

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
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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



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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



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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

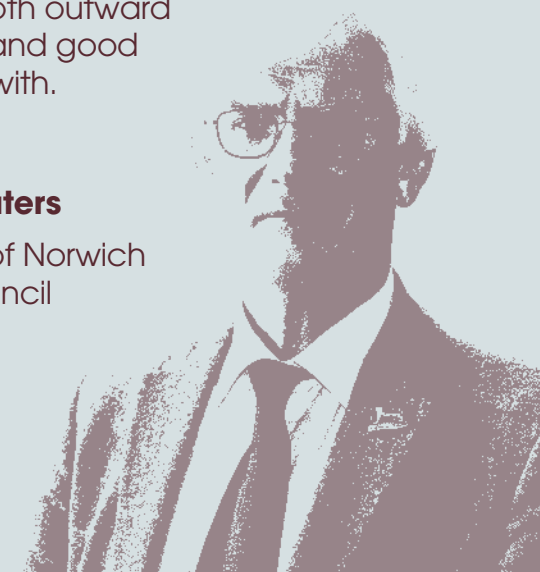
- communities in keeping safe and clean
- access to free and affordable cultural and leisure activities
- continued energy efficiency improvements to commercial and domestic buildings, the reduction of carbon dioxide emissions, and further improvements to our waste and recycling schemes
- people in accessing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

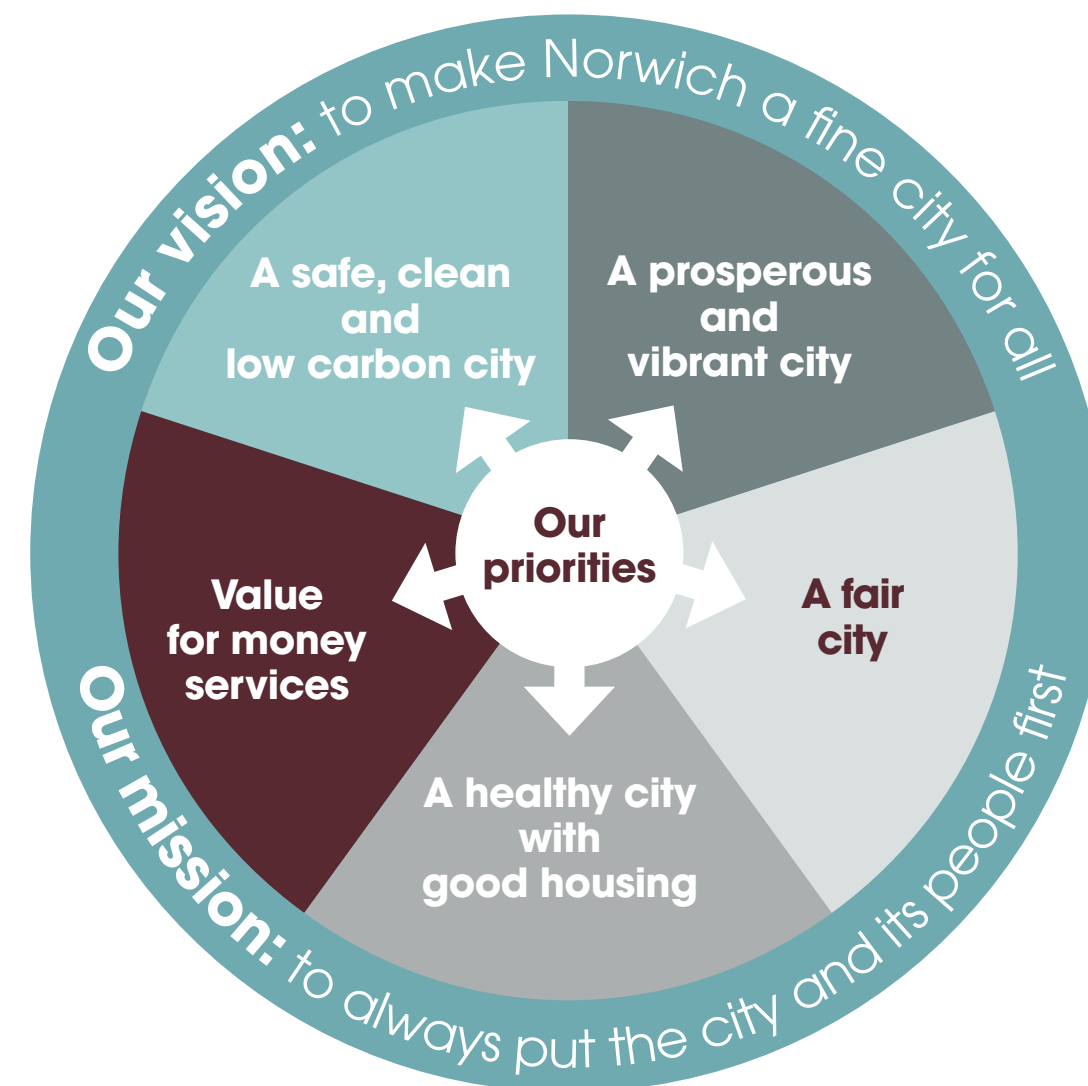
- a) Analysing information on levels of need in the city such as looking at demographics, strengths, opportunities, inequalities and challenges.
- b) Assessing the current environment the council operates in, including the national and local economic climate and policy and legislation for local government.

- 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

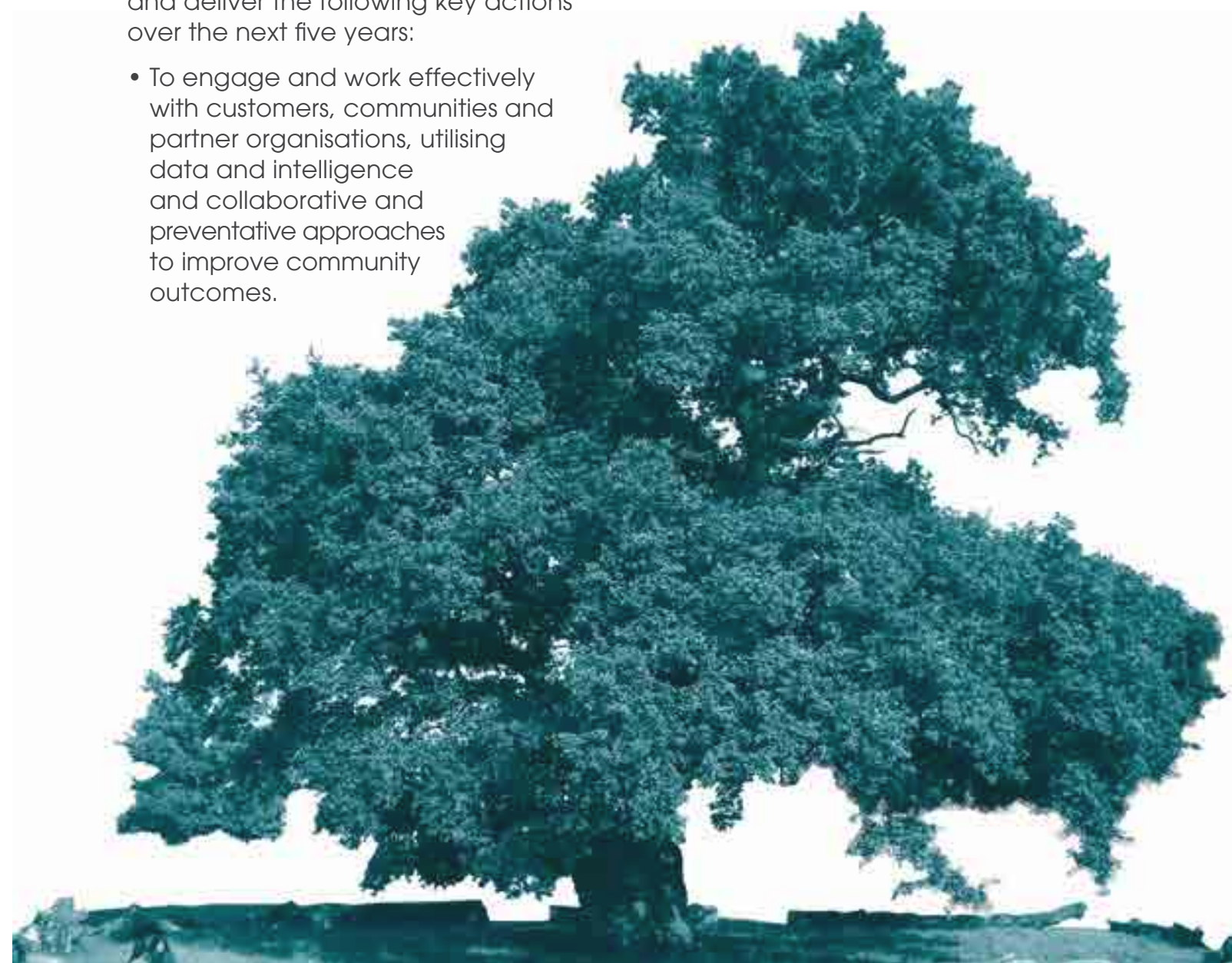
Value for money services

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)									
KEY SERVICES CONTRIBUTING	% 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									

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.

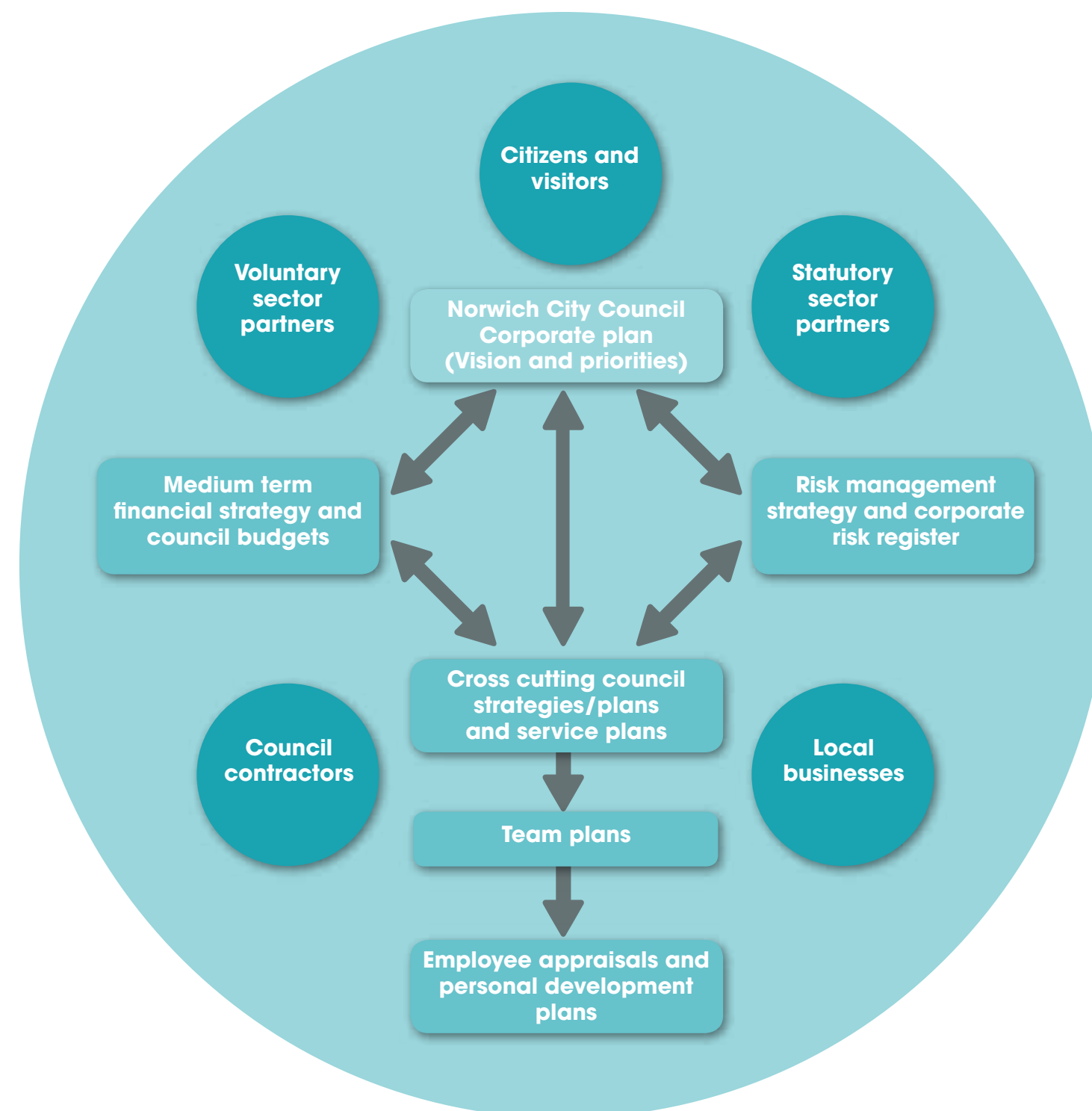
This Corporate Plan 2015-20 sits alongside the council's budgets and Medium Term Financial Strategy. These documents ensure that resources are available for the delivery of the corporate plan.

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





NORWICH
City Council