

### **Scrutiny committee**

**Date:** Thursday, 18 December 2014  
**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.

#### **COMMITTEE MEMBERS:**

**Councillors:**

Wright (chair)  
Maxwell (vice chair)  
Barker  
Bogelein  
Carlo  
Galvin  
Haynes  
Herries  
Howard  
Manning  
Packer  
Ryan  
Woollard

#### **For further information please contact:**

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## **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 by 10am Monday 15 December 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

5 - 10

**Purpose** - To approve the accuracy of the minutes of the meeting held on 27 November 2014.

**Working style of the scrutiny committee and a protocol for those attending scrutiny**

11 - 12

### 5 Scrutiny committee work programme 2014 - 2015

13 - 28

**Purpose** - To note the scrutiny committee work programme and agree any potential topic(s) that may be tested against the TOPIC analysis for future inclusion onto the programme. For the assistance of members, the cabinet forward agenda is also included.

<b>6</b>	<b>Draft Equality Information Report</b>	<b>29 - 52</b>
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**Purpose** - This report sets out the council's current draft statutory Equality Information Report.

<b>7</b>	<b>Draft corporate plan 2015-2020 and Transformation programme 2015 - 16</b>	<b>53 - 90</b>
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**Purpose** - The report sets out the council's current draft corporate plan, including performance measures and the transformation programme for 2015/16.

<b>8</b>	<b>Exclusion of the public</b>
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**Purpose** - Consideration of exclusion of the public.

<b>*9</b>	<b>Draft corporate plan 2015-2020 and Transformation programme 2015 - 16 annex D</b>
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- This report is not for publication because it would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information) as in para 3 of Schedule 12A to the Local Government Act 1972.

Date of publication: **Thursday, 11 December 2014**



**SCRUTINY COMMITTEE**

**16:30 to 18:45**

**27 November 2014**

Present: Councillors Wright (chair), Maxwell (vice chair), Barker, Bogelein, Button (substitute for Councillor Manning), Carlo, Galvin, Haynes, Herries, Howard, Packer, Ryan and Woollard

Apologies: Councillor Manning

**1. Declarations of interest**

There were no declarations of interest.

**2. Public questions/petitions**

The chair reported that two questions had been received from members of the public and that the issues that they had raised would be addressed under item 5 (below) Street scene and road safety overview.

**3. Minutes**

**RESOLVED** to agree the minutes of the meeting held on 16 October 2014.

(The committee agreed to the chair's suggestion to amend the agenda order.)

**4. Quarter 2 2014-15 performance report**

(Councillor Arthur, leader of the council, attended the meeting for this item. Councillor Waters, deputy leader of the council and cabinet member for resources, had sent apologies and as he was on other council business.)

The leader of the council introduced the report and referred to the headlines set out in paragraph 2. She commented that whilst 79% of residents reported that they felt safe outside in their local area this level of satisfaction might not be maintained if number of police and police community support officers was reduced. The committee was advised that the processing time for new housing benefit and council tax reduction scheme claims was closely monitored on a weekly basis by cabinet members.

During discussion the executive head of strategy, people and neighbourhoods answered members' questions on the performance report. Avoidable contact was a useful indicator to measure the council's performance at communications and demonstrated where the council's communications had not performed well. A member suggested that involvement in the democratic process would be a good satisfaction measure. The executive head of strategy, people and neighbourhoods confirmed that there would be a new indicator to monitor the performance of the new corporate plan which would include work around local democracy week to promote involvement in local democracy and refreshing the guide on "How to become a councillor". Councillor Arthur said that the council sought to address the challenge of engagement through its neighbourhood model and by increasing access to the council's services online.

Discussion ensued on the areas where performance was "red" and whether the targets were too high. Members noted that there had been a significant increase in demand for benefits and the council tax reduction scheme and that this coincided with seasonal working coming to an end. Discussions at senior level with LGSS had provided assurance that the service would be back on track. Targets were set high and were expected to be a challenge. The council had won awards because of its consistent approach to transformation and performance monitoring across all areas, including its shared services.

In reply to a members' question, the executive head of strategy, people and neighbourhoods said that the committee would be considering the draft corporate plan at its next meeting. There would be 38 performance measures. The current number of performance measures was 34.

**RESOLVED** to note the quarter 2 performance report and the budget monitoring report for the period.

## **5. Streetscene and road safety overview**

(Norfolk County Council officers: Tim Edmunds, chair of the management group of Norfolk's Road Casualty Reduction Partnership and highways network manager; Kevin Allen, project engineer (highway safety), Dave Stephens, team manager network management (analysis and safety) and Iain Temperton, team manager casualty reduction, attended the meeting for this item. Dr Augustine Pereira, consultant in public health medicine, Norfolk County Council and Dr Chris Price, chair of NHS Norwich CCG, attended the meeting for this item. Andy Watt, the head of citywide development was also in attendance.)

(Councillor Stonard, cabinet member for environment, development and transport was also present.)

Tim Edmunds, together with Kevin Allen, gave the presentation on the governance structure for the Road Casualty Reduction Partnership (RCRP) and the functions and terms of reference for the sub-groups. Further details of the partnership's structure, terms of reference and functions were set out in the report to the partnership board, on 11 November 2014 (appendix 2), and the report on Department of Transport's Strategic framework for road safety' (appendix 3). David Stephens presented additional information on casualty statistics and explained

that the definition of “KSI” was killed or seriously injured (ie involving at least an overnight stay in hospital). (A copy of this presentation will be available on the council’s website with the documents for this meeting.)

The chair introduced the discussion and said that a question had been received from a member of the public in which she raised a number of issues about grass verges. The vice chair had also asked a question about verge parking. At its pre-meeting the committee had agreed to refer parking on grass verges to a task and finish group. Discussion ensued on how the committee could include it on its work programme for January 2015. It was suggested that if it was not possible to establish the group before March 2015, members collected information to demonstrate the state of verges in the winter and considered holding an itinerant to identify key problems before the spring. Members were advised that Great Yarmouth Borough Council’s car park steering group had conducted a similar review of “muddy verges.”

Discussion ensued in which highways officers answered members’ questions. This included whether there was a correlation between increases in general car use and the number of accidents. Members were advised that the volume of traffic using the Norfolk network had plateaued in 2008. There were a number of sources of data which included transport to work surveys, census data and evidence provided for the Norwich area transport strategy (NATS). There was not such extensive data on cycle use. Members were also advised on highways policies to reduce road casualties. Implementation of road safety schemes was evidence based with priority being given to interventions which made the most difference to casualty reduction. Schemes could be developed to prevent the occurrence of accidents by creating an environment where all road users used the space as intended. There were other policies to promote cycling and walking.

(Councillor Button left at this point.)

Dr Augustine Pereira presented the report (appendix 1) and outlined the key findings of the research into the efficacy of 20mph speed limits in reducing fatalities and the benefits of 20mph speed limit zones. He also referred to the “softer outcomes” of 20mph zones which included making it safer to walk and for interaction between neighbours. Dr Chis Price added that walking to schools strengthened communities and encouraged exercise as part of life.

In response to members’ questions the committee noted that road casualty statistics did not include injuries received from falls and slips on pavements. There was evidence of increased hospital admissions due to accidents from falls icy weather, and part of the response to this was to ensure that surfaces were cleared as quickly as possible. Prince of Wales Road had received £1m of funding for its redesign to reduce casualties and the current cause of concern about safety in the road was caused by antisocial young men “displaying their cars” rather than drunk drivers. Members were advised of the work of the RCRP subgroup to address the increase in cyclist casualties and target particular groups. This included workplace travel plan workshops aimed at targeting middle-aged males who had got rid of their second car and were cycling to work on the routes that they had previously driven to work rather than taking a more cycle friendly route. Members also sought further information about preventing the use of mobile phones whilst driving and were advised that the

preference was to educate people to change patterns of behaviour. A pilot scheme in Cambridgeshire was using mobile CCTV cameras in large council owned vehicles (fire engines, highways vehicles) to record people using mobile phones.

Discussion ensued on whether the Swedish policy of zero tolerance to KSIs could be achieved and whilst laudable members were advised that it was a costly approach and that casualty reduction could be achieved by targeting road safety schemes on a priority space and 20mph zones in residential areas. The committee was advised that the road network was categorised by “roads” where the primary function was the movement of the vehicle and “streets” where there were vehicle movements and a sense of place. The streets in new housing estates were designed for 20mph speed limits. It was noted that accidents in 20mph zones occurred at junctions. During discussion on whether there should be a gradual reduction of speeds from 60mph to 40mph, it was pointed out that the A11 was the safest road in the county because of its design, use of barriers and safety junctions.

A member referred to the evidence for 20mph zones and asked what the barriers were for the implementation of the council’s objective for implementing 20mph speed limits in all residential areas. The committee was advised of the current financial situation and that funding for local safety schemes provided a better return in terms of reducing KSIs. The Cycle City Ambition funding was being used to extend 20mph areas in the city through the Push the Pedalway schemes. In a reply to a members’ suggestion, the executive head of strategy, people and neighbourhoods confirmed that the committee could receive regular reports on the progress of 20mph speed limits in residential areas and that information on the current position could be circulated to members. The progress against the delivery of 20mph speed limits in residential zones could be a performance indicator and reported as part of the performance monitoring reports.

The committee also considered that streetscene safety should also be measured as a performance as part of a broader approach to casualties from slips and falls..

**RESOLVED to:**

- (1) thank Tim Edmunds, Kevin Allen, David Stephens, Iain Temperton, Dr Augustine Pereira, Dr Chris Price, and Andy Watt for the presentations and attending the meeting;
- (2) consider arrangements to establish a task and finish group to review grass verges and road safety;
- (3) ask the scrutiny officer to circulate a report on the current situation relating to progress on 20mph speed limits in residential areas;
- (4) having formed an overview and understanding of road casualty trends in Norwich and the work that is carried out to reduce casualties, the committee wishes to monitor the performance of:
  - (a) progress against the delivery of 20mph speed limit in residential areas;



- (b) street scene safety.

## **6. Scrutiny committee work programme 2014-2015**

The chair said that the work programme had been amended following consultation with Councillor Galvin and the vice chair, to move down pre-scrutiny of housing communal areas to accommodate “Streetscene and road safety”. The executive head of strategy, people and neighbourhoods said that cabinet was considering a report on “Communal area management and inspections” at its meeting on 10 December 2014. Comments on the report could be submitted to the scrutiny officer.

**RESOLVED** to note the scrutiny work programme.

## **7. Progress update of the task and finish group: Self-esteem and aspiration in communities**

Councillor Galvin updated the committee on the progress of the Self-esteem and aspiration in communities task and finish group. The group comprised Councillors Bogelein, Woollard and Galvin. The group had met several times, held a conference call with Rochdale Borough Council members, held a focus group with officers and two with community groups on how the council could develop its social capital ie how the council and the community can relate with each other to get things done. The group was looking to produce a report for March 2015 with a view to producing a draft in February 2015. If any members wished to be involved or comment on the work of the task and finish group they would be very welcome.

**RESOLVED** to thank the members of the task and finish group and note the report.

CHAIR



## Working style of the 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



DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE ORGANISATION OFFICER CABINET PORTFOLIO COUNCILLOR	REASON FOR TOPIC REQUEST AND OUTCOME SOUGHT
30 Sept 2014	<b>Draft corporate plan</b> – early stage development scrutiny	Councillor Brenda Arthur and Russell O'Keefe	To consider the draft plan when it is in an early stage of development prior to the commencement of a public consultation exercise in October.
30 Sept 2014	<b>Private rented housing market</b>	Councillor Bert Bremner, Russell O'Keefe, Paul Swanborough, Emma Smith and Andy Watt	To consider and look at ways in which the council is able to safeguard tenants in the private rented sector in its work.
30 Sept 2014	<b>Final draft of the agreed scrutiny work programme</b>	Councillor James Wright and Steve Goddard	To agree the scoping element to the agreed topics on the work programme which was set at the 17 July meeting of the scrutiny committee
16 Oct 2014	<b>Welfare reform</b>	Councillor Alan Waters, Councillor Brenda Arthur, Councillor Gail Harris, Bob Cronk, Adam Clark and Boyd Taylor	To look at and evaluate what advice and sign posting is offered to see if it is meeting need and is easily accessed. Ask how those entitled to help who are not coming forward can be reached.
27 Nov 2014	<b>Street scene and road safety overview</b>	Councillor Mike Stonard and Andy Watt with officers from the county council, police and health service.	In forming an overview and understanding of road casualty trends in Norwich and the work that is carried out to reduce casualties, the committee wishes to look at evidence based ways to keep the City's roads safe.
27 Nov 2014	<b>Quarter 2 performance monitoring</b>	Councillor Brenda Arthur and Russell O'Keefe	Identification of any causes for concern and note successes arising from this 6 monthly look at performance monitoring data
27 Nov 2014	<b>Progress update of the task &amp; finish group; Self-esteem and aspiration in communities</b>	Russell O'Keefe and Councillor Lucy Galvin	For the committee to note the progress made by the task and finish group.

<b>DATE OF MEETING</b>	<b>TOPIC FOR SCRUTINY</b>	<b>RESPONSIBLE ORGANISATION OFFICER CABINET PORTFOLIO COUNCILLOR</b>	<b>REASON FOR TOPIC REQUEST AND OUTCOME SOUGHT</b>
18 Dec 2014	<b>Draft corporate plan (and transformation programme)</b>	Councillor Brenda Arthur and Russell O'Keefe	Ongoing scrutiny to consider the draft plan, the transformation programme and the development of the corporate plan towards the end of the public consultation.
18 Dec 2014	<b>Annual equality information report</b>	Councillor Gail Harris and Russell O'Keefe	Pre scrutiny of the report before it goes to cabinet.
15 Jan 2015 (Special meeting)	<b>Rough sleeping and homelessness – challenges and response</b>	Councillor Bert Bremner and Russell O'Keefe	Review of the evidence around the challenges and response to rough sleeping and homelessness and consideration of the council's draft rough sleeping strategy
29 Jan 2015	<b>Pre – scrutiny of the proposed policy and budget framework</b>	Councillor Brenda Arthur and Russell O'Keefe	To make suggestions to cabinet regarding the proposed budget's ability to deliver the council's overarching policy framework (corporate plan).
29 Jan 2015	<b>Environmental strategy</b>	Councillor Mike Stonard and Russell O'Keefe	Pre-scrutiny of the draft strategy before it goes to cabinet.
26 Feb 2015	<b>Pavement and street scene safety</b>	Councillor Mike Stonard, Andy Watt	Overview of the pavement and street scene safety such as trips and falls and winter maintenance around Norwich. To assess issues that may impact on people's safety around the City.
19 Mar 2015	<b>Annual review of scrutiny</b>	Councillor James Wright and Steve Goddard	To agree the annual review of the scrutiny committee's work 2014 to 2015 and recommend it for adoption by council.

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE ORGANISATION OFFICER CABINET PORTFOLIO COUNCILLOR	REASON FOR TOPIC REQUEST AND OUTCOME SOUGHT
19 March 2015	<b>Report of the task &amp; finish group; Self-esteem and aspiration in communities</b>	Councillor Lucy Galvin and Russell O'Keefe	For the task and finish group findings to be presented to the scrutiny committee for adoption.

ALLOCATED ITEMS							
Meeting	Report	Purpose	Portfolio holder Senior Officer	Report signed off by	Management Clearance	Cabinet Briefing / Portfolio Holder?	Exempt? If yes – which paragraph?
<b>CABINET 10 DEC</b>	Quarterly Performance Report	To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 2 of 2014 - 15	Cllr Arthur Russell O'Keefe	26 Nov	Russell O'Keefe	CB	No
<b>CABINET 10 DEC</b>	Council Tax Hardship Relief Policy – <b>KEY DECISION</b>	To seek approval and implementation of the council tax hardship relief policy.	Cllr Waters Anton Bull Executive Head of business relationship management and democracy	26 Nov	Anton Bull	PH	No
<b>CABINET 10 DEC</b>	Private sector housing accreditation scheme and additional licencing of HMOs	To approve adoption of a property accreditation scheme for Norwich and the recommended approach to the additional licensing of HMOs	Cllr Bremner Andy Watt Head of city development services EXT 2691 Paul Swanborough Strategic housing manager EXT 2388 Emma Smith	26 Nov	Andy Watt	PH	No



ALLOCATED ITEMS							
Meeting	Report	Purpose	Portfolio holder Senior Officer	Report signed off by	Management Clearance	Cabinet Briefing / Portfolio Holder?	Exempt? If yes – which paragraph?
			Housing strategy officer EXT 2937				
<b>CABINET 10 DEC</b>	Private sector housing financial assistance policy – <b>KEY DECISION</b>	To approve an updated policy for the provision of financial assistance to home owners to enable them to repair, improve and adapt their properties	Cllr Bremner Andy Watt Head of city development services EXT 2691 Paul Swanborough Strategic housing manager EXT 2388	26 Nov	Andy Watt	PH	No
<b>CABINET 10 DEC</b>	Main town centre uses and retail frontages Supplementary planning document (SPD)	To approve adoption of this new SPD.	Cllr Stonard, Graham Nelson	26 Nov	Graham Nelson	PH	No
<b>CABINET 10 DEC</b>	Greater Norwich growth programme 2015-16 - <b>KEY DECISION</b>	To approve the Greater Norwich growth programme 2015-16 and to recommend to council the inclusion of the Norwich projects in the capital programme for 2015-16	Cllr Arthur Andy Watt Head of city development services EXT 2691	26 Nov	Andy Watt	PH	No

ALLOCATED ITEMS							
Meeting	Report	Purpose	Portfolio holder Senior Officer	Report signed off by	Management Clearance	Cabinet Briefing / Portfolio Holder?	Exempt? If yes – which paragraph?
			Gwyn Jones City growth and development manager EXT 2364				
<b>CABINET 10 DEC</b>	Managing Assets (Housing) - <b>KEY DECISION</b>	To consider the disposal of an area of land	Cllr Bremner Andy Watt Head of city development services EXT 2691 Paul Sutton	26 Nov	Tracy John	PH	Yes (Para. 3)
<b>CABINET 10 DEC</b>	Award of heating installations and boiler replacement contract to Council homes - <b>KEY DECISION</b>	To advise of the tender process for the heating installations and boiler replacement contract to Council homes and consider the award of the contract.	Cllr Bremner, Russell O'Keefe	26 Nov	Russell O'Keefe	CB	No
<b>CABINET 10 DEC</b>	Revenue budget monitoring 2014-15 – periods 6 and 7	To advise of the financial position as at 31 October 2014, the forecast outturn for the year 2014-15, and the consequent forecast General Fund and Housing Revenue Account	Cllr Waters Justine Hartley Chief Finance Officer EXT 2440	26 Nov		PH	No

ALLOCATED ITEMS							
Meeting	Report	Purpose	Portfolio holder Senior Officer	Report signed off by	Management Clearance	Cabinet Briefing / Portfolio Holder?	Exempt? If yes – which paragraph?
		balances.					
<b>CABINET 10 DEC</b>	Capital budget monitoring 2014-15 – quarter 2	To advise of the financial position at 30 September 2014 and the forecast outturn for the year.	Cllr Waters Justine Hartley Chief Finance Officer EXT 2440	26 Nov		PH	No
<b>CABINET 10 DEC</b>	Half year Treasury Management Report 2014-15	To advise of the Treasury Management performance for the first six months of the financial year to 30 September 2014.	Cllr Waters Justine Hartley Chief Finance Officer EXT 2440	26 Nov		PH	No
<b>CABINET 10 DEC</b>	Proposed write off of NNDR bad debt	To consider the proposed write off of one NNDR debt believed to be irrecoverable.	Cllr Waters Justine Hartley Chief Finance Officer EXT 2440	26 Nov		PH	No
<b>CABINET 10 DEC</b>	Managing assets (Non housing) - <b>KEY DECISION</b>	To consider the disposal of a general fund property.	Cllr Waters Andy Watt Head of city development services EXT 2691	26 Nov		PH	Yes (Para. 3)
<b>CABINET 10 DEC</b>	Communal area inspections.	To agree the communal area inspection procedure and approach to communications.	Cllr Bremner Tracy John Head of housing	26 Nov	Russell O'Keefe	PH	No

ALLOCATED ITEMS							
Meeting	Report	Purpose	Portfolio holder Senior Officer	Report signed off by	Management Clearance	Cabinet Briefing / Portfolio Holder?	Exempt? If yes – which paragraph?
			EXT 2939				
<b>CABINET 10 DEC</b>	Submission of a proposal to government under the Sustainable Communities Act 2007 – protection of community pubs	To seek approval for the content of the SCA proposal documentation before formal submission to the Secretary of State.	Mike Stonard, environment, development and transport Senior Officer: Graham Nelson, head of planning service	26 Nov	Graham Nelson	PH	No
<b>CABINET 10 DEC</b>	Transatlantic trade and investment partnership	To consider the transatlantic trade and investment partnership referred to cabinet by Council	Cllr Waters Anton Bull Executive head of business relationship management and democracy	26 Nov	Anton Bull	PH	No
<b>CABINET 10 DEC</b>	Risk management policy update	To seek approval for the council's updated risk management policy	Cllr Waters, Justine Hartley Jonathan Idle, head of internal audit and risk management, LGSS	26 Nov	Justine Hartley	PH	No
<b>SCRUTINY DEC 18</b>	Draft corporate plan	Ongoing scrutiny to consider the draft plan and its	Councillor Arthur Russell O'Keefe	10 Dec	Russell O'Keefe	PH	No

ALLOCATED ITEMS							
Meeting	Report	Purpose	Portfolio holder Senior Officer	Report signed off by	Management Clearance	Cabinet Briefing / Portfolio Holder?	Exempt? If yes – which paragraph?
		development towards the end of the public consultation.					
<b>SCRUTINY DEC 18</b>	Annual equality information report	Pre scrutiny of the report before it goes to cabinet.	Councillor Arthur Nadia Jones	10 Dec	Russell O'Keefe	PH	No
<b>CABINET 14 JAN</b>	Homeless outreach service – <b>KEY DECISION</b>	To agree the recommendations regarding the homeless outreach service	Cllr Bremner Chris Hancock Housing strategy officer EXT 2852 Paul Swanborough Private Sector Housing Manager EXT 2388	24 Dec	Andy Watt	PH	Yes (Para. 3)
<b>CABINET 14 JAN</b>	Greater Norwich growth programme 2015-16	To agree to include the Norwich projects from the Greater Norwich growth programme in the council's capital programme for 2015-16	Cllr Arthur Andy Watt Head of city development services EXT 2691 Gwyn Jones City growth and development manager	24 Dec	Andy Watt	PH	No

ALLOCATED ITEMS							
Meeting	Report	Purpose	Portfolio holder Senior Officer	Report signed off by	Management Clearance	Cabinet Briefing / Portfolio Holder?	Exempt? If yes – which paragraph?
<b>CABINET 14 JAN</b>	Future options for NCAS – <b>KEY DECISION</b>	To outline the options for the future of the NCAS service.	EXT 2364 Cllr Bremner Tracy John Head of housing EXT 2939 Nigel Andrews Tenancy support manager EXT 2572	24 Dec	Russell O'Keefe	PH	Yes (Para. 3)
<b>CABINET 14 JAN</b>	Annual equality information report	To approve the annual equality information report	Cllr Harris Phil Shreeve Policy, performance and partnerships manager EXT 2356 Nadia Jones Policy officer EXT 2368	24 Dec	Russell O'Keefe	PH	No
<b>CABINET 14 JAN</b>	Affordable Housing Supplementary planning document (SPD)	To approve adoption of the revised Affordable Housing SPD.	Cllr Stonard Graham Nelson	24 Dec	Graham Nelson	CB	No
<b>AUDIT 20 JAN</b>							

ALLOCATED ITEMS							
Meeting	Report	Purpose	Portfolio holder Senior Officer	Report signed off by	Management Clearance	Cabinet Briefing / Portfolio Holder?	Exempt? If yes – which paragraph?
<b>COUNCIL 27 JAN</b>							
<b>SCRUTINY 29 JAN</b>	Pre – scrutiny of the proposed policy and budget framework	To make suggestions to cabinet regarding the proposed budget's ability to deliver the council's overarching policy framework (corporate plan).	Councillor Brenda Arthur, Justine Hartley, Chief finance officer		Justine Hartley	PH	No
<b>CABINET 4 FEB</b>	Draft environmental strategy	To approve adoption of the environmental strategy	Cllr Stonard Russell O'Keefe Executive head of service for strategy, people and neighbourhoods. EXT 2908 Richard Willson Environmental strategy manager EXT 2312	21 Jan	Russell O'Keefe	PH	No
<b>COUNCIL 17 FEB</b>							

<b>ALLOCATED ITEMS</b>							
<b>Meeting</b>	<b>Report</b>	<b>Purpose</b>	<b>Portfolio holder Senior Officer</b>	<b>Report signed off by</b>	<b>Management Clearance</b>	<b>Cabinet Briefing / Portfolio Holder?</b>	<b>Exempt? If yes – which paragraph?</b>
<b>SCRUTINY 26 FEB</b>	Council housing communal areas	Working with the tenant scrutiny panel and other tenants and involving the relevant authorities, to review current policy and look into how tenants can use communal areas.	Councillor Bert Bremner, Tracy John	18 Feb	Tracy John	PH	No
<b>CABINET 11 MAR</b>	Quarterly Performance Report		Cllr Arthur Roger Denton Performance and Research Officer EXT 2535				
<b>AUDIT 17 MAR</b>							
<b>COUNCIL 17 MAR</b>							
<b>SCRUTINY 19 MAR</b>	<b>Annual review of scrutiny</b>	To agree the annual review of the scrutiny committee's work 2014 to 2015 and recommend it for adoption of the council	Councillor James Wright and Steve Goddard	<b>11 Mar</b>	<b>Steve Goddard</b>	<b>PH</b>	<b>No</b>
<b>COUNCIL</b>							





ALLOCATED ITEMS							
Meeting	Report	Purpose	Portfolio holder Senior Officer	Report signed off by	Management Clearance	Cabinet Briefing / Portfolio Holder?	Exempt? If yes – which paragraph?
26 MAY							

- 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**?

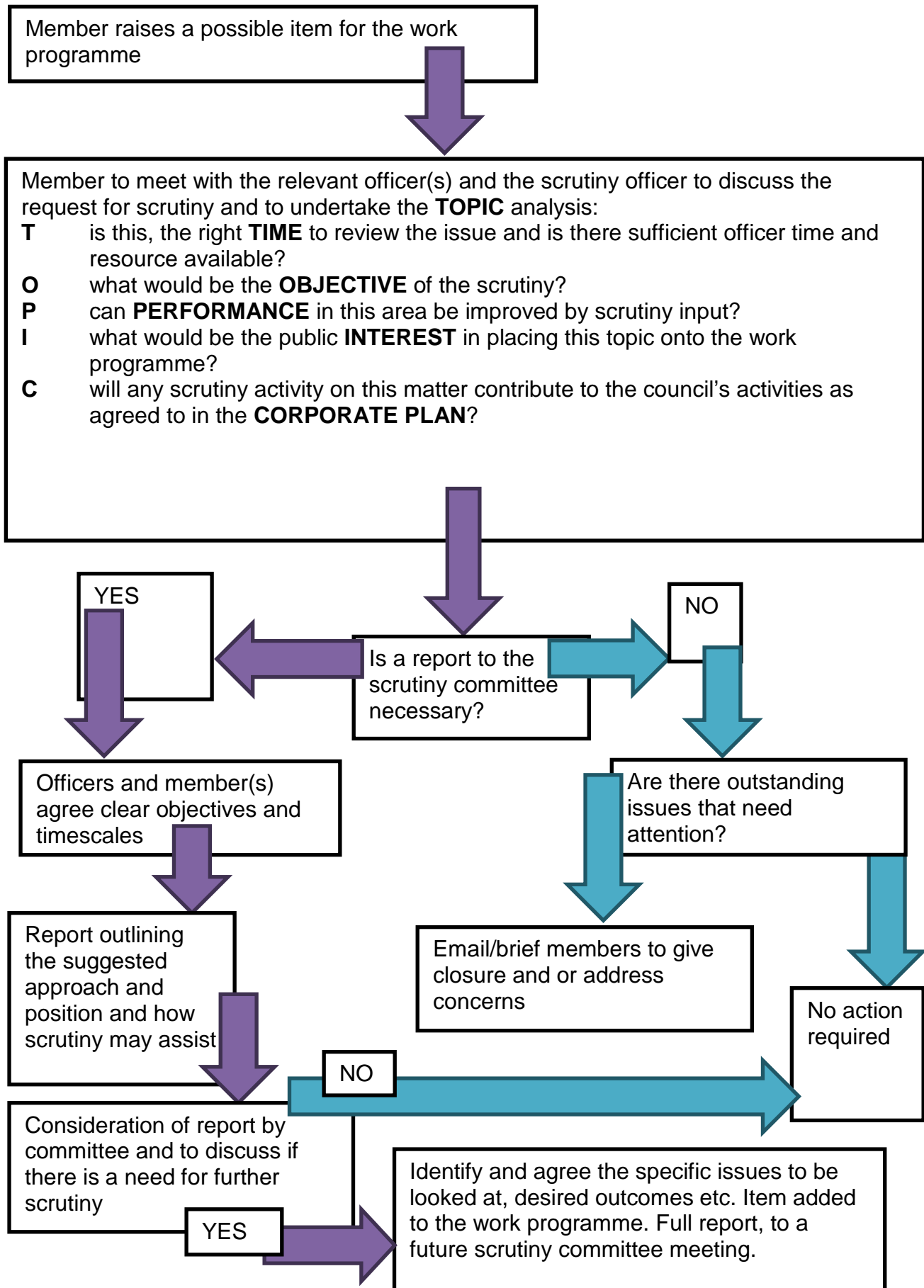
Once the TOPIC analysis has been undertaken, a joint decision should then be reached as to whether a report to the scrutiny committee is required. If it is decided that a report is not required, the issue will not be pursued any further. However, if there are outstanding issues, these could be picked 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**

## Guidance flow chart for placing items onto the scrutiny committee work programme





**Norwich City Council**  
**SCRUTINY COMMITTEE**  
**ITEM 6**

**REPORT for meeting to be held on 18 December 2014**

**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:** Phil Shreeve, Policy, Performance and Partnerships Manager  
Phone: 01603 212356  
Email: [philshreeve@norwich.gov.uk](mailto:philshreeve@norwich.gov.uk)

# Report

## The draft Equality Information Report

1. The annual equality information report is submitted for review and comment ahead of Cabinet.
2. There are no real significant shifts since last year. This report follows last year's format and content
3. Whilst most of the data and content are complete some sections need additional checking
4. There is a statutory requirement for the document to be published before 31 January 2014.

# Equality information report

January 2015

# 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 current corporate priorities:

<b>Equality objective</b>	<b>corporate priority</b>
<b>Tackling hate incidents and crimes</b>	<b>Safe and clean city</b>
<b>Access to quality information, advice and advocacy including financial capability</b>	<b>Prosperous city</b>
<b>Treating people with dignity and respect</b>	<b>Core values</b>
<b>Accessible and safe housing</b>	<b>Decent housing for all</b>

The council's corporate priorities are to be updated in 2015 and the equality objectives in 2016.

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 Gail Harris.

Detailed progress on equalities is monitored by the Business Management Group, made up of all the council's senior managers, on a quarterly basis, meaning all senior employees are responsible for the agenda.



We are working towards the 'achieving level' of the equality framework for local government.

### **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 who help 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.

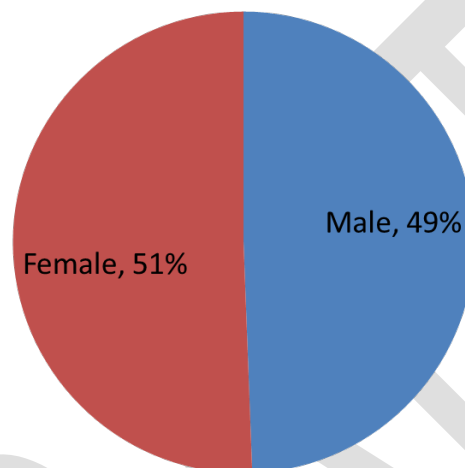
## 2. What do we know?

### 2.1 Demographics

#### Population

The mid-2013 population estimates indicate that **135,900** people live in Norwich, showing that Norwich continues to grow. All demographic figures are from the Office of National Statistics unless otherwise stated.

**Norwich residents by gender - mid-2013 estimates**



#### Ethnicity

Percentage of population – Ethnicity 2011 National census statistics		
	Norwich	England
<b>Total White</b>	<b>90.8</b>	<b>86</b>
White Non-British	6.1	5.5
<b>Total Black, Asian or minority ethnic group</b>	<b>9.2</b>	<b>14</b>
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 which shows that the city is less diverse than the rest of country on average, although has a slightly higher proportion of White non-British residents than is the case nationally .

## Disability

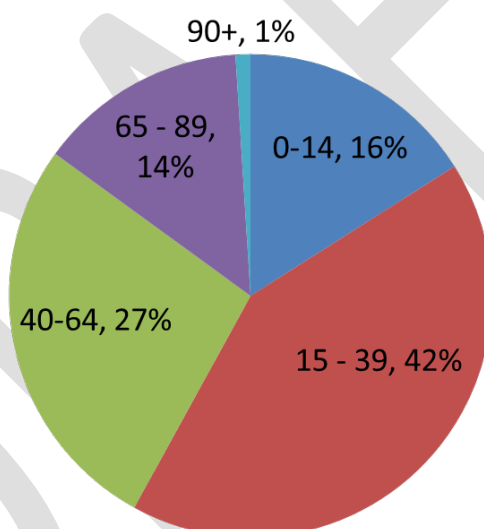
The table below provides responses 'limited a lot' and 'limited a little' to the question: 'Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?'

<b>Disability 2011 National census statistics by percentage</b>			
	<b>A little</b>	<b>A lot</b>	<b>Total</b>
Norwich	9.8	8.6	<b>18.4</b>
England	9.3	8.3	<b>17.6</b>

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-2013 estimates



### Population by broad age group in 2011 in England and Wales

<b>Age group</b>	<b>0-14</b>	<b>15-39</b>	<b>40-64</b>	<b>65-89</b>	<b>90+</b>
<b>Percentage</b>	<b>18</b>	<b>33</b>	<b>32</b>	<b>17</b>	<b>1</b>

Mid-2013 estimates (rounded figures provided)

Norwich has a youthful demographic in comparison to Norfolk and the rest of the country, with 42% of residents in the 15 to 39 age group, as opposed to 33% 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 in employment compared with that of the region and England as a whole June 2014

Year to June 2014	Norwich	East of England	England
Economically inactive - aged 16-64	26.3	19.7	22.4
Economically inactive - aged 16-24	44.3	34.0	38.3
Economically inactive - aged 50+	62.5	56.3	58.2
Economically inactive - aged 65+	89.7	88.5	89.7
Economically inactive - aged 16-64 - Male	22.2	13.1	16.5
Economically inactive - aged 16-64 - Female	30.6	26.3	28.3
Economically inactive - aged 16-64 - White	23.2	19.0	21.0
Economically inactive - aged 16-64 - Disabled	Discontinued	Discontinued	Discontinued

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Levels of the population economically active 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.

The table below also 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) February 2014

	Norwich	East of England	England
People of working age on benefits (working age client group)	15.3	10.8	12.9
All disabled/illness related benefits	8.6	5.9	7.0
All disabled/illness related benefits as percentage of working age client group	56	54.3	54
Claimant count rate (unemployed and seeking work)	3.5	2.3	2.8
ESA/Incapacity benefits (employee support allowance paid to people with disabilities)	7.5	4.8	5.9

### £ Median hourly pay – residents 2014

	Norwich	East of England	Great Britain
Full-time workers	10.95	13.62	13.15
Male full-time workers	11.55	14.30	13.70
Female full-time workers	10.54	12.58	12.34

Median hourly pay for residents has reduced slightly since the last equality information report (which contained 2012 data). Median pay for full-time resident workers in Norwich has decreased by 2.5%, whereas regionally it has increased by 1.4% and nationally 2.1%. This is mirrored for each gender with pay for full-time workers decreasing by 1.2% for men and 1.4% for women against slight increases regionally and nationally. The figures for 2013 are available, and show that most of the local decrease has been between 2013 and 2014 figures.

This has exacerbated the existing local gender pay gap slightly from 9.4% to 9.6%, although this compares favourably with the regional gender gap of 13.7% and national difference of 11%. This widening local gap is counter to the narrowing gap at regional and national level, albeit from a more equal starting point.

These trends mean that Norwich residents continue to earn less than their counterparts regionally and nationally, both in cash and percentage terms, with median pay for resident workers being £2.67 less than the regional figure (19.6% less) and £2.20 less than the national (16.7%). The largest gap is for male workers in Norwich versus East of England at £2.75 per hour, or 19.2% lower.

Another key gap is between the pay of Norwich residents and those working in the city. Figures from November 2013 show that median hourly earnings for people working full time in Norwich (£12.76 per hour) are higher than those for Norwich residents (£11.30 per hour). However, whilst there is a marked difference in median earnings for male full time workers: men working in Norwich (£13.68); men resident in Norwich (£11.67) - for women there is only a slight difference between average hourly median earnings based on the workplace (£10.64) and resident based hourly earnings (£10.74). This shows that higher paid men working in Norwich are more likely than average to live outside of the City Council area and commute in **[NB by the time of publication we should have 2014 figures and analysis for this paragraph.]**

### 3. Norwich city council as an employer

#### 3.1 Who works here?

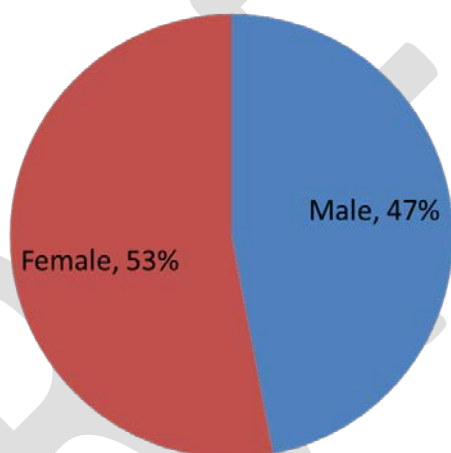
Statistics below are for the period from April 2013-April 2014 unless otherwise stated and are taken from internal records which employees update.

On 31 March 2014 there were **646** employees at the council, a slight increase from the previous year.

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

#### Gender of employees

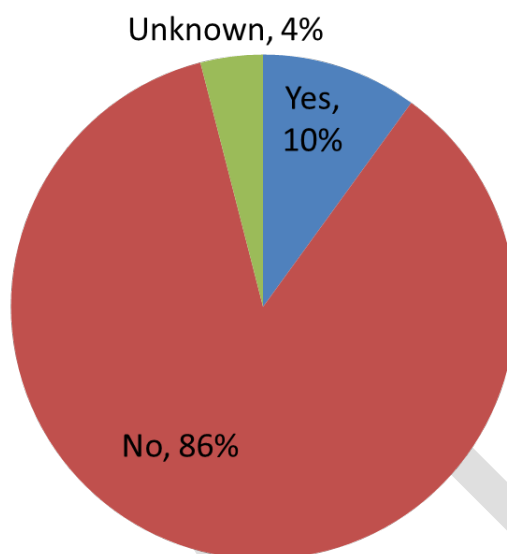
**NCC employees by gender - 2013/14**



Women make up 73 per cent of part time employees and 42 per cent of full time employees. The gender profile for Norwich (Census, 2011) indicates that 46.6% of males are economically active compared to 53.4% of females. These figures continue to reflect a similar proportions are employed by Norwich City Council. Of those on maternity leave 75 per cent returned in the time stated and the other 25 per cent were either still on maternity leave or had not yet notified us of their intentions. No-one has resigned. Similarly to that of last year, the number of women on maternity leave was low (about half the number of the previous year.)

## Disability

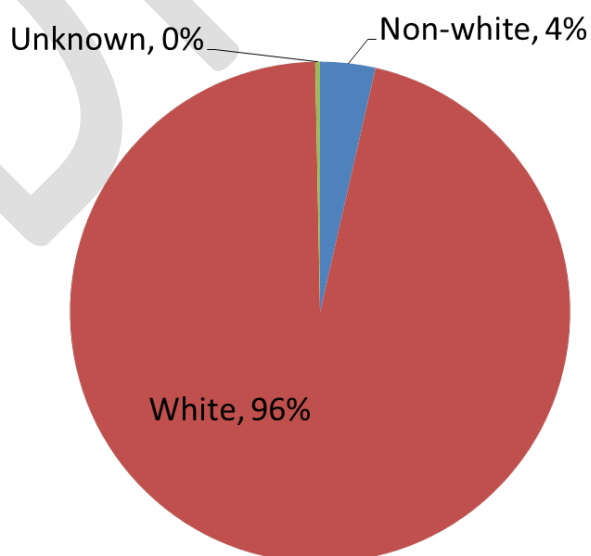
### NCC employees by disability - 2013/14



The proportion of employees with a disability has reduced by one percentage point to 10 per cent. The current local profile indicates that 18.4% of the workforce should be made up from employees who have a disability. The employee survey results were broadly similar with 11% of respondents declaring a disability and 6 % 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

### NCC employees by ethnicity - 2013/14



There is still an under-representation of black and minority ethnic (BAME) employees, as the population stands at approximately nine per cent but only four per cent of employees are from a BAME background. This figure has increased by one percentage point since the previous year. 2.7% of the top 5% of earners are from an ethnic minority.

#### **Percentage of employees by age**

<b>16-29</b>	<b>30-44</b>	<b>45-59</b>	<b>60-64</b>	<b>65+</b>
8.5	37.6	45	7.6	1.4

The majority of employees are between 30 and 59 years old, which largely reflects the demographics of the city. The number of employees at or over retirement has increased slightly from the previous year. There remains an under-representation of younger employees, with a decrease of 1.5 per cent, a figure we would want to see rising rather than decreasing in the years to come.

#### **Other protected characteristics**

Of the 424 respondents to the 2013 employee survey, we know that 44 per cent have no religion, whilst 38 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 be gay, lesbian or bisexual. Six 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.



### 3.2 Training

Number of Training courses attended			Percentages
Gender	Male	990	46.5
	Female	1,137	53.5
Disability	Yes	231	10.9
	No	1,845	86.7
	Unknown	51	2.4
Ethnicity	Non-white	98	4.6
	White	2,015	94.7
	Unknown	14	0.7
Age	16-29	249	11.7
	30-44	872	41.0
	45-59	902	42.4
	60-64	96	4.5
	65+	8	0.4
Totals		2,127	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 salary (£) by full time/part time & gender March 2014			percentage difference
Full time / Part time	Male	Female	
FT hourly rate	13.34	13.34	0%
P/T hourly rate	10.27	12.90	20%

Average salary (£) by full time/part time & gender March 2014			percentage difference
Full time / Part time	Male	Female	
FT hourly rate	14.60	14.88	2%
P/T hourly rate	11.53	12.80	10%

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 2% more on average than male.

The divide is even more pronounced for part-time workers, with the median pay for female part-time employees 20% greater than for male, and on average 10% more, however it should be noted that there are a far greater number of part-time female employees than male.

**Top 5% earners:**

35.14% of top earners are women, which is not representative of the gender split within the workforce.

**3.4 Recruitment**
**Recruitment by age, disability, gender and ethnicity for 1 April 2013 to 31 March 2014**

Applicants	Ethnicity			Disabled			Gender		
	White	Non-white	Unspecified	Yes	No	Unspecified	Female	Male	Unspecified
Applicants	1,165	78	70	127	1,108	78	676	591	46
Shortlisted	323	19	4	46	294	6	197	145	4
Offered	73	6	2	6	74	1	47	32	2

**3.5 Disciplinary/Grievances**

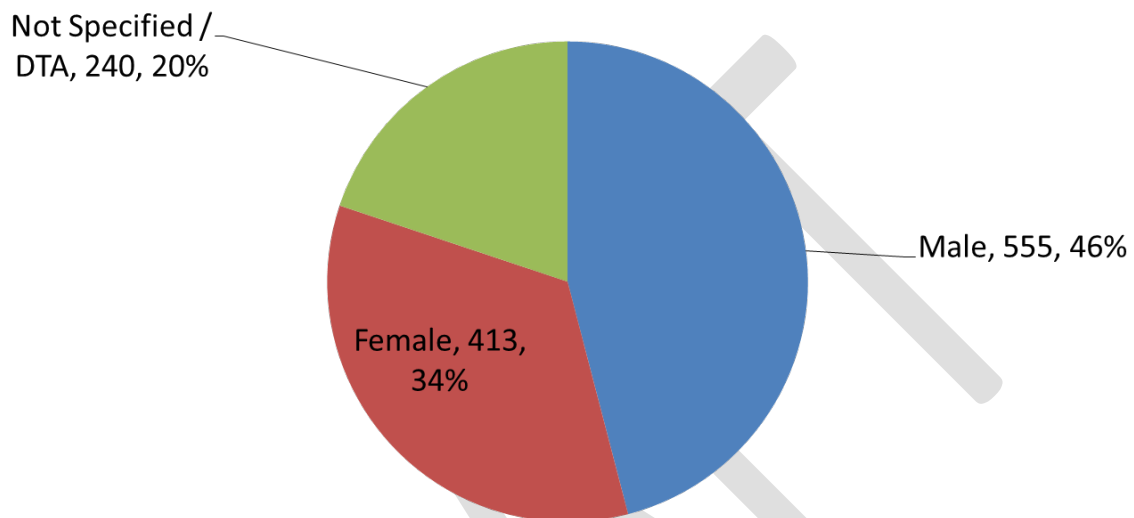
The data available regarding disciplinary, grievance, leavers and promotions for April 2013-14 is not appropriate to publish as some data sets are less than ten employees at a time which may suggest trends that do not exist. Low numbers also pose a threat to the confidentiality of staff.

## 4. Customer complaints and satisfaction rates

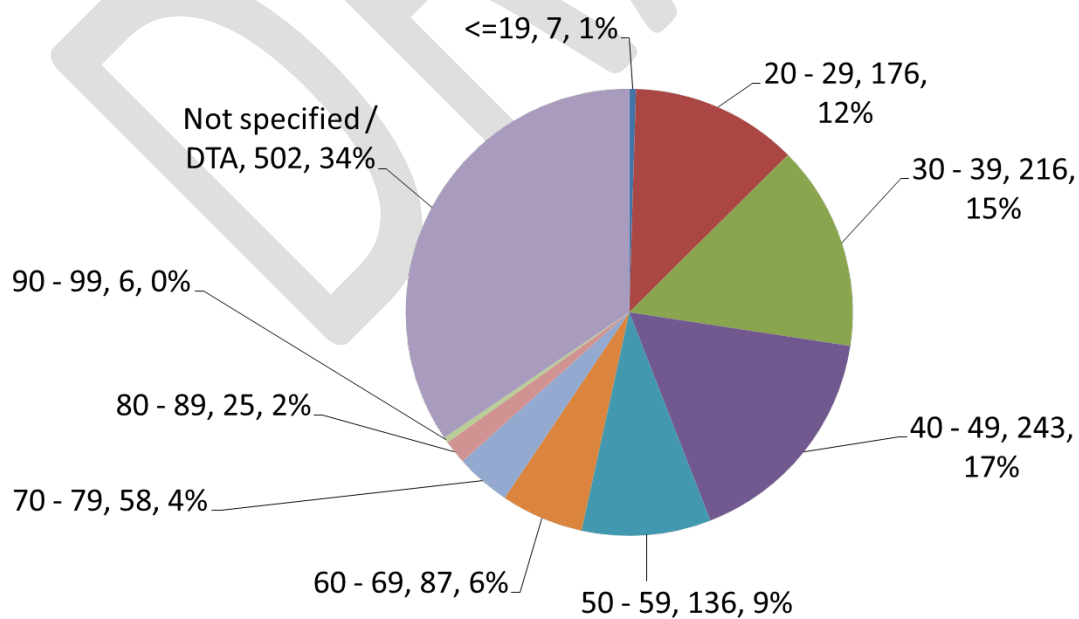
### 4.1 Complaints

There were **1,453** complaints from April 2013 to March 2014.

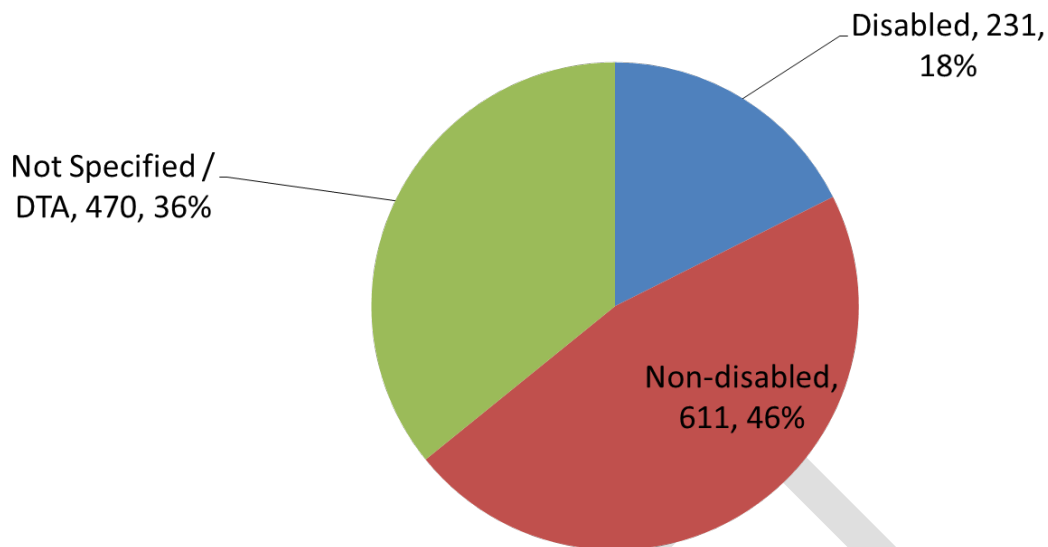
**Total complaints by gender 2013/14**



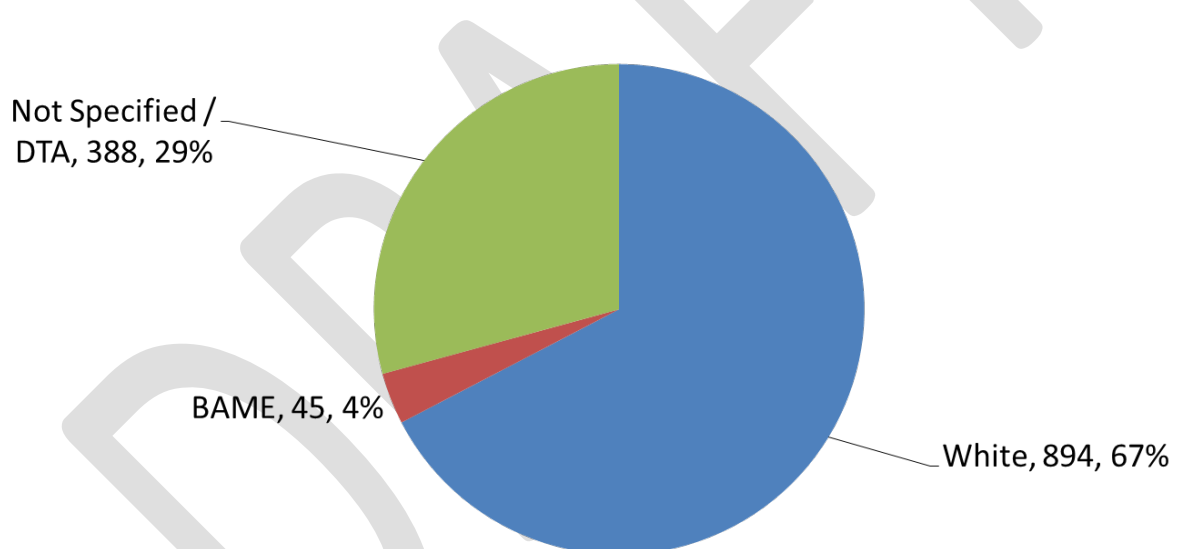
**Total complaints by age 2013/14**



### Total complaints by disability 2013/14



### Total complaints by ethnicity 2013/14



At first glance this suggests that residents with a disability are more likely to complain about our services. However with a large number of unknown / did not answer responses it may be that responses more generally reflect the population of the city. Furthermore satisfaction data (see 4.2 below) does not indicate a significant difference in satisfaction levels between residents with or without a disability.

## 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 2013-14.

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 2571 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 %
Black Asian Minority Ethnic group	9.2	7	78	14	8
White (including non British groups)	90.8	93	80	14	6

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

There is only a 2% difference in satisfaction levels between white and BAME residents which given the relatively low numbers does not represent a significant cause for concern. This also represents a narrowing of the gap in levels of satisfaction on previous years.

**Gender:** The table below indicates satisfaction levels by gender, with female customer more satisfied than male by just over half a percentage point.

Gender	Number of survey responses	Good %	Satisfactory %	Poor %	Overall Satisfaction %
Female	1504	80	15	5	94.48
Male	1009	79	15	6	93.95

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, with under 19s and those aged between 60 and 79 (i.e. two of the groups below combined) less satisfied than other age groups.

Age Group	Number of survey responses	Good %	Satisfactory %	Poor %	Overall satisfaction %
<=19	47	79%	13%	8%	91.48
20-29	531	82%	14%	4%	95.85
30-39	516	80%	15%	5%	95.15
40-49	478	78%	16%	6%	93.72
50-59	342	79%	15%	6%	93.56
60-69	304	77%	15%	8%	92.10
70-79	162	78%	13%	9%	91.35
80-89	75	84%	11%	5%	94.66

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:

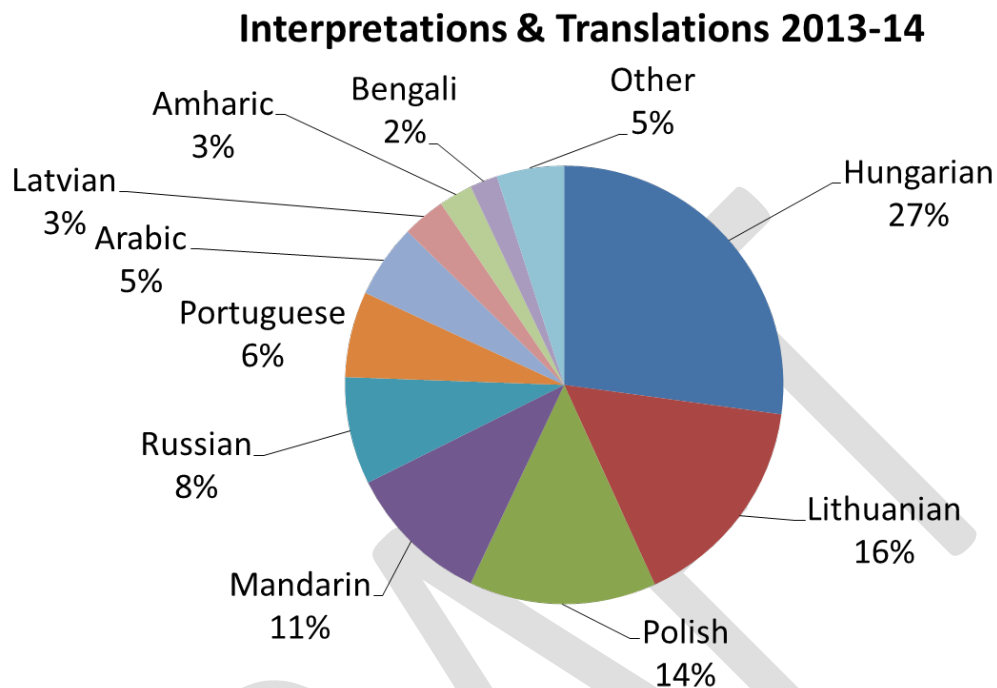
Disability	Number of survey responses	Good %	Satisfactory %	Poor %	Overall satisfaction %
Non-disabled	1958	81	14	5	95
Disabled	420	73	17	10	90

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.

As with last year's figures, a greater proportion of customers with a disability are dissatisfied with services. However, figures are so low that it would be difficult to come to any meaningful conclusion as slight changes would have greater impact.

### 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, Norwich City Council 2013-2014:



This chart shows the numbers of interpreters and translators used by the council for the top 10 most commonly requested languages during the period July 2013 to March 2014. The category 'other' includes BSL interpreters, who were used on 4 occasions during the period.

We do not have precise numbers for requests for interpretation and translation, so these figures give a general idea of trends. The numbers of requests are always quite low so any conclusions about patterns are tentative. Although there is a marked increase in the use of Hungarian interpreters during the period, this could be down to a single individual or family requiring intensive support during the period as opposed to a widespread increase in local Hungarian speakers. 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. This has developed in tandem with the Norfolk Community Relations and Equality Board. 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.

In addition this year, Norwich City council has been involved in a pilot project to monitor community tensions, along with Norfolk Constabulary and Gt Yarmouth Borough council, which has helped to better inform our neighbourhood response to low level tensions to help combat situations escalating to hate incidents or crimes. Approx 50% of the community tensions recorded involved an element of protected characteristic(s).

#### 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.

<b>(Q2) July 2013- (Q1) June 2014</b>		
<b>Hate incidents</b>	<b>Norwich</b>	<b>Norfolk</b>
Race	168	381
Homophobic/Transphobic	63	140
Faith	19	39
Disabled	36	103
Hate Other	15	41
<b>Total hate incident indicators</b>	<b>301</b>	<b>704</b>
<i>Total number of hate incidents</i>	<i>282</i>	<i>640</i>
<b>Hate crimes</b>	<b>Norwich</b>	<b>Norfolk</b>
Race	99	283
Homophobic/Transphobic	20	73
Faith	10	18
Disabled	24	77
Hate Other	7	42
<b>Total hate crime indicators</b>	<b>160</b>	<b>493</b>
<i>Hate crime totals without indicators</i>	<i>161</i>	<i>483</i>

A crime or incident can be marked with a multiple number of relevant indicator flags (this means that it could be a race and faith crime and marked as both) which is why there are two figures for totals in the period reviewed.



As noted in previous equality information reports, the majority of hate crimes or incidents are not reported, so what we seek are higher, not lower figures. Norwich has seen a 22.6% increase in reported hate incidents since the last report (26.5% increase in indicators) but a 6.9% decrease in reported hate crimes during the period (albeit an 18.5% increase in the number of indicators for those crimes, which is primarily down to a the closing of the significant gap between numbers of reported hate crimes and indicators in the last report). This is compared with Norfolk which has seen around an 11% increase in both reported hate incidents and hate crimes.

## **5.2 Domestic abuse**

We currently have an officer acting as vice chair of Domestic Abuse Sexual Violence Board (DASVB); which has a remit to progress actions within the 'Violence against women and girls' policy, as well as lessons learned from domestic homicide reviews locally.

Employees have as a result of this partnership the opportunity to undertake free training on domestic abuse awareness; domestic abuse, stalking and harassment risk model, 'honour' based abuse, female genital mutilation (FGM); domestic abuse briefing sessions; basic, entry level, online abuse, 'sexting' and grooming) available to statutory and voluntary agencies across Norfolk.

This sub group also delivers an annual domestic abuse conference for practitioners and strategic managers. The DASVB also co-ordinate the annual week long 'Norfolk Says No' campaign; to raise awareness of domestic abuse and sexual violence, promoting healthy relationships and the support services available. This is a high profile campaign involving local dignitaries and ambassadors and involves activities and events delivered by, for and through voluntary, statutory and corporate sector partners. This year the campaign was launched at Norwich City council's City Hall with the message that anyone can suffer from domestic abuse. A wide range of activities took place in all four Norwich neighbourhoods, as well as the city centre, to help raise awareness of the issues and support services available. In addition this year, a strand of the campaign called 'Norfolk Men Say No' was launched, to increase involvement of men and boys in standing up to say no to domestic abuse and sexual violence.

DASVB has also developed a 'model' domestic abuse workplace policy, as guidance for organisations to use to support employees and volunteers that are subject to domestic abuse. It holds a web page on the county council website with links to resources for individuals and partner organisations.

Norwich City Council will be applying for white ribbon status this year, following the 'Norfolk Says No' campaign, highlighting the ongoing services it provides to support victims of domestic abuse and the non acceptance of abusive behaviours by perpetrators.

Norwich City Council has been involved this year in a project to improve the County's response to domestic abuse. Four work streams have been identified for implementation this year; to provide a more co-ordinated partnership approach to commissioning, improve workforce capabilities, improve service delivery and

increase marketing and awareness. The aim of the domestic abuse change programme is to provide more cohesive, comprehensive services that are consistent across the county, to ensure all voluntary and public sector staff are trained to have a 'public welfare responsibility', to change how we talk about domestic abuse by reducing the stigma, making it easier to both ask about and tell about domestic abuse and then communicate this effectively across the county. Norwich City council leads on one of those work streams and inputs into the other three.

DRAFT

### **5.3 Training undergone by Norwich City Council staff**

- Leading equality & 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
- Domestic abuse awareness
- Child sexual exploitation awareness
- Recruitment and selection training for managers (mandatory)
- Hate crime e-learning package
- Equalities & diversity e-learning package (mandatory for all new employees)

### **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 annual Refugee week here at City Hall for the past five years (launch attended by Lord Mayor or Sheriff and Councillors).
- 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.
- We commissioned a Human Library event in The Forum to promote dialogue, reduce prejudices and encourage understanding.
- 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 a regular community and neighbourhood bulletins which enables those that might not otherwise get a chance for a wider audience e.g. media/councillors/other groups and to be aware of opportunities available to them.
- We run regular City Hall tours for communities to meet staff and Councillors, and gain an understanding of how the Council and how the democratic process works.
- LGBT History Month – we have hosted events at City Hall for three years running
- 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 surrounding area
- Norwich Access Group liaises with Food safety team on the Business Merit scheme

- When updating our website we used the feedback from disabled volunteers with visual impairments and learning disabilities.
- We support the Women's Institute who run 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 five years (launch attended by Lord Mayor or Sheriff and Councillors).
- 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 to provide an income maximisation service aimed at a vulnerable section of the Norwich community.
- 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 1:1 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, in partnership with Voluntary Norfolk as well as workshops on specific funds and meeting those funders with the Big Lottery, Tudor Trust, NCC and Norfolk Community Foundation as examples.
- On-going community engagement at a neighbourhood level and specifically for communities of interest working across the city.

**If you would like further information about the contents of this report please contact the Council by calling 01603 212368 or via email at [performance@norwich.gov.uk](mailto:performance@norwich.gov.uk)**

**Norwich City Council**  
**SCRUTINY COMMITTEE**  
**ITEM 7**

**REPORT for meeting to be held on 18 December 2014**

**Draft corporate plan 2015-2020 and Transformation programme  
2015/16**

- Summary:** The report sets out the council's current draft corporate plan, including performance measures and the transformation programme for 2015/16.
- Conclusions:** The report should enable the scrutiny committee to determine any recommendations they would wish to make on the draft plan and performance measures and the transformation programme.
- Recommendation:** To determine any recommendations scrutiny would wish to make to cabinet.
- Contact Officer:** Russell O'Keefe, Executive head of strategy, people and neighbourhoods  
Phone: 01603 212908  
Email: russello'keefe@norwich.gov.uk

# Report

## The new draft corporate plan framework 2015-2020

1. The council's current corporate plan 2012-2015 will end in March 2015. Work has, therefore, been progressing to develop a new corporate plan. The corporate plan sets out the overall strategic direction of the council including its vision and priorities. This guides everything the council will do for the city and its residents and visitors for the period. As such, the plan acts as the overarching policy framework for the council.
2. A draft new corporate plan framework for 2015-2020 (annex A) which will act as the basis for a new full plan is currently being consulted upon.
3. The current corporate plan is monitored by means of a range of performances measures across each of the priorities. These are monitored through the council performance management framework and are then reported each quarter to cabinet and every six months to scrutiny.
4. A similar approach is proposed for the new plan for 2015-2020 and officers have worked with portfolio holders to consider how best to measure the new proposed priorities. Measure have been chosen that can best show progress towards the priorities whilst recognising the need to have measures that can easily and accurately be collected without incurring significant additional costs.
5. There needs to be a balance between accountability and frequency of performance reporting and avoiding data collection burdens purely for their own sake. Measures should also be seen in those terms; indicators of progress toward important priority outcomes and as such fluctuate and may be reactive to a range of external as well as internal changes and pressures.
6. At annex B the proposed measures are set out including a short rationale for their inclusion and their frequency of monitoring. Additionally targets are proposed where possible for each of the next three years. Targets have been set looking at:
  - Current performance (where applicable).
  - Comparable performance of similar organisations (where possible).
  - The planned approach to delivery.
  - Likely resourcing levels.
  - What is likely to be achieved but balancing the need to also be stretching.
7. These targets can be re-evaluated on an annual basis to reflect changes during the year and will be considered via the scrutiny, cabinet and council process. We also plan to look at target setting for the final two years of the new corporate plan nearer to the time so they more closely reflect the operating environment.
8. In terms of reporting progress a "Red / Amber / Green" (RAG) method is used to indicate performance. Very generally to be green, performance needs to be at or above target level, to be amber it needs to be ten per cent below target or better and to be red it needs to be worse than ten percent away from target.

However, in some instances other arrangements may be made based upon the specific measure, the degree of likely variation or if a percentage variation is not appropriate. These have not been finalised at present and will be worked on ahead of the final report to scrutiny, cabinet and council in February.

9. In some cases meaningful data is not available on a quarterly basis or a six monthly basis. It may be possible on some of those cases to report other measures as a proxy for the annual or other frequency data. For example, the measure of council housing meeting the Norwich standard can only be calculated at the end of each financial year. However, regular reports on key capital programmes designed to deliver that standard will indicate progress toward that annual target during the year.

### **Medium term financial strategy (MTFS)**

10. Due to the combined effects of government funding reductions, inflation and other budgetary pressures the council's current MTFS shows a requirement for the council to find net general fund revenue savings of approximately £1.75 million per year. Net savings take into account any growth or other budgetary requirements to result in a final overall reduction. These reductions would be in addition to the approximately £26 million (£98 million cumulative) of general fund revenue savings the council has already delivered over the past six years.

### **Development of the income and savings options for 2015-16**

11. Guided by the council's current corporate plan 2012-2015, its 'changing pace blueprint' and the results of previous budget consultations, a range of work has been carried out across the council, through the transformation programme, to develop options for further income and savings.
12. From this work it is believed that the required net savings of £1.75 million for 2015/16 can be met through generating income and continuing to change the way the council works.
13. The current proposed income and savings options for 2015-16 can be found at annex C and annex D (within the exempt part of the report).
14. The total amount of these income and savings options take into account the expected level of growth for the budget for 2015-16, the potential for changes following consultation which is currently ongoing, and the potential for not achieving certain income or savings proposals. It is considered with the total options included that the net reduction of approximately £1.75million should be achievable for 2015-16.
15. Some of the savings would inevitably further reduce the council's overall capacity and its ability to do new work for the city. However, we don't believe any of them should significantly impact the key services for 2015-16 that the public receive from the council.

### **Overall timescales**

16. The overall timescales are set out in the table below.

	Activity	Timescale
1	12 week public and partner consultation carried out	13 October – 6 January 2015
2	Scrutiny consider proposed performance targets for the corporate plan	18 December 2014
3	Full draft corporate plan considered alongside draft budget by scrutiny, cabinet and council	29 January, 4 February, 17 February 2015



EARLY DRAFT NORWICH CITY COUNCIL CORPORATE PLAN FRAMEWORK 2015 - 2020										
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)	To maintain street and area cleanliness		To support the development of the local economy and bring in inward investment through economic development and regeneration activities		To reduce financial and social inequalities		To deliver our annual Healthy Norwich action plan with our key partners to improve health and wellbeing in the City		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 provide efficient and effective waste collection services and reduce the amount of waste sent to landfill		To advocate for an effective digital infrastructure for the City		To advocate for a living wage across the City		To support the provision of an appropriate housing stock in the City including bringing empty homes back into use and building new affordable homes		To continue to reshape the way the council works to realise our savings target and improving council performance wherever possible.	
	To work effectively with the police to reduce anti-social behaviour, crime and the fear of crime		To maintain the historic character of the City through effective planning and conservation management		To encourage digital inclusion so local people can take advantage of digital opportunities		To prevent people in the City from becoming homeless through providing advice and alternative housing options		To improve the efficiency of the council's customer access channels	
	To protect residents and visitors by maintaining the standards of food safety		To provide effective cultural and leisure opportunities for people in the City and encourage visitors and tourists to the City		To reduce fuel poverty in the City through a programme of affordable warmth activities		To improve the council's own housing stock through a programme of upgrades and maintenance and provide a good service to tenants		To maximise council income through effective asset management, trading and collection activities	
	To maintain a safe and effective highway network in the City and continue to work towards 20mph zones in residential areas						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			
	To mitigate and reduce the impact of climate change wherever possible and protect and enhance the local environment									
	To reduce the council's own carbon emissions through a carbon management programme									
HOW WE MEASURE WHAT WE ARE ACHIEVING (KEY MEASURES AND PROJECTS)	% of streets found clean on inspection	% of people satisfied with waste collection	Number of new jobs created through council funded activity	Amount of funding secured by the council for regeneration activity	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 customers satisfied with the opportunities to engage with the council	% of council partners satisfied with the opportunities to engage with the council
	% of people feeling safe	Residual waste measure	Number of new business start ups	Digital infrastructure project measure - deployment of city centre WIFI	Number of additional organisations paying the living wage	Delivery of the digital inclusion action plan	Number of empty homes brought back into use	No of new affordable homes delivered	Delivery of local democracy engagement plan	
	% of food businesses achieving safety compliance	% of residential homes on a 20mph street	New planning measure e.g quality based upon planning advisory service model	% of people satisfied with leisure and cultural facilities	Number of private sector homes where council activity improved energy efficiency	Hybrid benefits measure to cover amalgam of a number of existing data	Number of people prevented from becoming homeless	Number of people where the work of the home improvement agency has enabled them to maintain independent living	% of residents satisfied with the service they received from the council	Council achieves savings targets
	New transport measure - all accidents data	New cycling measure - possibly adults cycling 5 times per week	Volume and value of visitors to the City				% of council properties meeting Norwich standard	% of people satisfied with the housing service	Measure on suitable channel shift - match offer to demand	Avoidable contact levels
	CO2 emissions for the Norwich area	CO2 emissions from local authority operations					Number of private sector homes made safe		% of income generated by the council compared to expenditure	% of income owed to the council collected
	% of people satisfied with parks and open spaces	% of people satisfied with their local environment								
KEY SERVICES CONTRIBUTING	City wide services	Local neighbourhoods service	City development service	Local neighbourhood services	Policy, performance and partnerships	Local neighbourhood services	Policy, performance and partnerships	City development service	All services	All services
	City development services	Customer contact service	Planning service	Policy, performance and partnerships	Customer contact service	Business relationship management service	Housing service	Customer contact service		
	Policy, performance and partnerships	Environmental strategy	Business relationship management service	Culture and communications service	Environmental strategy					
			Customer contact service							



<b><u>Annex B - Corporate Plan 2015-20 Draft Measures and Targets</u></b>											
	Measure	Is it new/ revis ed	Priority	Portfolio Holder	Senior Officer	Target 2015/1 6	Target 2016/1 7	Target 2017/1 8	How is it measured?	Reporti ng Freque ncy	Notes / comments / recent data
PV C1	Number of new jobs created/ supported by council funded activity		Prospe rous and vibrant	Leader	Executive head of regenerati on and developm ent	300	300	300	New jobs created by new businesses moving into the area that have received support directly from the council's economic development team including jobs that have been created/ supported via Enterprise Norfolk/ Norwich Enterprise Centre in new business start- ups.	6 monthl y	This attempts to show how we as a council can have impact within wider macro- economic effects. Latest data: 147 (Q2 2014/15); 381 (2013/14)

PV C2	Amount of funding secured by the council for regeneration activity		Prosperous and vibrant	Leader	Executive head of regeneration and development	£250,000	£250,000	£250,000	The definition of "secured" is money actually claimed or drawn down within that financial year. Under "regeneration" any projects which contribute to the sustainable growth of the city are included (e.g. the Cycle City Ambition Grant funding)	Quarterly	£2.612m received for 2014/15 (Pedalways, DfT)
PV C3	Number of new business start ups	NEW	Prosperous and vibrant	Leader	Executive head of regeneration and development	100	100	100	New business start-ups as recorded by Enterprise Norfolk/ Norwich Enterprise Centre and New Anglia LEP growth hub activity. Data will be reported annually.	Annual	

PV C4	Provision of free wi-fi in City Centre	NE W	Prosperous and vibrant	Leader	Executive head of regeneration and development	Yes	Yes	Yes	Free Wi-Fi is available throughout the whole of the Business Improvement District area of city centre.		Whilst this is due to complete in 2015 additional measures may be designed for later years to support the digital infrastructure priorities
PV C5	Planning service quality measure	NE W	Prosperous and vibrant	Environment, development and transport	Executive head of regeneration and development	tbc	tbc	tbc	This will use a new system being run by PAS (Planning Advisory Service). Applicants, neighbours (who submit comments) and consultees will each be asked 4 questions in relation to: helpfulness, clarity of decision, use of time (timeliness)	Quarterly	This will not be in place nationally until 2015 so data is not available yet against which to set targets. These will be set mid way through 2015/16. In the mean time existing measures on the speed of the decision process will

									and use of information. This can be monitored from April but we need to look at results over the first 3-6 months in order to be able to set targets.		be reported to help keep track of the planning function
PV C6	% of people satisfied with leisure and cultural facilities		Prosperous and vibrant	Leader	Executive head of communications, customer services & culture	85%	90%	95%	This is currently measured on a 6 monthly basis using customer satisfaction surveys at the Norman Centre, Riverside Swimming Centre and The Halls. Response is weighted so that the surveys at the Norman Centre and Riverside each count 45% towards the overall satisfaction figure and the survey of	6 monthly	Performance, Q2 2014/15 - 92% satisfied; 2013/14 - 97%

									Halls "users" contributes 10% to the combined measure.		
PV C7	Number of visitors to the City	NE W	Prosperous and vibrant	Leader	Executive head of communications, customer services & culture	10,927,000	11,200,000	11,424,000	This will be measured by looked at the numbers of staying visitors and day trips to the city. The figure is from the Tourism Volume and Value research for Norwich, produced annually in conjunction with the County Council .	Annual	Results are released around April each year for the preceding calendar year. Consequently results will usually be some months behind. Therefore the proposed targets for 2015/16 will relate to visitor numbers in 2014 and so on. Latest data: 2013 = 10,661,000

SC L1	% of streets found clean on inspection		Safe, Clean & low carbon	Neighbourhoods and community safety	Executive head of strategy, people and neighbourhoods	94%	94%	94%	Uses former national methodology to measure the percentage of streets that are "dirty" with respect to a) litter and b) detritus. This measure uses a simple average of those 2 figures to determine % dirty. The figure reported is the % clean = (100 - % dirty)	Quarterly	Tranche 1 2014/15 - 94%;
SC L2	% of people satisfied with waste collection		Safe, Clean & low carbon	Neighbourhoods and community safety	Executive head of strategy, people and neighbourhoods	85%	85%	85%	By way of a survey on our website. Quarterly performance is reported and a rolling year % is also provided in the commentary.	Quarterly	Q2 2014/15 - 84%; rolling year = 80%



SC L3	% of people feeling safe		Safe, Clean & low carbon	Neighbourhoods and community safety	Executive head of strategy, people and neighbourhoods	76%	77%	78%	This is measured by a quarterly survey. Callers to the Council are asked if they'd be prepared to take a short survey. The figure reported is a simple average of those agreeing that they feel very/ fairly safe outside in their local neighbourhood a) during the day; and b) after dark.	Quarterly	Q2 2014/15 - 79%; year to date = 78%
SC L4	Residual household waste per household (Kg)	NE W	Safe, Clean & low carbon	Neighbourhoods and community safety	Executive head of strategy, people and neighbourhoods	384Kg	373Kg	362Kg	Uses the methodology for the former national indicator NI191 (Residual household waste (Kg) per household)	Quarterly	These are annual target figures per household and will hopefully be capable of suitable profiling over each quarter. 2013/14 outturn is 426Kg/

											household
SC L5	% of food businesses achieving safety compliance	Revised name	Safe, Clean & low carbon	Customer services	Executive head of strategy, people and neighbourhoods	90%	90%	90%	Quarterly figure for the percentage of food businesses that are broadly compliant with food hygiene I, which is a former national measure.	Quarterly	2013/14 = 91%; Q2 2014/15 90%
SC L6	% of residential homes on a 20mph street	NEW	Safe, Clean & low carbon	Environment, development and transport	Executive head of regeneration and development	32.6%	40.4%	48.1%	Number of residential properties on 20mph streets as a percentage of all residential properties in the Norwich City Council area	Quarterly	then be finalised.
SC L7	Number of accident casualties on Norwich roads	NEW	Safe, Clean & low carbon	Environment, development and transport	Executive head of regeneration and development	400	400	400	Rolling year figure for all killed or seriously injured + all road casualties - slight injuries.	Quarterly	This should give a more meaningful indication of the extent of road related accidents rather than

											solely those classified as KSI (as is currently the case). Recent data: Sep 2011 453; Mar 2012 438; Sep 2012 360; Mar 2013 376; Sep 2013 409; Mar 2014 431; Apr 2014 446; Oct 2014 461.
SC L8	% of adults living in the City Council's area who cycle at least once per week	NE W	Safe, Clean & low carbon	Environment, development and transport	Executive head of regeneration and development	23%	25%	27%	Source is the Depart for Transport. Published in April each year, this also allows comparisons between local authority areas.	Annual	This aligns to longer term targets as part of the Push the Pedalway scheme and also reflects that increases may not always be along a

											smooth progression line. Where possible it may be possible to provide additional information in commentaries on satisfaction with cycling and numbers of cyclists passing fixed count locations. 2012/13 = 17%
SC L9	CO2 emissions for the local area	NE W	Safe, Clean & low carbon	Environment, development and transport	Executive head of regeneration and development	2%	2%	2%	This measure uses the methodology of the former national indicator ("Per capita reduction in CO2 emissions in the LA area"). Target is for emissions to be	Annual	Department for Energy and Climate Change produce this data but results lag at least two years behind

									reduced by 2%.		
SC L10	CO2 emissions from local authority operations		Safe, Clean & low carbon	Environment, development and transport	Executive head of regeneration and development	2.2%	2.2%	2.2%	Uses the methodology for the former national indicator NI185. Reported annually, usually around July each year. Target is to reduce emissions by 2.2%.	Annual	2013/14 - 5.8% reduction compared with previous year
SC L11	% of people satisfied with parks and open spaces		Safe, Clean & low carbon	Neighbourhoods and community safety	Executive head of strategy, people and neighbourhoods	75%	75%	75%	By way of a survey on our website. Due to current response rates a rolling 12 month % is reported each quarter	Quarterly	Latest figure - 72% (rolling year)
SC L12	Measure relating to bus usage	NEW	Safe, Clean & low carbon	Environment, development and transport	Executive head of regeneration and development	Tbc	Tbc	tbc	Currently, options for a measure are being explored.		

SC L13	Percentage of people satisfied with their local environment	NE W	Safe, Clean & low carbon	Neighbourhoods and community safety	Executive head of strategy, people and neighbourhoods	75%	78%	80%	Proposal to use the Customer Contact Centre to undertake the survey four times per year	Quarterly	2008 Place Survey - 80% very/ fairly satisfied
FA C1	Delivery of the reducing inequalities action plan	NE W	Fair city	Deputy Leader and Resources	Executive head of strategy, people and neighbourhoods	Yes on target	Yes on target	Yes on target	This will be a measure relating to the delivery of an action plan which at this stage needs working up and formal approval		
FA C2	% of people saying debt issues had become manageable following face to face advice		Fair city	Deputy Leader and Resources	Executive head of strategy, people and neighbourhoods	84%	86%	88%	Results from the surveys of people who had received debt advice from organisations supported by Norwich City Council./ Users are surveyed approx. 6 months after receiving advice.	6 monthly	This represents a significant increase in the target, based upon recent results. Q2 2014/15 - 94%; 2013/14 - 69%

FA C3	Delivery of the digital inclusion action plan	NE W	Fair city	Deputy Leader and Resources	Executive head of communications, customer services & culture	Yes on target	Yes on target	Yes on target	Progress with delivering the Digital inclusion action plan will be monitored against the targets in that plan. Progress against the action plan will be reviewed on a six monthly basis. The plan itself is over a three year period	6 monthly	
FA C4	Timely processing of benefits	NE W	Fair city	Deputy Leader and Resources	Executive head of business relationship management	100%	100%	100%	This is a composite of the following 4 measures: New claims (both CTRS and HB) - target 21 days (weighting 35%) Benefits change of circumstances – target 13 days (weighting 35%) Appeals – target 14 days (weighting 15%) DHP – target 14	Quarterly	This will take a broad view across different parts of the benefit service to include other important elements.

									days (weighting 15%) Target of 100% equates to all 4 elements on target		
FA C5	No of private sector homes where council activity improved energy efficiency		Fair city	Housing	Executive head of regeneration and development	150	150	150	This measure counts a range of energy efficiency measures offered to residents.	Quarterly	These are annual targets with progress being measured each quarter toward that target. 2013/14 outturn = 150. Q2 2014/15 YTD = 72
FA C6	% increase in the number of contractors, providers and partner organisations	NE W	Fair city	Deputy Leader and Resources	Executive head of strategy, people and neighbourhoods	10%	12%	14%	Annual count of contractors, providers and partner organisations paying the living wage and calculate the % increase. This information is required from	Annual	The exact detail and numbers need to be modelled from existing baseline figures. However the purpose is to increase the



	paying their employees a living wage								contractors as part of the procurement process and providers and partners as part of the commissioning process.		number of organisations which deliver services with us who are Living wage employers
HC H1	Delivery of the Healthy Norwich action plan	NE W	Healthy city/ good housing	Leader	Executive head of strategy, people and neighbourhoods	Yes on target	Yes on target	Yes on target	This will be a measure relating to the delivery of an action plan which at this stage needs working up and formal approval		
HC H2	Relet times for council housing		Healthy city/ good housing	Housing	Executive head of strategy, people and neighbourhoods	16 days	16 days	16 days	Uses existing methodology	Quarterly	This is already a very tough target and places us within upper quartile performance across the country. 2014/15 YTD = 15 days; 2013/14 = 16

											days
HC H3	No of empty homes brought back into use		Health y city/ good housin g	Housing	Executive head of regenerati on and developm ent	20	20	20	Homes that have been empty for more that 6 months that are brought back in to use as a result of interventions undertaken by the Council.	Quarte rly	2013/14 = 142; 2014/15 ytd = 63. However, both of these hugely boosted by "empty homes review work". The target is based on numbers completed by Private Sector Hsg team and numbers have been quite small for that element only (18 in 2013/14)

HC H4	Number of new affordable homes developed on council land or purchased from developers	Revised	Healthy city/ good housing	Housing	Executive head of regeneration and development	80	180	320	Uses former national methodology. It is the number of affordable homes either developed on council owned land or purchased from developers. Given that this is dependent upon schemes being completed by a fixed date to be counted they may fall into different periods simply by being a week or two late (hence the cumulative target in the next box)	Quarterly	Note that the proposed targets set are "cumulative" i.e. target of 80 for 2015/16 is for that year but the target of 180 at 2016/17 is total new homes for the period 2015-17, and 320 is for the period 2015-18 etc. This aligns to the wider plans for the delivery of affordable homes over a longer time period. 584 homes are currently in the 5 year programme. The targets
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											currently build to a total for the 5 year period of 520.
HC H5	No of people prevented from becoming homeless		Health y city/ good housin g	Housing	Executive head of strategy, people and neighbour hoods	450	450	450	Uses former national methodology - Households presenting as homeless for whom housing advice intervention resolved their situation. A household can be a single person or a family etc.	Quarte rly	2013/14 outturn = 623. 2014/15 Q2 ytd = 328
HC H6	No of people who feel that the work of	NE W	Health y city/ good housin g	Housing	Executive head of regenerati on and developm	100	100	100	This will count the number of adaptions to private homes completed	Quarte rly	Service moved in house. Number of adaptations

	the home improvement agency has enabled them to maintain independent living		g		ent				enabling independent living (funded by home improvement agency grants).		under Orbit averaged 75-80.
HC H7	% of council properties meeting Norwich standard		Healthy city/ good housing	Housing	Executive head of strategy, people and neighbourhoods	97%	97%	97%	This is based on the national Decent Homes standard but the Norwich Standard goes above that in a number of ways.	Quarterly	This can only be measured on an annual basis so we have a proxy for this for in year monitoring. The proxy looks at progress against 5 elements of the upgrades programme - Bathrooms, kitchens, doors, electrical and heating, as achieving

											these is essential to hitting the Norwich Standard target. 2013/14 outturn = 96%
HC H8	% of people satisfied with the housing service	To be revised	Healthy city/ good housing	Housing	Executive head of strategy, people and neighbourhoods	77%	77%	80%	Annual survey of tenants using the STAR methodology.	Biennial	At present the survey is due to be carried out early 2015. Consideration is ongoing about the possible use of other data (e.g. Talkback panel) between survey periods or the possibility of running this annually. Targets are therefore

											provisional
HC H9	No of private sector homes made safe		Health y city/ good housin g	Housing	Executive head of regeneration and development	100	100	100	Count of homes made safe resulting from work undertaken by our Private Sector Housing team in meeting our statutory obligation to identify and remedy hazards to health arising from poor housing in both the privately rented and owner-occupied sectors.	Quarte rly	This is a different measure to that proposed in HCH6. That looks at adaptations for independent living. This looks at reducing poor housing conditions. 2013/14 outturn = 102
VF M1	% of residents satisfied with the service they received from the		Value for money	Customer services	Executive head of communications, customer services & culture	93%	93%	93%	A quarterly survey of residents who phone the Council asking them at the end of the call to answer a small	Quarte rly	2013/14 average = 94%; Q2 2014/15 = 95%

	council								number of questions. Paper copies are also available in the Customer Contact area and are sent out with mailings.		
VF M2	Council achieves savings targets		Value for money	Deputy Leader and Resources	Executive head of strategy, people and neighbourhoods	£1.75 m	£1.75 m	£1.75 m	Savings identified and achieved as part of the Council's service transformation programme	Annual	Target has been achieved in 2014/15 and 2013/14
VF M3	% of council partners satisfied with the opportunities to engage with the council		Value for money	Leader	Executive head of strategy, people and neighbourhoods	80%	80%	80%	Annual survey of key Council partners. Partners are e-mailed in February/ March and asked to complete an online survey.	Annual	2013/14 outturn = 78.2%



VF M4	Avoidable contact levels		Value for money	Customer services	Executive head of communic ations, customer services & culture	15%	15%	15%	Data are collected on one day each month. All contact with the Council through the customer contact centre (including LGSS) is classified as avoidable/ unavoidable broadly based on previous national guidance.	Quarte rly	The measure in the 2015- 20 Corporate Plan will be avoidable contact excluding premature closure. Premature closure is where someone abandons a call or leaves the Contact Centre before being called. 2013/14 YTD was 18.6%; 2014/15 YTD is 13.1%
VF M5	Channel shift measure	NE W	Value for money	Customer services	Executive head of communic ations, customer services & culture	5%	10%	20%	The percentage of contact with the Council that is carried out electronically (emails and forms) as a percentage of all contacts (in	Quarte rly	

									person, phone, emails and forms).		
VF M6	% of income owed to the council collected	Revised	Value for money	Deputy Leader and Resources	Executive head of business Relationship Management & Democracy	95%	95%	95%	Is a composite of the 4 main elements of Council income collected - Council Tax, NNDR (business rates), Housing Rent and Sundry Income.	Quarterly	At year end the percentage will be the amount collected as a percentage of the total amount billed. Previously it had looked at what was due to be collected and this is therefore a more stretching measure. At Oct. 2014 the YTD collection rate on this revised measure is 95.1%

VF M7	% of income generated by the council compared to expenditure	NE W	Value for money	Deputy Leader and Resources	Chief finance officer	43.2%	44.2%	45.2%	General Fund account. Income from all budget codes as a percentage of total expenditure.		Exact details are still being worked up.
VF M8	% of customers satisfied with the opportunities to engage with the council	NE W	Value for money	Deputy Leader and Resources	Executive head of strategy, people and neighbourhoods	50%	52%	54%	Proposal to use the Customer Contact Centre to undertake the survey four times per year	Quarterly	We don't have any previous data for this exact question. The Place Survey asked "how much would you agree or disagree that the police and other local public services seek people's views about these issues in your local area?" Norwich result was approx. 40%

											positive (of those expressing an opinion either way)
VF M9	Delivery of local democracy engagement plan	NEW	Value for money	Deputy Leader and Resources	Executive head of business Relationship Management & Democracy	Yes	Yes	Yes	We will measure delivery against the annual Local Democracy Week Plan. If all activities in the Local Democracy Week Plan are completed then the measure will be Green. LD week is held in October each year, so reporting would be in Q3.	Annual	

# Annex C: Transformation Programme - Draft income and savings options for 2015/16

No	Work stream	Service	Description of potential change project / opportunity	Portfolio Holder	Lead Officer	Potential (additional) revenue savings / income for 2015/16
1	Accommodation and work styles	Property services	Further sharing of City Hall with other organisations	A Waters	A Watt / C Rayner	20,000
2	Service redesign (channel migration / customer access change)	Business relationship mgt/ LGSS	Implementation of paperless committee meetings/ councillors/ senior officers supported by electronic committee management system and suitable electronic devices for councillors and officers.	G Harris	A Bull	15,000
3	Service redesign (income generation)	City development	Additional car parking income (excluding Rose Lane)	A Waters/ M Stonard	A Watt	150,000
4	Service redesign (income generation)	Multiple	Business rates review	A Waters	A Bull	300,000
5	Service redesign (income generation)	Planning	Increases in planning fee income due to economic recovery	M Stonard	G Nelson	57,000
6	Service redesign (income generation)	City development	Replace Rose Lane car park with a new multi storey car park	A Waters/ M Stonard	A Watt	75,000
7	Service redesign (income generation)	City development	Surplus share for NPS and Norse joint ventures (environmental and buildings)	A Waters	A Watt / A Akester	50,000

8	Service redesign (income generation)	Citywide services	Increase in cemetery fees (the public were consulted on this previously).	K Driver	A Akester	58,000
9	Service redesign (income generation)	Citywide services	Increase use of parks (concessions etc).	K Driver	A Akester	10,000
10	Service redesign (income generation)	Citywide services	Increase charges for allotments (the public were consulted on this previously).	K Driver	A Akester	1,100
11	Service redesign (income generation)	Multiple	Advertising income review	B Arthur	N Rotsos	50,000
12	Service redesign (policy or criteria change)	Hr and learning	Reduction in learning and development spend in line with reducing organisation	A Waters	D Bradshaw	15,000
13	Service redesign (service review)	Housing	Review of housing options	B Bremner	T John	68,000
14	Service redesign (service review)	Planning	Estimate of increased fee income from capital projects	M Stonard	G Nelson	153,000

15	Service redesign (service review)	Citywide services	Inflation for joint venture lower than planned for in medium term financial strategy	K Driver	A Akester	48,000
16	Service redesign (service review)	Citywide services	Inflation for waste contract lower than planned for in medium term financial strategy	K Driver	A Akester	30,000
17	Service review (reducing budget underspends)	Planning	Reducing planning budget that is no longer required	M Stonard	G Nelson	7,500
18	Service review (reducing budget underspends)	City development	Increased private sector housing income	B Bremner	A Watt	47,000
19	Service review (reducing budget underspends)	Citywide services	Reduce emergency planning contingency as will be covered by corporate contingency in the future	K Driver	A Akester	12,000
20	Service review (reducing budget underspends)	Citywide services	Reduce day works budget that is no longer required	K Driver	A Akester	20,000
21	Service review (reducing budget underspends)	Business relationship mgt/ LGSS	Reduce insurance budget that is no longer required	A Waters	A Bull	10,000
22	Service review (reducing budget underspends)	Business relationship mgt/ LGSS	Reduce systems support advice budget this is no longer required	A Waters	A Bull	10,000
23	Service review (reducing budget underspends)	Business relationship mgt/ LGSS	Reduce democratic services budgets that are no longer required	A Waters	A Bull	60,000
24	Service review (reducing budget underspends)	Business relationship mgt/ LGSS	Reduce telecommunications and printing budgets that are no longer required	A Waters	A Bull	50,000

25	Service review (reducing budget underspends)	Customers, communications and culture service grouping	Reduce customer contact and mail handling budgets that are no longer required	G Harris	T Bailey	10,000
26	Service review (reducing budget underspends)	Hr and learning	Reduce HR budget that is no longer required	A Waters	D Bradshaw	5,000
27	Service review (reducing budget underspends)	Finance	Reduce corporate contingency budget that is no longer required	A Waters	J Hartley	250,000
28	Service review (income generation)	Planning and city development	Capitalised fee income associated with increased capital programme	B Arthur, B Bremner, M Stonard	A Watt/G Nelson	132,000
29	Shared services	Business relationship mgt/ LGSS	Revenues and benefits improvement project resulting in increased grant through lower error rates	A Waters	A Bull	250,000
30	Council tax change	Finance	Potential council tax rise (beyond freeze grant amount included in medium terms financial strategy)	A Waters	J Hartley	60,000
31	Council tax change	Finance	Potential change to council tax discount (remove one month empty property discount)	A Waters	A Bull	70,000
32	Council tax change	Finance	Formally include war pension disregard in to our council tax reduction scheme in line with approach to housing benefit	A Waters	A Bull	17,000
33	Service redesign (service review)	Customers, communications and culture service grouping	Review of tourism development and tourist Information centre including on-line selling	B Arthur	N Rotsos	10,000
34	Service redesign (service review)	Customers, communications and culture service grouping	Review of sports development including the Norman Centre and the Halls	B Arthur	N Rotsos	32,000



			<b>General fund totals</b>			<b>2,110,600</b>
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