04	95.83
40-49	642	83	13	4	96.26	96.20
50-59	495	84	13	3	96.97	93.47
60-69	477	86	10	4	96.02	95.74
70-79	288	80	13	7	93.06	90.40
80-89	110	75	20	5	95.45	94.43

Numbers may not add to 100 due to rounding. Not all respondents stated their age – this is based only on those who did.

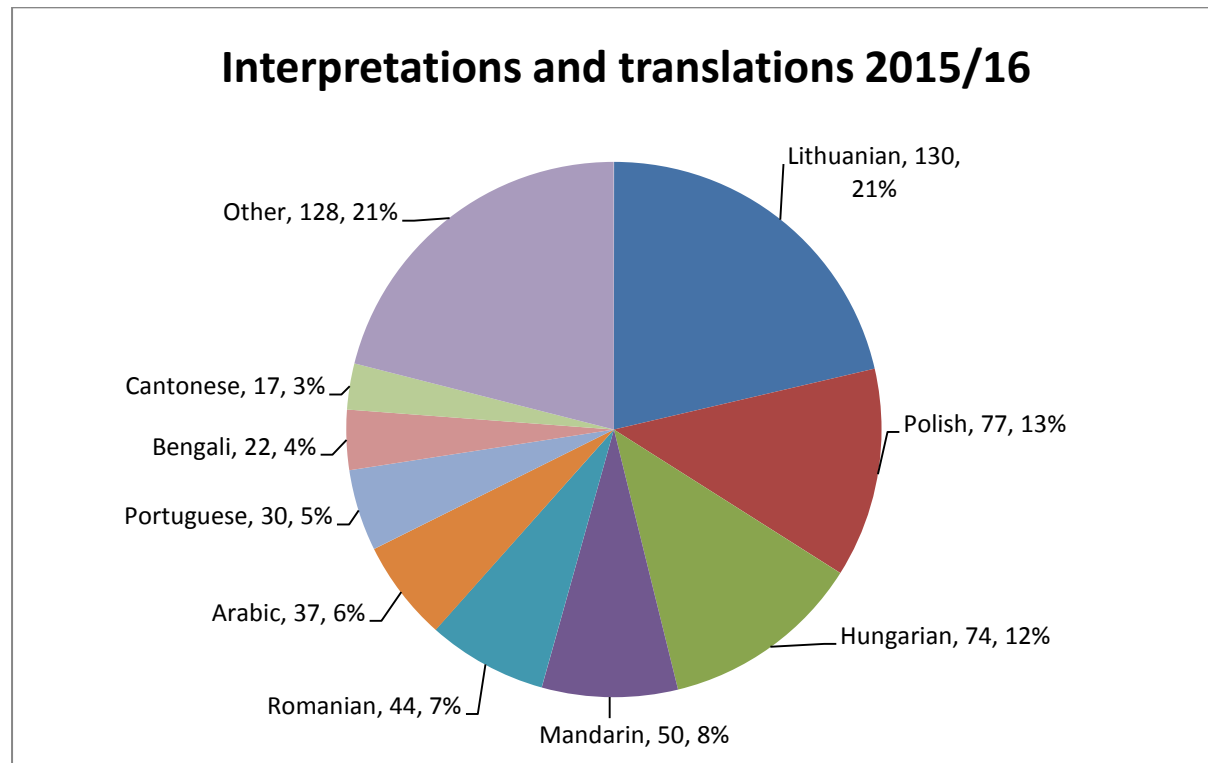
The table below indicates satisfaction levels by disability:

Disability	Number of survey responses	Good %	Satisfactory %	Poor %	Overall satisfaction %	Overall satisfaction % (14/15)
Non-disabled	3019	84	13	3	97.28	95.53
Disabled	594	83	13	4	95.96	94.68

Numbers may not add to 100 due to rounding. Not all respondents stated whether or not they had a disability – this is based only on those who did.

4.3 Interpretation and translations

We are part of INTRAN, which is a multi-agency partnership providing language services throughout the Eastern Region. INTRAN interpretation and translation requests for Norwich City Council 2015-2016 were:



This chart shows the numbers of interpreters and translators used by the council for the top most commonly requested languages during the period. The category 'other' includes all languages not otherwise listed.

The numbers of requests are always quite low so any conclusions about patterns are tentative. The main languages represented are broadly the same as in the previous report.

We ensure that we promote the use of professional translation services and issue reminders for employees to use them as needed.

5 ■ How we demonstrate we carry out our equality duties

5.1 Tackling hate incidents and crimes

We are members of the Hate Free Norfolk network, a Norfolk wide response to hate crimes and incidents where partner agencies work together to improve reporting and responses to incidents and crimes. As part of this partnership, we have participated in and promoted the 'Hate Free Norfolk' campaign, attempting to ensure that people understand what a hate crime or incident is and how they can report it. We are organisational signatories to the Hate Free Norfolk pledge.

Hate incidents and hate crimes in Norwich and Norfolk

A hate incident is any incident which is perceived by the person, or any other person as being motivated by prejudice or hatred. It may or may not be a crime. A hate crime is a crime committed against someone because of their disability, gender-identity, race, religion or belief, or sexual orientation.

The system for gathering data by Norfolk Constabulary on hate crimes and incidents has changed since the last Equalities Information Report. This makes it difficult to compare directly with previous data.

19/10/2015 - 18/10/2016		
Hate incidents	Norwich	Norfolk
Race	107	245
Homophobic/Transphobic	40	85
Religion	14	27
Disabled	22	41
Total hate incident indicators	183	398
Hate crimes	Norwich	Norfolk
Race	125	349
Homophobic/Transphobic	41	109
Religion	11	17
Disabled	17	63
Total hate crime indicators	194	538

Norfolk Constabulary

As noted in previous equality information reports, it is likely that the majority of hate crimes or incidents are not reported; therefore higher figures don't always represent more crime, but possibly more reported crime, which could reflect more awareness or confidence in reporting. The data does not prove that there was an increase in hate crimes or incidents due to the EU referendum in Norwich, although July 2016 saw the marginally highest number of both hate crimes and incidents in this period in Norfolk. This also coincides with the council's own hate case and community tension data. The data cannot prove or disprove causality, and owing to the change in reporting discussed above, cannot be compared directly with previous years.

For the period April 2015-March 2016, the highest category of hate incidents reported to the council related to ethnicity with 57 per cent of reports.

5.2 Domestic abuse

The council is an active partner in the Domestic Abuse Sexual Violence Board (DASVB); which as a sub group of the Norfolk Community Safety Partnership, co-ordinates partners' approaches to domestic abuse and sexual violence and ensures lessons are learned from domestic homicide reviews locally.

Employees have, as a result of this partnership, the opportunity to undertake free training on domestic abuse awareness, the domestic abuse, stalking and harassment risk assessment process, so called 'honour' based abuse, female genital mutilation (FGM), online abuse, 'sexting' and grooming.

DASVB contributes to an annual domestic abuse conference for practitioners and strategic managers and co-ordinates partners' activity on campaigning to raise awareness of domestic abuse and sexual violence, promoting healthy relationships and the support services available. This annual high profile campaign takes place on or close to White Ribbon Day on 25 November; the International Day for the Elimination of Violence Towards Women. As a council that has been awarded White Ribbon status for its work in support of this agenda, Norwich City Council led on a range of activities in all four Norwich neighbourhoods, as well as the city centre.

Norwich City Council has provided managers and team leaders with full guidance to enable them to support employees and colleagues experiencing domestic abuse. The council recognises the significant impact domestic abuse can have on an individual and seeks to protect and support them to be safe.

Norwich City Council is this year leading on a change project identified last year as part of the countywide Domestic abuse change programme, focusing on domestic abuse communications and campaigning. This is a three phased project, launched in June with 'I Walked Away'. Subsequent campaign phases of 'Is This You?' and 'Standing together against domestic abuse' follow in the run up to Christmas and in the New Year.

Norwich City Council has 22 White Ribbon Ambassadors and Advocates, including council members, MPs and the County Chief Constable, all working to address the stigma associated with domestic abuse to better safeguard people. In addition, the council now has 19 fully trained Domestic abuse champions amongst its employees and members, all supporting colleagues to be better informed about domestic abuse, to feel more confident in asking those difficult questions of individuals they suspect are being abused and fully knowledgeable on which support services to refer them to.

5.3 Training undergone by Norwich City Council employees

- Leading equality and diversity (mandatory for managers)
- Equality and diversity training (mandatory for all employees)
- Mental health awareness for managers (mandatory)
- Raising mental health awareness (for employees)
- Customer Service Excellence face-to-face training (including a human rights element - mandatory)
- Human Library event
- Child sexual exploitation awareness
- Recruitment and selection training for managers (mandatory)
- Hate crime e-learning package
- Equalities and diversity e-learning package (mandatory for all new employees)
- Bullying and harassment
- Community safety problem solving
- INTRAN training
- Management training programme – modular
- Safeguarding
- Tackling drug and alcohol abuse
- Tackling hate crime
- Welfare reform act
- Warm and welcome in Norfolk
- Workshop to raise awareness of the national Prevent programme

NOTE: To be updated in final report

5.4 Working with communities

We support a range of voluntary and community sector activities either through funding, support, advice or signposting, as well as undertaking some activities ourselves:

- We have held the launch of the annual Refugee Week here at City Hall for the past six years (launch attended by the Lord Mayor of Norwich or the Sheriff of Norwich and councillors).
- We have worked in partnership with the Women's Institute to create a giant white ribbon to bring attention to domestic abuse week, specifically engaging with communities of interest to help them interact with the project
- We have funded numerous community groups from minority communities, often applying for any funding for the first time, for activities in the city through small grants.
- We have provided grants for Norwich Mind Festival of Cultures to be held in the city centre celebrating cultural diversity in Norwich.
- Norwich Asylum Seekers and Refugees Forum (Nasref) hold regular meetings in our meeting rooms and are supported by our officers.
- We are members of the Norfolk Community Relations and Equality Board (CREB), a new county-wide network which replaces the former county cohesion network.

- We send out regular community bulletins which enable those who might not otherwise get a chance for a wider audience, to be aware of opportunities available to them including training opportunities, shared activities and events, and success stories.
- We run regular City Hall tours for communities to meet employees and councillors and gain an understanding of how the council and the democratic process works.
- LGBT History Month – we have hosted events at City Hall for four years running and support groups working on related activities.
- Norwich Access Group regularly receives a grant. They are a local pressure group of disabled people who are actively involved in trying to improve access for disabled people to all aspects of life in the city of Norwich and its surrounding area. This group liaises with the council's food safety team on the Business Merit scheme, which recognises firms which provide added benefits for the health and wellbeing of their customers.
- When updating our website we used the feedback from disabled volunteers with visual impairments and learning disabilities.
- We support the Women's Institute, which runs annual International Women's Day events.
- We provide financial and in-kind support to the Norwich Older People's Forum.
- We have held the launch of annual Black History Month here at City Hall for the last six years (launch attended by the Lord Mayor or Sheriff and councillors) and supported groups working on events for this week. In 2016 this has included the Norwich Chinese community centre running a cultural exchange for Black History month which was a unique opportunity.
- Norwich Door-to-Door receive a grant to fund core costs delivering subsidised on demand ('dial a ride' type) accessible bus transport, for disabled and mobility-impaired residents.
- Age UK Norwich received a grant via a consortium that Norwich City council help fund to provide social welfare advice, casework and representation services in order to reduce financial and social exclusion and inequalities
- We organise regular networking sessions for individuals, groups, organisations, agencies, and councillors from or serving communities of interest city-wide and those active in neighbourhoods
- We organise workshops and one-to-one work focusing on capacity building of community groups from communities of interest to strengthen community leadership and to support community groups from communities of interest to take action themselves.
- We organise workshops on applying for funding and improving funding applications, as well as workshops on specific funds and meeting those funders.
- On-going community engagement at a neighbourhood level and specifically for communities of interest working across the city, supporting them to feel part of the city and its wider VCSE community.
- Ensuring communities of interest are represented in the co-design and development of new projects and are aware of opportunities available to engage with the council.

If you would like further information about the contents of this report please contact the council by calling 01603 212273 or via email at strategy@norwich.gov.uk

DRAFT

Norwich City Council
SCRUTINY COMMITTEE

Item No 9

REPORT for meeting to be held on 15 December 2016

Draft corporate performance measures 2017-18

Summary:

The enclosed report to cabinet on 18 January 2017 sets out the work undertaken to review the performance indicators in the Corporate Plan for the year 2017-18 and asks cabinet to recommend it to council for approval.

This report, therefore, provides scrutiny with an opportunity to pre-scrutinise the report to cabinet and make recommendations to cabinet on the revised corporate plan indicators.

Conclusions:

The report should enable the scrutiny committee to determine any recommendations they would wish to make to cabinet on the revised Corporate Plan performance indicators.

Recommendation:

To consider the report to cabinet on the 18 January 2017 on the new Corporate Plan performance indicators for 2017-18 and agree any recommendations.

Contact Officer:

Adam Clark
Interim Strategy Manager
01603 212273
adamclark@norwich.gov.uk

Report to	Cabinet	Item
	18 January 2017	
Report of	Strategy manager	
Subject	Draft Corporate Performance Measures 2017-18	

Purpose

To consider the draft revised corporate performance measures 2017-2018

Recommendation

To recommend the draft corporate performance measures 2017-2018 to Council for approval

Corporate and service priorities

This report relates to all corporate priorities

Financial implications

The costs of taking forward the corporate plan are built into the draft budget for 2017-18

Ward/s: All Wards

Cabinet member: Councillor Waters - Leader

Contact officers

Adam Clark, Strategy Manager

01603 212273

Background documents

None

Report

Draft revised corporate performance measures 2017-18

1. The council's current corporate plan was adopted at a meeting of full council on 17 February 2015. It covers the period 2015-2020. This was developed through a number of methods including:
 - a) Analysing information on levels of need in the city such as looking at demographics, strengths, opportunities, inequalities and challenges.
 - b) Assessing the current environment the council operates in, including the national and local economic climate and policy and legislation for local government.
 - c) Looking at the potential future factors that may impact on Norwich and the council e.g economic, social, environmental etc.
 - d) Discussions with councillors including an all councillor workshop.
 - e) Specific discussions with partner organisations
 - f) Assessing the future resourcing likely to be available to deliver a new corporate plan.
 - g) Formal review by scrutiny and cabinet.
2. The corporate plan covers the period 2015 - 2020. The current vision and mission are as follows:
 - Vision: to make Norwich a fine city for all
 - Mission: to always put the city and its people first
3. The five corporate priorities remain:
 - A safe, clean and low carbon city
 - A prosperous and vibrant city
 - A fair city
 - A healthy city with good housing
 - Value for money services
4. As part of this process, 45 corporate performance measures were established to measure how well the council was progressing against these priorities, with targets established for the first three years of the plan. In line with good practice in corporate performance measurement, we have reviewed these performance measurements and the targets over the last few months.

5. The individual measures and performance data have been looked at by the relevant service areas with support from the corporate performance team in order to ensure that the measures are effective and whether targets are still appropriate for the year 2017-18. Relevant portfolio holders have then been consulted on these.
6. It is proposed that the majority of the measures stay the same for 2017-18 in order to be able to compare performance with previous years. However, there are some individual measures that require some amendment:
 - a) Amending the mathematical basis for the calculation or using different data collection methods to ensure robustness or enhance statistical accuracy
 - b) Amending the target in light of previous performance
 - c) Deleting the measure
 - d) Adding a measure
7. The full list of proposed measures and targets for 2017-18 can be found in Appendix A. The key changes are as follows:
 - PVC3: Amend target to 4 year average
 - PVC4: Remove this measure as it does not relate exclusively to council performance
 - PVC5: Remove this measure as this has already been completed
 - PVC7: Amend the basis for the measure to 'Number of priority buildings on the 'at risk register' that have been saved from decay and dereliction through the intervention of the city council' and the target to 1 per annum
 - PVC9: Amend the basis for the measure to number of visitors at council events so it relates to council performance; change target to 12 month rolling target
 - SCL8: Amend the basis for the measure to '% of adults cycling at least 3x a week for utility purposes'; change target to 14%
 - SCL13: Add a new measure '% change in the number of cyclists counted at automatic count sites'; change target to 5% increase per annum
 - SCL11: Increase target from 75% to 85%
 - FAC2 : Amend the basis of the measure to '% of people who felt their wellbeing had been improved following receiving advice'
 - FAC5: Increase target to 165

- FAC6: Amend the basis of the measure to '‰ of commissioned organisations who pay their staff the living wage for services delivered on behalf of NCC'
 - HCH4: Amend the basis for the measure to 'Number of new council or other affordable homes completed on council land or which the council has financially contributed to'; increase the cumulative target to 200
 - HCH8: Increase the target to 83%
 - VFM2: Amend basis of measure to a balanced budget as opposed to aggregate savings
 - VFM3: Remove measure as insufficiently statistically robust
 - VFM4: Amend the target to 35%
 - VFM5: Increase target to 25%
8. The recommendation is to adopt these revised measures for the year 2017-18 to ensure that the indicators and targets remain an appropriate measure of council performance against corporate priorities.
9. It is also recommended that a more fundamental review of the corporate plan and performance measures is undertaken in 2017-2018 in order to reflect the wider context of changing local government finance. This should be undertaken through wider stakeholder and resident consultation to inform the corporate plan from 2018-19 and beyond.

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report
Detailed guidance to help with completing the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	
Committee date:	
Director / Head of service	
Report subject:	
Date assessed:	
Description:	

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment	
Positive	
Negative	
Neutral	
Issues	

Appendix A

Draft corporate performance measures 2017-18

For each of the key performance measures the council sets targets it aims to achieve. These are set out in detail in service plans and progress is reported on these to as part of the quarterly performance report. Specific measures and targets beyond 2017/18 will be developed as part of the review of the corporate plan in 2017/18.

Key Performance Measures	Prefix	2017/18 Target
Council priority: Safe, clean and low carbon		
% of streets found clean on inspection	SCL1	94%
% of people satisfied with waste collection	SCL2	85%
% of people feeling safe	SCL3	78%
Residual household waste per household (kg)	SCL4	375
% of food businesses achieving safety compliance	SCL5	90%
% of residential homes on a 20mph street	SCL6	45%
Number of accident casualties on Norwich roads	SCL7	<400
% of adults cycling at least 3x a week for utility purposes	SCL8	14%
% change in the number of cyclists counted at automatic count sites	SCL13	5% increase
CO2 emissions for the local area	SCL9	2.4%
CO2 emissions from local authority operations	SCL10	2.2%
% of people satisfied with parks and open spaces	SCL11	85%
% of people satisfied with their local environment	SCL12	80%
Council priority: Prosperous and vibrant city		
Number of new jobs created/ supported by council funded activity	PVC1	300
Delivery of the Councils capital programme	PVC2	80%
Amount of funding secured by the council for regeneration activity (4 year rolling average)	PVC3	£2m p/a
Planning service quality measure	PVC6	tbc

Number of priority buildings on the 'at risk register' that have been saved from decay and dereliction through the intervention of the city council.	PVC7	1 p/a
% of people satisfied with leisure and cultural facilities	PVC8	95%
Amount of visitors at council ran events	PVC9	85,200 p/a
Council priority – Fair city		
Delivery of the reducing inequalities action plan	FAC1	100% on target p/a
% of people who felt their wellbeing had been improved following receiving advice	FAC2	86%
Delivery of the digital inclusion action plan	FAC3	100%
Timely processing of benefits	FAC4	100%
No of private sector homes where council activity improved energy efficiency	FAC5	165
% of commissioned organisations who pay their staff the living wage for services delivered on behalf of NCC	FAC6	100%
Council priority – Healthy city with good housing		
Delivery of the Healthy Norwich action plan	HCH1	100% on target p/a
Re-let times for council housing	HCH2	16 days
Number of empty homes brought back into use	HCH3	20
Number of new council or other affordable homes completed on council land or which the council has financially contributed to	HCH4	200 (15-18)
Preventing homelessness	HCH5	60%
Percentage of people who feel that the work of the home improvement agency has enabled them to maintain independent living	HCH6	90%
% of council properties meeting Norwich standard	HCH7	97%
% of people satisfied with the housing service	HCH8	83%
No of private sector homes made safe	HCH9	100
Council priority – Value for money services		
% of residents satisfied with the service they received from the council	VFM1	93%
Council achieves savings target	VFM2	<£0 (balanced or underspend)

Avoidable Contact	VFM4	35%
Channel Shift	VFM5	25%
% of income owed to the council collected	VFM6	95%
% of income generated by the council compared to expenditure	VFM7	45.2%
% of customers satisfied with the opportunities to engage with the council	VFM8	54%
Delivery of local democracy engagement plan	VFM9	Yes on target

Norwich City Council Corporate Plan 2015-20



NORWICH
City Council



Putting the city and its **people** first

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Foreword by the leader

The vital role the city council plays in the life of the city is reflected in the new Corporate Plan that runs for the next five years. This will be against a background of reduced funding from central government – set to continue well into the new Parliament.

In the past five years, Norwich City Council has delivered significant efficiencies, cost reductions and improvements. This has provided a measure of financial stability to enable us to start implementing our revised corporate plan. In part this will be delivered directly by the council; in many areas our priorities will be achieved through working in partnership with others (some of who face financial pressures of their own) to deliver the very best we can for Norwich.

The city council has a civic leadership role and our elected councillors have a mandate and responsibility to represent and work on behalf of their communities for the broader interests of the city.

This corporate plan sets itself the ambition over the next five years to support:

- greater equality across the city so that everyone has a fair chance in life and greater influence for people in their communities
- a strong economy that provides secure employment and well paid work to make Norwich a Living Wage city.
- the availability of good quality training and skills programmes for young people.
- the provision across all housing tenures of access to affordable decent homes that are efficient to run

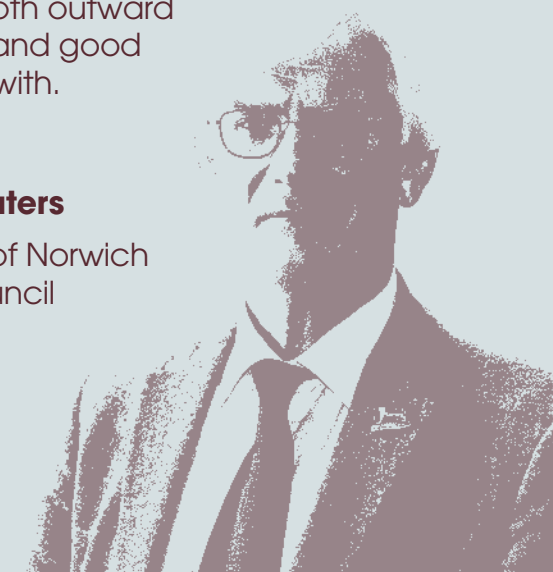
- communities in keeping safe and clean
- access to free and affordable cultural and leisure activities
- continued energy efficiency improvements to commercial and domestic buildings, the reduction of carbon dioxide emissions, and further improvements to our waste and recycling schemes
- people in accessing the services and information they need through changing technology

A strong, well-funded city council is crucial to the delivery of these objectives. We will continue to argue for a 'fair deal' for Norwich. Despite difficult times we will stay true to our values of equality, protecting the delivery of public services and investing the resources available to us in the city. These are a vital underpinning of a buoyant economy and a decent quality of life for all citizens of Norwich

I want us to be seen by our peers and other organisations across the country as a leading authority, a trusted partner and an organisation that is both outward looking and good to work with.

Alan Waters

Leader of Norwich City Council



Norwich - facts and figures

Norwich has been a success story for almost 1,000 years. It is a modern city with a historic heart. It is vibrant and growing fast. Its economic, social, cultural and environmental influence is out of proportion to its size, and extends far beyond its boundary. Norwich's importance to the people of Norfolk and the wider region is clear.

But it is also a city that hides significant inequality. While it has many positive aspects, it also has many of the severe issues that urban city centres can experience, including poor educational attainment, poor health, and above average crime and antisocial behaviour, although this is reducing.

The council and the city

Norwich City Council is one of four councils that provide services to the city of Norwich, along with Broadland District Council, South Norfolk Council and Norfolk County Council.

The city council is responsible for approximately 60 per cent of the urban area of Norwich, including the historic city centre, covering a population of approximately 135,900 people (Source: 2013 midyear estimates, Office of National Statistics ONS).

Norwich is an innovative, creative city with big ambition for both the place and the people who live here. The fastest growing economy in the east of England, it is home to the headquarters of 50 major companies, is one of the top shopping destinations in the country, and is the regional cultural capital. Yet, in sharp contrast to this, outward economic prosperity, Norwich has a low-wage economy and high levels of deprivation.

Norwich's position as a regional centre means there are high levels of inward travel for work, shopping, cultural and leisure activities. This means that many of the services the city council provides are used by people who live outside of the city, placing additional pressures on council resourcing. However, this must be balanced against the range of benefits this high inward travel provides, including to the local economy and to the council financially through its share of business rates etc.

In the next section there is more detail on the economic, social, health, cultural and environmental picture of Norwich.

The social picture

- Levels of socio-economic deprivation are the third highest in the region and 70th (out of 326) in England (Source: Index of Multiple Deprivation 2010, Average of Scores)
- 25.2 per cent of housing is council rented, compared to only 5.7 per cent in Norfolk (Source: Census 2011, ONS)
- 88 per cent of school leavers staying on to further education, compared with 90 per cent across Norfolk (Source: Year 11 leavers activity data, Norfolk County Council, Norfolk Insight)
- 7.1 per cent of the working age population is claiming Incapacity Benefit or Severe Disablement Allowance (Source: May 2014, Department of Work and Pensions (DWP) and Norfolk Insight)
- Over the three years to 2014, overall crime reduced by 7.7 per cent (Source: Crime statistics, Norfolk Police)
- For the 12 months ending March 2014 there were 8,200 incidents of anti-social behaviour in Norwich, which was a year-on-year reduction of 7.5 per cent.
- 31.8 per cent of children in Norwich are affected by income deprivation which is the 30th highest percentage nationally. It is the highest percentage of any district council and the highest percentage in the eastern region (Source: Index of Multiple Deprivation 2010, IDACI)

The environmental picture

- Over the lifetime of our Carbon Management Programme, Norwich City Council reduced its carbon emissions by more than 24 per cent (non-weather corrected data) or 29 per cent (weather corrected data). (Source: Norwich City Council)
- University of East Anglia (UEA) and Norwich Research Park are internationally recognised for excellence in environmental, health and life sciences. (Source: UEA Climatic research unit)
- Norwich City Council has increased household recycling and composting to around 38 per cent and reduced residual waste per household. The dry recycling rate (i.e. paper, glass, metals and plastics) for Norwich city council stands at 27.5 per cent. (Sources: Norwich city council/ WasteDataFlow)

The economic picture

- 28 per cent of Norwich's adult population is qualified to degree level and above, higher than the national (27%) and Norfolk (22%) averages. (Census 2011)
- Around 128,000 people work in the Norwich urban area with 48,400 workers commuting to the city each day. (Sources: 2013 Business Register and Employment Survey and 2011 Census)
- 39 per cent of jobs in the county are based in the Norwich urban area. (Source: 2013 BRES)
- Norwich is ranked 13th in the UK as a retail centre and this sector accounts for 13 per cent of employment in the city. (Source: UK Retail footprint, CACI Venuescore)

The cultural picture

- Highest level of culture per capita in the UK. (Source: locallife.co.uk)
- Prime examples of architecture including Norwich 12, the UK's finest collection of heritage buildings in a medieval cityscape. (Source: Norwich Heart)
- Bid shortlisted for UK City of Culture 2013. (Source: UK City of Culture 2013)
- Major sporting facilities including football, athletics, Olympic swimming pool etc. (Source: Norwich City Council)
- Three regional media businesses (BBC, Anglia and Archant). (Source: Norwich City Council)
- High-profile arts calendar including the Norfolk and Norwich Festival, the largest festival in the country. (Source: Norwich City Council)
- Writers' Centre Norwich delivering world-class literary events. (Source: Norwich City Council)
- Norwich has been awarded UNESCO City of Literature status. The first city in England to achieve this. (Source: Norwich City Council)
- Highly regarded arts institutions including Norwich Castle Museum and Art Gallery, Norwich University College of the Arts and the Sainsbury Centre for Visual Arts. (Source: Norwich City Council)
- Five theatres, including the Theatre Royal – the most successful regional theatre in the UK. (Source: Norwich City Council)
- 75 formal play areas and 17 all-weather games areas. (Source: Norwich City Council)



The health picture

- The health picture overall for Norwich is mixed, though average life expectancy is close to the national average for men and slightly above the national average for women. (Source: Health Profiles 2014, Public Health England)
- But this masks differences within the city, for example men in the most deprived areas have an average life expectancy that is nine years shorter than in the least deprived areas. For women the difference is four years. (Source: LG Inform Plus/ Public Health England)
- Many key health measures are significantly worse in Norwich than in the rest of the county. (Source: Health Profiles 2014, Public Health England)
- Significant health issues with high levels of teenage pregnancy, mental health problems and drug and alcohol misuse. (Source: Health Profiles 2014, Public Health England)
- Low levels of malignant melanoma and diabetes. Fewer obese adults. (Source: Health Profiles 2014, Public Health England)
- Lower than average children's population, and higher proportions in the younger adult age ranges (16 to 24 and 25 to 39). (Source: 2013 mid-year population estimates, ONS)
- Lower than average road deaths and injuries. (Source: Health Profiles 2014, Public Health England).

Strategic direction of the council

The council's strategic direction sets out our overall vision, priorities and values for the next five years. This will guide everything we will do as an organisation and how we will go about it. The strategic direction is shown in the diagram on the next page and covers the following elements:

Our vision – overall this is what as a council we aim to achieve for the city and its citizens

Our mission – this is the fundamental purpose of the council – so basically what we are here for

Our priorities – these are the key things we aim to focus on achieving for the city and its residents to realise our vision over the next five years

Our core values – these drive how we will all work and act as teams and employees of the council.

Taken together these summarise what we promise to do and be as a council over the next five years for the city and its residents.

Our strategic direction has been developed through a number of methods including:

- a) Analysing information on levels of need in the city such as looking at demographics, strengths, opportunities, inequalities and challenges.
- b) Assessing the current environment the council operates in, including the national and local economic climate and policy and legislation for local government.

- c) Looking at the potential future factors that may impact on Norwich and the council eg economic, social, environmental etc.
- d) Discussions with councillors including an all councillor workshop.
- e) Specific discussions with partner organisations
- f) Consultation with citizens and organisations in the city.
- g) Assessing the future resourcing likely to be available to deliver a new corporate plan.

The council's 'blueprint' a separate document that can be found on our website at www.norwich.gov.uk and guides how we organise ourselves to deliver the priorities.



Council priorities



Our core values

Everything we ever do as an organisation, whether in teams or as individuals, will be done with our core values in mind. These are:

- P Pride.** We will take pride in what we do and demonstrate integrity in how we do it.
- A Accountability.** We will take responsibility, do what we say we will do and see things through.
- C Collaboration.** We will work with others and help others to succeed.
- E Excellence.** We will strive to do things well and look for ways to innovate and improve.

Our priority

A safe, clean and low carbon city

We want to ensure that Norwich is safe and clean for all citizens and visitors to enjoy and that we create a sustainable city where the needs of today can be met without compromising the ability of future citizens to meet their own needs.

To support this priority we will work with our citizens and partners to enable and deliver the following key actions over the next five years:

- To maintain street and area cleanliness.
- To provide efficient and effective waste collection services and reduce the amount of waste sent to landfill.
- To work effectively with the police to reduce anti-social behaviour, crime and the fear of crime.
- To protect residents and visitors by maintaining the standards of food safety.

- To maintain a safe and effective highway network in the city and continue to work towards 20mph zones in residential areas.
- To mitigate and reduce the impact of climate change wherever possible and protect and enhance the local environment including biodiversity.
- To reduce the council's own carbon emissions through a carbon management programme.



Our priority A prosperous and vibrant city

We want Norwich to be a prosperous and vibrant city in which businesses want to invest and where everyone has access to economic, leisure and cultural opportunities.

To support this priority we will work with our citizens and partners to enable and deliver the following key actions over the next five years:

- To support the development of the local economy and bring in inward investment through economic development and regeneration activities.
- To advocate for an effective digital infrastructure for the city.
- To maintain the historic character of the city and its green heritage through effective planning and conservation management.
- To provide effective cultural and leisure opportunities for people in the city and encourage visitors and tourists.



Our priority A fair city

We want Norwich to be a fair city where people are not socially, financially or digitally excluded and inequalities are reduced as much as possible.

To support this priority we will work with our citizens and partners to enable and deliver the following key actions over the next five years:

- To reduce financial and social inequalities
- To advocate for a living wage
- To encourage digital inclusion so local people can take advantage of digital opportunities
- To reduce fuel poverty through a programme of affordable warmth activities



Our priority

A healthy city with good housing

We want to ensure that people in Norwich are healthy and have access to appropriate and good quality housing.

To support this priority we will work with our citizens and partners to enable and deliver the following key actions over the next five years:

- To deliver our annual Healthy Norwich action plan with our key partners to improve health and wellbeing.
- To support the provision of an appropriate housing stock including bringing long term empty homes back into use and building new affordable homes.
- To prevent people in the city from becoming homeless through providing advice and alternative housing options.

- To improve the council's own housing stock through a programme of upgrades and maintenance and provide a good service to tenants.
- To improve the standard of private housing in the city through advice, grants and enforcement and supporting people's ability to live independently in their own homes through provision of a home improvement agency.

The council is also committed to keeping the housing stock council owned and run and not to initiate a transfer process to a housing association. It is also committed to explore and, where possible in the future, take advantage of the ideas and opportunities suggested within the Lyons Housing Review.



Our priority

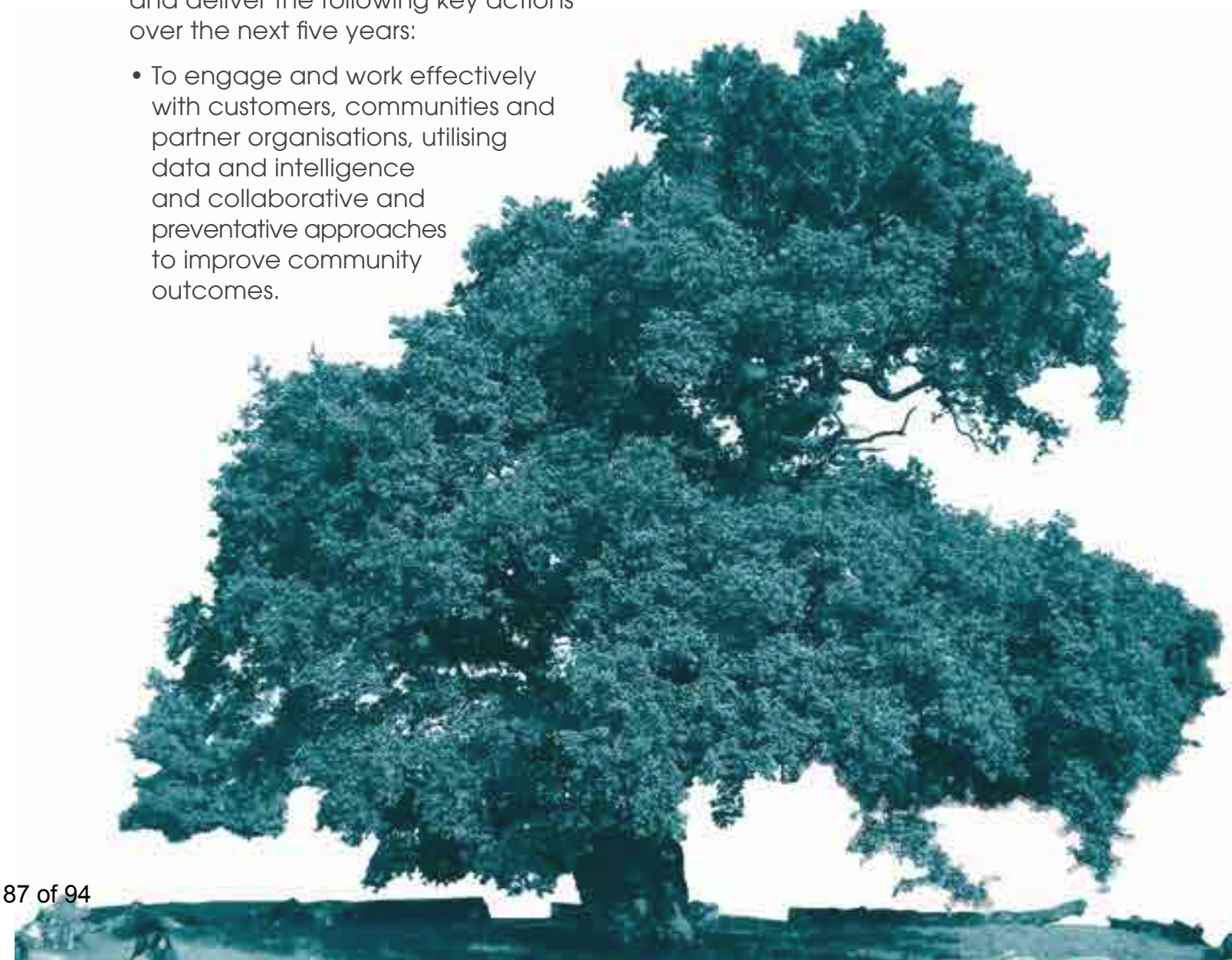
Value for money services

The council is committed to ensuring the provision of efficient, effective and quality public services to residents and visitors. Whilst we will continue to face considerable savings targets over the next five years, we will continue to protect and improve those services our citizens value most as much as we possibly can.

To support this priority we will work with our citizens and partners to enable and deliver the following key actions over the next five years:

- To engage and work effectively with customers, communities and partner organisations, utilising data and intelligence and collaborative and preventative approaches to improve community outcomes.

- To continue to reshape the way the council works to realise our savings target and improving council performance wherever possible.
- To improve the efficiency of the council's customer access channels.
- To maximise council income through effective asset management, trading and collection activities.



Key performance measures and targets To ensure we are achieving our priorities and delivering the key actions that support them, we develop and monitor key performance measures. We use these to test how we are doing. These are shown in the table below.

WHAT WE AIM TO ACHIEVE (OUR PRIORITIES)	Safe clean and low carbon city	Prosperous and vibrant city	Fair city	Healthy city with good housing	Value for money services
WHAT WE WILL DO TO ACHIEVE OUR PRIORITIES WORKING WITH OUR PARTNERS AND RESIDENTS (KEY ACTIONS)	<p>To maintain street and area cleanliness</p> <p>To provide efficient and effective waste collection services and reduce the amount of waste sent to landfill</p> <p>To work effectively with the police to reduce anti-social behaviour, crime and the fear of crime</p> <p>To protect residents and visitors by maintaining the standards of food safety</p> <p>To maintain a safe and effective highway network in the city and continue to work towards 20mph zones in residential areas</p> <p>To mitigate and reduce the impact of climate change wherever possible and protect and enhance the local environment including biodiversity</p> <p>To reduce the council's own carbon emissions through a carbon management programme</p>	<p>To support the development of the local economy and bring in inward investment through economic development and regeneration activities</p> <p>To advocate for an effective digital infrastructure</p> <p>To maintain the historic character of the city and its green heritage through effective planning and conservation management</p> <p>To provide effective cultural and leisure opportunities for people in the city and encourage visitors and tourists</p>	<p>To reduce financial and social inequalities</p> <p>To advocate for a living wage</p> <p>To encourage digital inclusion so local people can take advantage of digital opportunities</p> <p>To reduce fuel poverty through a programme of affordable warmth activities</p>	<p>To deliver our annual Healthy Norwich action plan with our key partners to improve health and wellbeing</p> <p>To support the provision of an appropriate housing stock in the city including bringing long term empty homes back into use and building new affordable homes</p> <p>To prevent people in the city from becoming homeless through providing advice and alternative housing options</p> <p>To improve the council's own housing stock through a programme of upgrades and maintenance and provide a good service to tenants</p> <p>To improve the standard of private housing in the city through advice, grants and enforcement and supporting people's ability to live independently in their own homes through provision of a home improvement agency</p>	<p>To engage and work effectively with customers, communities and partner organisations, utilising data and intelligence and collaborative and preventative approaches to improve community outcomes.</p> <p>To continue to reshape the way the council works to realise our savings target and improving council performance wherever possible.</p> <p>To improve the efficiency of the council's customer access channels</p> <p>To maximise council income through effective asset management, trading and collection activities</p>

Key performance measures and targets To ensure we are achieving our priorities and delivering the key actions that support them, we develop and monitor key performance measures. We use these to test how we are doing. These are shown in the table below.

WHAT WE AIM TO ACHIEVE (OUR PRIORITIES)	Safe clean and low carbon city		Prosperous and vibrant city		Fair city		Healthy city with good housing		Value for money services	
HOW WE MEASURE WHAT WE ARE ACHIEVING (KEY PERFORMANCE MEASURES)	% of streets found clean on inspection	% of people satisfied with waste collection	Number of new jobs created/ supported through council funded activity	Delivery of the council's capital programme (encompassing all key regeneration projects)	Delivery of the reducing inequalities action plan	% of people saying debt issues had become manageable following face to face advice	Delivery of the Healthy Norwich action plan	Relet times for council housing	% of residents satisfied with the service they received from the council	Council achieves savings targets
	% of people feeling safe	Residual household waste per household (Kg)	Number of new business start ups	Amount of funding secured by the council for regeneration activity	% increase in the number of contractors, providers and partner organisations paying their employees a living wage	Delivery of the digital inclusion action plan	Number of long term empty homes brought back into use	Number of new affordable homes delivered on council land or purchased from developers	% of council partners satisfied with the opportunities to engage with the council	Avoidable contact level
	% of food businesses achieving safety compliance	% of residential homes on a 20mph street	Planning quality measure	Provision of free wi-fi in city centre	Number of private sector homes where council activity improved energy efficiency	Timely processing of benefits	Preventing homelessness	People who feel that the work of the home improvement agency has enabled them to maintain independent living	Channel shift measure	% of income owed to the council collected
	Number of accident casualties on Norwich roads	% of adults living in the city council's area who cycle at least once per week	Delivery of the heritage investment strategy action plan	% of people satisfied with leisure and cultural facilities			% of council properties meeting Norwich standard	% of people satisfied with the housing service	% of income generated by the council compared to expenditure	% of customers satisfied with the opportunities to engage with the council
	Reduction in CO2 emissions for the Norwich area	Reduction in CO2 emissions from local authority operations	Number of visitors to the city				Number of private sector homes made safe			Delivery of local democracy engagement plan
	% of people satisfied with parks and open spaces									
	% of people satisfied with their local environment									
KEY SERVICES CONTRIBUTING										

For each of the key performance measures the council sets targets it aims to achieve. These are set out in detail in service plans and progress is reported on these to as part of the performance report to the council's cabinet and scrutiny committee. Specific targets for 2018/19 and 2019/20 will be developed as part of the annual review of the plan in 2016/17.

KEY PERFORMANCE MEASURES	TARGETS		
	2015\16	2016\17	2017\18
Council priority- Safe, clean and low carbon city			
% of streets found clean on inspection	94%	94%	94%
% of people satisfied with waste collection	85%	85%	85%
% of people feeling safe	76%	77%	78%
Residual household waste per household (Kg)	420	396	375
% of food businesses achieving safety compliance	90%	90%	90%
% of residential homes on a 20mph street	30%	38%	45%
Number of accident casualties on Norwich roads	Less than 400	Less than 400	Less than 400
% of adults living in the city council's area who cycle at least once per week	23%	25%	27%
Reduction in CO2 emissions for the local area	2.4%	2.4%	2.4%
Reduction in CO2 emissions from local authority operations	2.2%	2.2%	2.2%
% of people satisfied with parks and open spaces	75%	75%	75%
Percentage of people satisfied with their local environment	75%	78%	80%

KEY PERFORMANCE MEASURES	TARGETS		
	2015\16	2016\17	2017\18
Council priority – Prosperous and vibrant city			
Number of new jobs created/ supported by council funded activity	300	300	300
Delivery of the council's capital programme (encompassing all key regeneration projects)	Yes on target	Yes on target	Yes on target
Amount of funding secured by the council for regeneration activity	£250,000	£250,000	£250,000
Number of new business start ups	100	100	100
Provision of free wi-fi in city centre	Yes	Yes	Yes
Planning service quality measure	Options for this are still being explored with the national Planning Advisory Service. Final targets will be taken to scrutiny and cabinet for consideration.		
Delivery of the heritage investment strategy action plan	Yes on target	Yes on target	Yes on target
% of people satisfied with leisure and cultural facilities	85%	90%	95%
Number of visitors to the city	10,927,000	11,200,000	11,424,000

KEY PERFORMANCE MEASURES	TARGETS		
	2015\16	2016\17	2017\18
Council priority – Fair city			
Delivery of the reducing inequalities action plan	Yes on target	Yes on target	Yes on target
% of people saying debt issues had become manageable following face to face advice	84%	86%	88%
Delivery of the digital inclusion action plan	Yes on target	Yes on target	Yes on target
Timely processing of benefits	100%	100%	100%
Number of private sector homes where council activity improved energy efficiency	150	150	150
% increase in the number of contractors, providers and partner organisations paying their employees a living wage	10%	12%	14%

KEY PERFORMANCE MEASURES	TARGETS		
	2015\16	2016\17	2017\18
Council priority – Healthy city with good housing			
Delivery of the Healthy Norwich action plan	Yes on target	Yes on target	Yes on target
Relet times for council housing	16 days	16 days	16 days
Number of long term empty homes brought back into use	20	20	20
Number of new affordable homes developed on council land or purchased from developers	80	180	320
Preventing homelessness	50%	55%	60%
Percentage of people who feel that the work of the home improvement agency has enabled them to maintain independent living	90%	90%	90%
% of council properties meeting Norwich Standard	97%	97%	97%
% of people satisfied with the housing service	77%	77%	80%
Number of private sector homes made safe	100	100	100

KEY PERFORMANCE MEASURES	TARGETS		
	2015\16	2016\17	2017\18
Council priority – Value for money services			
% of residents satisfied with the service they received from the council	93%	93%	93%
Council achieves savings targets	£2.3m	£2.3m	£2.3m
% of council partners satisfied with the opportunities to engage with the council	80%	80%	80%
Avoidable contact levels	15%	15%	15%
Channel shift measure	5%	10%	20%
% of income owed to the council collected	95%	95%	95%
% of income generated by the council compared to expenditure	43.2%	44.2%	45.2%
% of customers satisfied with the opportunities to engage with the council	50%	52%	54%
Delivery of local democracy engagement plan	Yes	Yes	Yes

Delivering the plan

This document sets out the overall strategic direction for the council in the 2015-20 period. This plan is underpinned by a range of strategic and operational plans, which set out in more detail how our vision and priorities will be delivered. These plans contain more specific targets, which are allocated to teams, contractors and employees to deliver.

Progress against targets is monitored and reviewed regularly through the council's performance management framework. This includes monthly performance reports to portfolio holders.

Overall progress on delivering the corporate plan is then formally reported quarterly to the council's cabinet and scrutiny committee. The council also

publishes an annual performance review as part of its statement of the accounts. This can be found on the council's website at www.norwich.gov.uk.

This Corporate Plan 2015-20 sits alongside the council's budgets and Medium Term Financial Strategy. These documents ensure that resources are available for the delivery of the corporate plan.

The Corporate Plan 2015-20 also links closely to the council's risk management strategy and corporate risk register. The council has a comprehensive approach to risk management which ensures that all strategic risks are appropriately identified, managed and mitigated against.

The diagram on the next page summarises how our priorities, actions and performance targets are delivered through delivery plans, financial plans and agreed staff actions.

Corporate plan delivery structure

