

Performance Indicators - Quarterly Monitoring, 4th Quarter 2007-08															
			2006/07 Outturn (Audited)	2006/07 England Average	2007/08 1st quarter	2007/08 2nd quarter	2007/08 2nd quarter (cumulative)	2007/08 3rd quarter	2007/08 3rd quarter (cumulative)	2007/08 4th quarter	2007/08 PI Final Outturn	2007/08 Target	Direction of Travel	Notes	
Corporate Hub - Key PIs															
Portfolio		Efficiency and quality - General													
Resources	9	Council Tax collected	96.22%	97.22%	29.07%		55.67%		83.00%		95.90%	96.6%	↓		
Resources	10	National Non-domestic Rates collected	98.65%	98.78%	30.49%		61.32%		89.10%		98.78%	99.1%	↑		
Resources	12	Average working days lost due to sickness per full time employee equivalent	7.02	9.44							2.57	7.93	7.9	↓	Amount of sickness per employee has increased however this result is still below the national average & meets the target set for this year.
Housing and Council Tax Benefits															
Resources	78a	Average days for processing new claims	24.2	30.8	23.0	28.1	25.5	30.4	27.1		27.5	27.2	25	↓	
Resources	78b	Average days for processing change of circumstances	10.2	12.6	7.1	9.1	8.0	12.7	9.4		7.7	8.8	10	↑	
Equality															
Economy, Comms & Org. Culture	2a	Level of Equality Standard for Local Government to which Council conforms	1	n/a					1			2		↔	
Corporate Hub - Other PIs															
Portfolio		Efficiency and quality - General													
Resources	8	Undisputed invoices paid within 30 days	86.71%	93.06%	93.13%	93.17%	93.15%	92.54%	92.94%		93.59%	93.11%	95.0%	↑	
Resources	NL044	Percentage of calls answered within 120 seconds	85%	-	83%	72%	78%	82%	79%		73%	78%	85%	↓	
Resources	ex7	Electoral registration forms returned	92%	-				90%			90%	92%		↓	Annual canvas completed in third quarter.
Housing and Council Tax Benefits															
Resources	79b(ii)	% of all recoverable overpayments recovered (HB)	30.70%	33.21%	9.31%		16.64%		22.02%		26.70%	31%		↓	
general environmental health and food premises inspections															
Environmental Management	166a	score against environmental health enforcement best practice checklist	38.8%	93.8%	38.8%	100.0%		100.0%			100.0%	70.0%		↑	
City Hub - Key PIs															
Development Control															
Development & Sustainability	109a	Major applications determined in 13 weeks	50.00%	71.54%	45%	36%	41%	12.50%	33.33%		38.88%	35.42%	60%	↓	
Development & Sustainability	109b	Minor applications determined in 8 weeks	74.89%	76.89%	86%	65%	76.50%	42.85%	67.46%		43.52%	60.54%	70%	↓	
Development & Sustainability	109c	Other applications determined in 8 weeks	83.76%	88.15%	82%	76%	78.10%	62.50%	74.29%		49.34%	68.42%	82%	↓	

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Neighbourhood Hub - Key PIs														
Street scene														
Environmental Management	199a	land with litter & debris	8.9%	13.0%		14%		23%	18.5%	16%	17.7%	10%	↓	2006/07 outturn qualified by the Audit Commission as surveys not carried out according to the Guidance.
Environmental Management	84a	Kg of household waste collected per head	377.7	411.4 (District)	98.17	98.04	196.21	91.70	287.91	90.01	377.8	411.44	↓	
Recycling														
Environmental Management	82a(i)	percentage of household waste recycled	18.37%	19.59%	19.26%	20.70%	19.98%	24.48%	21.42%	25.07%	22.30%	20.00%	↑	
Environmental Management	82b(i)	percentage of household waste composted by Council	0.00%	10.91%	0.92%	1.38%	1.15%	1.54%	1.27%	0.59%	1.11%	0.95%	↑	
Environmental Management	91b	population served by kerbside collection of at least two recyclables	88.1%	93.30%	88.1%	88.1%		88.9%			88.9%	93.0%	↑	
Council Housing - General														
Housing	212	Average time taken to re-let local authority housing (days)	56	39	41	34	37	28	34	28	33	40	↑	
Housing	HIP (ex68)	Average relet time in days	47	34	43		39		34		30	-	↑	
Housing	63	Average energy efficiency rating for Council homes	70	68			71		71		71	71	↑	
Housing	ex164	Following Commission for Racial Equality's code of practice on rented housing	No	n/a	No	No		No			No	n/r	↔	PI dropped from national set. To be retained as local. We have made significant progress in meeting the CRE Code this year, especially in terms of training of staff. We expect monitoring system for services to be up and running by June 08 which is the other major factor in meeting the Code.
Housing	184(a)	Council homes that are non-decent at start of the year	34%	29%	22%						22%	22%	↔	This PI is measured at the start of the year.
Council Housing - Repairs														
Housing	HIP (ex72)	Percentage of urgent repairs completed in time	93%	96%				96%	86%	94%	88%	>98%	↓	
Housing	HIP (ex73)	Average time taken to complete non-urgent repairs in days	14.3	12 (05/06)				19.9	18.1	20.8	18.8	11 days	↓	
Council Housing - Rents														
Housing	66a	Proportion of rent collected	96.61%	97.66%	87.15%		92.67%		96.53%		97.58%	97.5%	↑	
Private sector housing														
Housing	HIP	The percentage of private sector homes vacant for six months or more	2.00%	1.72%		1.55%		1.67%			1.79%	1.09%	↑	
Homelessness and support														
Housing	ex183(a)	Average weeks in bed and breakfast	2.41	2.70	0.00	1	1	0	0	1	0	<1	↑	Dropped from 2007/08 BVPI set.
Housing	HIP	The percentage of homelessness acceptances that are repeat applications	0.00%	1.0%	5.26%	0.00%	2.27%	0.00%	1.56%	0.00%	1.12%	0%	↓	

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Neighbourhood Hub - Other PIs														
		community safety												
Community & Community Safety	127a	violent crime per 1,000 population	32.0	19.2	7.31	6.76	14.07	6.68	20.75	5.98	26.65	26.7	↑	
Community & Community Safety	127b	robberies per 1,000 population	1.7	1.2	0.26	0.27	0.53	0.25	0.78	0.24	1.02	1.69	↑	Figs adjusted to reflect changes during the last quarter
		Street scene												
Environmental Management	199b	land and highways with unacceptable levels of graffiti	3%	4%		5%		7%	6%	3%	5%	3%	↓	2006/07 outturns qualified by the Audit Commission as surveys not carried out according
Environmental Management	199d	change in number of incidents of fly-tipping and enforcement actions taken	2	2							1	1	↑	
		Recycling												
Environmental Management	82b(ii)	tonnage of household waste composted by Council (District)	0.00	4,900.17	116.96	175.24	292.20	182.86	475.06	69.04	544.10	500.00	↑	
		Council Housing - General												
Housing	184(b)	Reduction in stock of non-decent Council homes	38.4%	16.7%							0.0%	0.0%	↓	Target originally recorded as -49.9%. This was based on an error. Because of numbers of properties becoming non decent during this year the programme was for the proportion non decent to remain the same in 2007/08 followed by large reductions in subsequent years.
		Council Housing - Repairs												
Housing	NL039	Appointments kept	94%	-	99%	97%	98%	96%	97%	96%	97%	95%	↑	
		Council Housing - Rents												
Housing	66c	Percentage of tenants in arrears who have had Notices Seeking Possession served	19.32%	26.46%	5.31%	5.17%	12.02%	6.61%	18.66%	6.99%	25.54%	19%	↓	
Housing	66d	Percentage of tenants evicted as a result of rent arrears	0.40%	0.45%	0.10%	0.13%	0.26%	0.11%	0.39%	0.15%	0.54%	0.45%	↓	
		Private sector housing												
Housing	64	Number of non-local authority owned vacant dwellings re-occupied or demolished as a result of Council action	19	89	15	18	33	14	47	21	68	25	↑	Please note amendments to Q1, Q2 and Q3
		Homelessness and support												
Housing	183(b)	Average weeks in hostels	6.80	9.93	1	0	1	0	1	0	1	2	↑	
Housing	213	Households presenting as homeless for whom housing advice intervention resolved their situation (per 1,000 h'holds)	6	5	2	2	4	3	7	3	10	6	↑	Awaiting completion of P1E

Status report on Service Plan delivery

Red = Programme not deliverable, resources not allocated, significant opposition from partners

Amber = Some concern regarding programme and budgets, partners may not be on board fully

Green = All on programme within budget and resources allocated, partners engaged.

Economic Development	Status for Q1	Status for Q2	Status for Q3	Comments	Outcome for year
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All priorities Green

Property Services	Status for Q1	Status for Q2	Status for Q3	Comments	Outcome for year
Day to day business					
Deliver land & property sales in accordance with the agreed disposal programme	Green	Green	Green	Final negotiations in hand on Three Score disposal	Amber
Maximise income from revenue producing assets	Amber	Amber	Amber	No additional investment made to offset sales	Amber
New developments					
Complete BPR within Building Maintenance teams	Amber	Green	Green	Ongoing	Amber
Identify potential business growth opportunities presented by improved capacity and technology within the new CCTV system	Amber	Amber	Amber	Focus has been on providing the additional capacity	Amber

Transportation and Landscapes	Status for Q1	Status for Q2	Status for Q3	Comments	Outcome for year
Day to Day Business					
Safety inspections of highway network in accordance with the 2005 Code of Practice for Highways Maintenance Management	Green	Amber	Amber	Some backlog due to staff sickness to be recovered in new financial year	Amber
New Developments					
Review feasibility of introducing a 20 mph speed limit in all 'residential' streets and recommend financially sustainable way forward	n/a	Amber	Amber	Report to Norwich Joint Highways Agency Committee delayed to May 2008, due to full agenda at March 2008 meeting	Amber
To introduce revised charges for permit parking, take account of inflationary pressures and to encourage cleaner vehicles	Green	Green	Amber	Introduction delayed to 8 May due to software issues	Amber

Planning Services	Status for Q1	Status for Q2	Status for Q3	Comments	Outcome for year
Day to Day Business					
Review of Local Development Scheme (LDS)	Green	Green	Green	Exec approval slipped from Dec 2007 to June 2008	Amber
Produce monitoring reports on					
A) Retail Sector	Green	Green	Green	Delays encountered in publication resulting in slippage until May 2008	Amber
B) Office and industrial land and space availability	Amber	Amber	Green	Survey work slipped by 1 quarter - assigned to new senior planner	Amber
C) Housing completions	Green	Green	Green	Limited resources mean this has not been completed for the past 2 years. Data is produced and incorporated into the annual monitoring report. It is likely that production of a separate housing completions report will be deleted from future service plans.	Red
New Developments					
Joint Core Strategy studies with Greater Norwich Partners					
4. Flood Risk	Green	Green	Green	Production of SPD suspended until Level 2 SFRA undertaken and content requirements established	Amber
5. Strategic housing land availability assessment	Green	Amber	Amber	Some delay due to insufficient staff resources	Amber
Preparation of Supplementary Planning Documents (SPD's)					
1. Affordable Housing	Amber	Green	Amber	Delays encountered in publication. Consultation due May 2008. Results to go to Exec in September 2008.	Amber
2.Planning Obligations	Amber	Amber	Amber	Staff resources now in place to deliver SPD. Now planned to go to Exec in September -October 2008	Amber
Northern City Centre Area Action Plan	Green	Green	Green	Some slippage in preparation due to time taken to consider consultation response. Due to go to Exec in	Amber
East Norwich Regeneration Area Planning Guidelines	Amber	Amber	Amber		Amber
Deliver a Planning Improvement Plan:					
3. Deliver IT and e-consultation changes	Amber	Amber	Amber	Timescales for this uncertain - refer to PIP notes	Amber
Explore funding options for future Conservation/environmental initiatives	Amber	Amber	Amber	This work is always going on in background - not a monitorable workstream.	Amber

Citizen Services	Status for Q1	Status for Q2	Status for Q3	Comments	Outcome for year
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All priorities Green

Strategic Housing	Status for Q1	Status for Q2	Status for Q3	Comments	Outcome for year
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All priorities Green

Community Services	Status for Q1	Status for Q2	Status for Q3	Comments	Outcome for year
New Developments					
Produce management plans for two woodlands	Amber	Green	Green	Work to be completed in early 2008-9	Amber

Landlord Services	Status for Q1	Status for Q2	Status for Q3	Comments	Outcome for year
New Developments					
Consider the way forward for development of the Norwich Community Alarm service	Amber	Green	Green	Business Plan prepared Consultant working with council on options. Report to Executive June 2008	Amber
Review Housing Revenue Account expenditure and develop a new Business plan by November 2007	Green	Amber	Amber	Basic internal HRA review complete. Full review is new action in 2008 / 09 service plan. Business Plan under review with consultants Tribal in light of new Government Subsidy arrangement	Amber

Cultural Services	Status for Q1	Status for Q2	Status for Q3	Comments	Outcome for year
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All priorities Green

Policy and Improvement	Status for Q1	Status for Q2	Status for Q3	Comments	Outcome for year
New Developments					
Full implementation of the Sustainable Community Strategy, Vision and partnership structure	Amber	Amber	Amber	Annual report demonstrates delivery achieved through partnership. Analysis done of improvements to structure required but not being fully implemented until outcome of unitary boundary commission review is known	Amber
Partnership Performance Management	Green	Amber	Amber	To be further developed as part of the new structure.	Amber
Undertake with Contract Management Support a review of the Steria contract	Amber	Amber	Amber	Scope of review to be agreed prior to authorisation of work programme	Amber
Develop and extend mobile and remote working	Green	Green	Green	Budget not approved. Need to agree options for each business requirement.	Amber
Acquisition of an IT based performance management system	Green	Amber	Amber	Budget not approved. Business case for a system being developed.	Amber

Corporate Resources	Status for Q1	Status for Q2	Status for Q3	Comments	Outcome for year
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All priorities Green

Procurement & Contract	Status for Q1	Status for Q2	Status for Q3	Comments	Outcome for year
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All priorities Green

Customer Contact	Status for Q1	Status for Q2	Status for Q3	Comments	Outcome for year
Develop robust and informative customer satisfaction surveys	Green	Green	Amber	Limited work to establish the type of systems available has been undertaken. Meeting with CEO plus appropriate service heads is scheduled for 7/4/08 to understand fully the scope of the project and establish resources to take this forward.	Red

HR and Learning	Status for Q1	Status for Q2	Status for Q3	Comments	Outcome for year
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All priorities Green

Finance	Status for Q1	Status for Q2	Status for Q3	Comments	Outcome for year
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All priorities Green

Appendix C – City Care Contract Monitoring

Description	07/08	Traffic Light	Comment
Contract F – Responsive Repairs			
Appointments Percentage of all repairs where appointment is made	71%	Green	A massive improvement in the number of appointments offered by CityCare and booked by NCC has resulted in the target being achieved despite the poor performance in the early part of the year bringing the overall performance down.
Appointments kept	97%	Green	
Jobs completed satisfactorily	96%	Green	
Tenant Satisfaction Percentage satisfaction (good and fair) from Repair Cards - Overall Average	87.5%	Amber	Whilst performance was below the 95% target this was still an improvement on previous years. We are currently investigating all expressions of dissatisfaction in a bid to track trends in order to ensure the satisfaction improves. It is also proposed that TST carry out the satisfaction questionnaires by phone, thus ensuring that we obtain a more balanced response and not just those who have a complaint.

Description	07/08	Traffic Light	Comment
Voids Time taken to undertake void repairs	14.5	Green	In line with the overall improvement in void performance CityCare have exceeded the target of 15 days. Work is now ongoing to further improve performance for 2008/09 and a proposal is awaited from CityCare via the Housing Tactical Board on reducing their average working time.
Works Inspection Audit Percentage of passes from Works Inspections Audit a) Quality b) Tenants Satisfaction c) CityCare Staff d) Health & Safety	76% 81% 96% 98%	Red Amber Green Green	The drop in quality towards the end of the year has affected the cumulative figure. This drop in quality has been found to be mainly as a result of poor standards and workmanship in bricklaying and roofing. CityCare have carried out toolbox talks with operatives and increased supervision. NCC have increased post inspections in these work areas in order to improve quality Weekly discussions with CityCare are currently taking place in order increase quality for 2008/09.
Contract G – Planned Programmes			
Tenant satisfaction – Planned programmes Kitchens and bathrooms	97%	Green	An excellent result. CityCare now employ tenant liaison officers as a result of the renegotiation of contracts in 2006 and the benefits of this are now being realised.
Work Inspection Audit Percentage of passes from Works Inspection Audit	95%	Green	The standard of workmanship on kitchen upgrades is considered to be excellent with the standard on bathrooms only slightly lower.

Description	07/08	Traffic Light	Comment
Gas Servicing (Contract K)			
<p>Gas servicing Percentage of dwellings that have had a service in financial year</p>	99%	Amber	<p>This service improved dramatically in the latter part of the year following unacceptable performance at the start of the year. Good partnership working is taking place and we are confident that performance in 2008/09 will be greatly improved.</p> <p>126 properties had their service not completed with the breakdown as follows:</p> <p>45 – In the legal process awaiting an injunction to break in.</p> <p>55 – Outstanding. These are now going through the revised gas process to ensure all cases have a file that can be presented to the courts in order to obtain an injunction.</p> <p>24 – Void and therefore no tenant and the gas turned off.</p> <p>2 – Services carried out but no certificate provided, therefore legally not complete. (CityCare now retrieving these certificates).</p> <p>As from 1st April CityCare have a new manager responsible for gas servicing who has fully implemented the revised procedure which ensures that the last required visit is made one day after the service due date. This means that if access is not gained one day after the due date the Council have all information to enable us to apply to the courts for an injunction to break in and gain access. In addition other initiatives are being introduced to encourage tenants to contact CityCare or ourselves in order for us to arrange access to carry out the service.</p>

Highway Services			
Capital Improvements			
a) On or ahead of programme	9	Green	City Care have been stretched during the final quarter of 07/08. Several large schemes have commenced though regular programme meetings have occurred to avoid difficulties. Four schemes were delivered behind programme due to a variety of reasons out of City Care's control e.g. petition leading to a change of scheme design and EDF making electrical connections later than ordered.
b) Behind programme	0		
b) Schemes completed on or ahead of programme	33		
c) Schemes completed behind programme	4		
Capital Maintenance			
a) On or ahead of programme	5	Green	A majority of the resurfacing programme was completed in the fourth quarter. City Care managed the resurfacing of Mile Cross Road / Catton Grove Road junction through a sub-contractor.
b) Behind programme	0		
b) Schemes completed on or ahead of programme	30		
c) Schemes completed behind programme	5		

Description	07/08	Traffic Light	Comment
Environmental Services – Contracts B & C			
Recycling Collections a) Percentage Satisfied b) Missed Collections			
Refuse Collections a) Percentage Satisfied b) Missed Collections (Whole Road - Justified) c) Missed Collections (Bin or sack – justified) d) Missed Bin Assist (Justified) e) Bins Not Returned Correctly (Justified) f) Mess after Collection (Justified)			

Description	07/08	Traffic Light	Comment
Street Cleaning (all land classes)			
BVPI 199 Monitors 900 sites for litter per year to establish cleansing standards. Litter Grade A (no litter or refuse) 35% Grade B+ 36% Grade B (predominantly free of litter and refuse except for some small items) 18.3% Grade B/C 7.3% Grade C (widespread distribution of litter and refuse with minor accumulations) 2.6% Grade C- 0% Grade D (heavily littered with significant accumulations) 0%		Green Green Green Green Green Green Green	Overall BV199a for the year was 17.7% which is worse than the target of 10%. The reasons behind this increase are: 1. The change in cleaning frequencies reducing litter picking to once every eight weeks and mechanical sweeping every 16 weeks in the outer areas of the City. This has allowed detritus to build up on our roads and paths. 2. We are now doing the inspections properly. In previous years the methodology had not been followed, leading to the Audit Commission qualifying the figures for 2006/07. We now have a standard process in place and a nucleus of core staff with the relevant skills and interest to do the job.
Detritus Grade A (no detritus present) 21% Grade B+ 26% Grade B (predominantly free of detritus except for some light scattering) 28.3% Grade B/C 16% Grade C (widespread distribution of detritus with minor accumulations) 5.6% Grade C- 1.3% Grade D (extensively covered with detritus with significant accumulations) 1.6%		Green Green Green Green Green Green Green	3. Linked to the inspection process the team now has a greater understanding of the need to monitor the contracts effectively and to record and report findings accurately so that problem areas can be identified and resolved. City Care have been made aware of the process through the new contract management process introduced under Project Tonic. City Care have been asked to investigate working practices to identify where improvements can be made. All areas graded C or below will be re-inspected to ensure they are brought up to standard. We are also looking to use our resources more flexibly.

Description	07/08	Traffic Light	Comment
Grounds Maintenance Contract D Scoring for Grounds Maintenance Contract Based on an PMS inspection score out of 3 Any score over 1.51 is an inspection failure			
Grass Maintenance	1.13	Green	The grass cutting operation during 2007/08 has been better than in 2006/07 this is down to inspecting on a 10 day cutting cycle and not to contract standard.
Planted Area Maintenance	1.53	Red	Slight decrease in failure rate, but still with the majority of shrub beds failing inspection. We are working with City Care to highlight problem shrub beds and looking at what action can be taken to improve this area of work.
Hard/Loose Surface Areas	1.26	Amber	Slight decrease in 2006/07 failure rate. City Care looking at ways to improve maintenance of hard surface and where possible areas will be swept using a mechanical sweeper.
Hedge Maintenance	1.22	Amber	Slight decrease on 2006/07 failure rate, changing season and longer nesting season and new working at height regulations are having some effect on when hedges can be cut.
Litter/Bins	1.06	Green	Improvement on 2006/07 figures
Sports Surface Maintenance	1.05	Green	Improvement on 2006/07 figures
V/B/S Maintenance	1.00	Green	All features inspected passed inspection
Building Cleaning	1.00	Green	All features inspected passed inspection
Play Area Grounds Maintenance	1.14	Green	Improvement on 2006/07 figures
Overall Appearance	1.24	Green	Improvement on 2006/07 figures

Grounds Maintenance

Note: Failure rate for 2007/08 set at 18.0% average failure rate for this year 24.62% which is 0.5 % reduction on the average figure for 06/07.

Steria contract performance

Availability Performance

Network and Telephony Availability

Annual availability achieved = 99.89 % against target of 100%.

Annual reported for 2006 /07 was 99.85%.

This calculation is a measure of unscheduled “down time” versus the agreed hours of availability per day.

During the past year there were a number of individual incidents which led to partial loss of network and/or telephony services. Smaller hardware components were swapped out to fix issues and additional resiliency was introduced in an attempt to minimise impact to business in the event of failure. These measures proved successful in stabilising the data and voice network.

Also as part our partnership agreement there has been a substantial programme of data network infrastructure refresh over the last 6 months, involving the replacement of ALL switches, routers and controllers. This has resulted in even greater resilience, availability and reliability of the data network. This will be supplemented later in 2008 by a further refresh to cover the voice aspects of the network.

Core System Availability

Annual achieved total of 99.34% against target of 100%.

Annual reported for 2006 /07 was 99.69%.

Broken down into the core system availability totals:

Comino	99.04%	Oracle Finance	99.93%
Academy	96.95%	Workforce	99.98%
iWorld	99.23%	Paris	99.84%
Uniform	99.87%		

With each area where 100% has not been achieved, a full Major Incident review is held at the time of service impact to ascertain the root cause of the problem and take corrective measures.

The variance in the annual totals is mainly associated to the sequence of Major Incidents which occurred in November 2007 and as summarised in *Steria Major Incident Summary report V1.0*.

Internet Access

Annual achieved total of 99.99% against target of 100%.

Annual reported for 2006 /07 was 99.82%.

There was only one single incident resulting in loss of access to the Internet during this period. In order to add more reporting functionality to monitoring tool, software patches were applied and a resultant server-restart was initiated. This restart qualified as unscheduled downtime as it has to be done immediately rather than as part of the out of hours maintenance schedule.

Call Handling and Incident Management

Speed to Answer Calls

Exceeding the target of 90% for call answer within 20 seconds by Steria Help Desk, achieving a total of 92.39 %.

Annual reported for 2006 /07 was 92.83%.

Although slightly down from the reported period last year, the most recent monthly figures are showing an overall achieved target of 95%. Steria aim to maintain this target throughout 2008.

Fault Fix Time

Total of 4,972 calls fixed in the 12-month period of which 97.46% were within the allocated target fix time. Target is 90%.

Annual reported for 2006 /07 was a total of 5,922 calls with 91.8% fixed within target.

Steria's committed focus on improving the fault fix time has seen a significant improvement over the past 12 months to achieve 97.46%. This focus will continue.

User Satisfaction

An overall total of 89.32% was achieved against a target of 90%.

Annual reported for 2006 /07 was 91.26%.

Satisfaction Surveys are scheduled on a quarterly basis with an average return rate from 34% of Authority users. Three areas of delivery are measured - Assist in Doing Work, Helpdesk & Fault Fixing and Reliability & Speed.

The cumulative impact from the Major Incidents in Q3 2007 has clearly been reflected in the User Satisfaction returns for that quarter, which has impacted on the overall annual performance.

Assist in Doing Work

The majority of systems are generally accepted as being appropriate for the work being done by the authority. Other comments made indicate that the lack of availability of Comino and Academy at the end of 2007 has damaged user-confidence in these systems.

Reliability & Speed

A very obvious link has been made between systems recent lack of reliability and this aspect of the survey. Steria are maintaining an ongoing focus on system performance.

Helpdesk & Fault Fixing

The centralised Steria Helpdesk and local support teams have demonstrated improvements in fault fix times but this is not being recognised by all users. A review of the underlying comments suggests that the issues experienced in November 2007 have led to this shift in perspective. Steria will continue to work with the authority's System Support team to ensure communication to

the end users both in terms of the service issues we have resolved, service improvement initiatives and the output from the User Satisfaction surveys.

Actions to respond to Audit and Inspection reports

Culture Services

This inspection was carried out in June 2007. This produced three recommendations, which are shown below together with the actions being taken.

Recommendation R1 – The Council needs to strengthen its arrangements for consultation and involvement of local people in service improvement and development.

Actions:

- The city council is developing a consultation and engagement framework.
- Work is also progressing on a neighbourhood strategy, with a new community engagement team being established.
- Housing services are setting up a sounding board, Talk Back, which will be used in the first instance to develop a dialogue on housing issues and then rolled out as a cross cutting tool for the council.
- The council has recently agreed to become part of the Norfolk wide citizens' panel.
- The council is also using specialist research companies to help engage hard to reach groups, most recently in the work on the local development framework.

Recommendation R2 – The Council needs to strengthen service specific performance management arrangements.

Actions:

- The council is working through the cultural cities network to share good practice on performance.
- Local indicators have been developed for the new corporate plan.
- Local Cultural indicators are included in the Local Area Agreement (LAA).
- The Council is beginning investigations of a range of corporate level performance management systems in order to identify what system would best meet our needs in the period up to 2010 (unitary) and beyond. Such a system would contribute significantly to improving performance management across the authority and within specific services.

Recommendation R3 – The Council needs to strengthen its management arrangements for cultural services.

Actions:

- The introduction of cultural planning as a tool to develop strategic thinking and innovation across the council, led by cultural services

- The continuing work to embed performance management systems across the council, the development of the policy and performance team.

Norwich Connect PFI

23. This inspection was carried out in September 2007. The report and action plan were published in March 2008. These contain 5 recommendations.

Recommendation R1 – Develop a user engagement strategy to enable customers to influence the future design of customer contact. This should include policy and procedures for active user engagement in developing targets and performance monitoring.

Recommendation R2 – Enhance the capacity of the customer contact centre to enable it to consistently deliver the Council's own minimum standards for call response and successful conclusion of customer enquiries.

Recommendation R3 - Ensure effective member scrutiny and performance management of the Norwich Connect Project:

- clarify roles and responsibilities of executive and scrutiny members;
- improve the knowledge and understanding of members to enable them to provide more effective challenge; and
- review the benchmarking exercise, the development of the ICT Strategy and assessing value for money.

Recommendation R4 – Introduce systematic learning mechanisms which can ensure that key lessons and good practice on a range of topics are spread more widely throughout the Council.

Recommendation R5 - Develop permanent disaster recovery arrangements for the customer contact centre.