

Report for Resolution

Report to Council
24 June 2008
Report of Chief Executive
Subject The Council's Corporate Plan

7

Purpose

To consider the proposed Corporate Plan.

Recommendation

To approve the Corporate Plan 2008/10.

Financial Consequences

The delivery of the Corporate Plan is supported by the Council's medium term financial strategy and by the approved budget.

Strategic Objective/Service Priorities

The Corporate Plan sets the priorities for the Council through to 2010.

Executive Member - Leader of the Council

Ward - All

Contact Officers

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Background Documents

None

Report

Corporate Plan

1. The Council's current Corporate Plan was agreed in June 2007 and ran for a period of one year. There is a legislative requirement to publish performance information by the end of June 2008 and this is included in the plan.
2. The proposed corporate plan is attached as Appendix 1. A draft of this document was considered by Scrutiny on 5th June and Executive on 11th June. It has since undergone minor editing and design changes to appear in the designed format now before Council.
3. The Corporate Plan is an important document for the Council as it sets out an overall high-level summary of Norwich City Council's work – looking back at the Council's performance last year (2007/08), and looking forward at plans and priorities for the next two years (2008/10). It also looks at how our objectives fit in with those of the Council's major partners, and how collective plans will ensure the positive growth and development of the city and our ambitions for the future.
4. The Plan follows the same template as last year's plan but differs in timescale as it is proposed that it should be for a two year period through to 2010 which will allow planning through to the transition to unitary local government. There is an ongoing requirement to improve delivery of priorities as well as planning for the transition. This approach is explained in more detail in the plan.
5. In preparing this plan the recommendations of previous audit commission inspections have been taken on board and of the peer review which all suggested that we needed to improve the linkages between the ambitions of the City of Norwich Partnership, those of the Council in the Corporate Plan and the political priorities of the Council. Also there was a suggestion that the Council had too many priorities and that their articulation was unclear – the Council needed to identify its core business, what are and are not priorities and communicate these. This plan has taken on board those recommendations and the forward looking section of the plan has been extended to achieve greater clarity and focus.



NORWICH
City Council

Norwich City Council

Delivering for Norwich

Corporate
plan 2008/10





Norwich City **Delivering** Council **for Corporate** **Norwich Plan** **2008-10**

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by the leader of Norwich
City Council

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Statement on contracts

In 2007/08 Norwich City Council did not enter into any contracts that involved the transfer of staff to an external service provider. All contracts let complied with best value requirements.

Foreword

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

The city and the city council now face a period of major change and this plan therefore takes a longer term view through to March 2010. Over the next two years we will focus on two main areas of challenge. Firstly, we will be continuing on our improvement journey: a recent independent peer review has shown that we have come a long way, but there is still more to do. Secondly, we will be moving ahead with our work to deliver our ambition of achieving unitary status for greater Norwich and our belief that one council for Norwich, rather than the four which currently serve the city, will make services more efficient, clearer and more accessible for local people.

This *Corporate plan* sets out our 'road map' of how we will play our part in improving our already successful city. It aims to make strong connections between the sustainable community strategy agreed by the City of Norwich Partnership, this corporate plan, service plans and political priorities agreed by members. To achieve this we are re-focusing our vision to provide the following:

A strong and prosperous city

Norwich faces major growth over the next 20 years. But we want to build communities, not just buildings – growth should be people-led. It must be both sustainable and responsible, allowing Norwich to grow and change while nurturing the historic and unique character of the city



Safe and healthy neighbourhoods

We will also seek to develop stronger neighbourhood empowerment and engagement. There are a range of innovative initiatives already underway, but we want to provide opportunities for local people to have pride in their neighbourhoods and to have a strong voice to influence improvements in local services.

Opportunities for all

Our city has significant social problems – it is the second most deprived area in the eastern region, with eight of our 13 wards in the top 20 per cent most deprived in the country. Norwich also has low levels of educational attainment, high levels of homelessness and pockets of significant health need. It is a real 'tale of two cities', with some figures indicating that there could be a difference of 4.9 years in life expectancy depending on where you live.

Increasingly we will be ensuring that we put environmental sustainability, culture and creativity at the heart of everything we do.

This plan sets out how we intend to deliver the needs of the people and the city for today and how we prepare for the opportunities and challenges for the future.

I hope you find it both inspiring and interesting, and I look forward to working with you to make the best possible future for our city for the benefit of all local people.

Councillor Steve Morphew

Leader, Norwich City Council

Purpose of the Corporate plan

The purpose of this corporate plan is to provide an overall high-level summary of Norwich City Council's work, looking back to the council's performance last year (2007/08), and looking forward to our plans and priorities for the next two years (2008-10). It also looks at how our objectives fit in with those of our major partners, and how our collective plans will ensure the positive growth and development of the city. Together with the *Medium-term financial plan* (MTFP), which sets out the financial strategy which underpins our work, and the *People plan*, which sets out key priorities for people management which will support our change programme, this plan represents a strategic overview of what we are doing to ensure the health, wealth and happiness of local people.



Where are we now?

Norwich has a rich and distinguished history as a major city that ran its own affairs until local government re-organisation in 1974. But our eyes are very much on the future of a city which already provides 39 per cent of the jobs in the county, has the largest economy in the eastern region, and is one of the top 10 retail centres in England. The potential for further growth is significant and this has been recognised in the draft regional economic strategy for the East of England, which recognises greater Norwich as an "engine of growth" for the region.

Where do we want to be?

In order to achieve its aims, Norwich City Council works within national and regional frameworks – and with partner organisations – to ensure we are working to shared goals which directly meet people's needs. Here, we set out the overall vision for the city as a whole, and what part we play in achieving that vision and our medium-term priorities.

How will we get there?

The *Aiming for excellence* programme, unitary programme and the strategic management framework all form the basis upon which the council will fulfil its role as community leader and provide services throughout the coming year. This section will show how the framework is made up and how the council's ambitions are aligned with those of Norwich as a whole.

We hope you find the *Corporate plan* useful. It is not intended to set out everything we do, and it is underpinned by a wide range of other key strategies that explain our plans in more detail. These are highlighted throughout the document and if you would like copies you can find them on our website at www.norwich.gov.uk, or contact us at performance@norwich.gov.uk

Where are we now?



1 The city of Norwich

Norwich past

Norwich has a history that few cities in the UK can rival, and although it is now a burgeoning business centre it has not lost any of its charm and unique character. Indeed, it stands as a compelling example of how the medieval and modern can exist in harmony, epitomised by The Forum and the neighbouring St Peter Mancroft Church.

Until the 18th century, Norwich was England's second city and as such occupies an important place in the country's history. At the time of the Norman Conquest it was one of the most important boroughs in the kingdom, and even boasted its own Mint. The Normans began building the castle in 1067 and the cathedral in 1096.

Richard I made Norwich a city in 1194, and in 1404 it was given the privilege of appointing a mayor, two sheriffs and 21 aldermen to run its own affairs. This self governance continued for almost 600 years until the County Borough was abolished in an overhaul of local government in 1974.

But while historic landmarks such as Norwich Castle Museum and Norwich Cathedral still dominate the landscape, it is not a city trapped in time, but one which is changing fast and is on the cusp of exciting developments.

Norwich present

Norwich is a successful and growing economy and is the economic, social, cultural and environmental hub for the wider region (see the 'essential facts' on the next two pages). Greater Norwich has been awarded both 'growth point' recognition and funding, and also Local Economic Growth Initiative (LEGI) support to bolster the local economic strategy. It has all the essential ingredients for economic success, including a world-renowned university, an international airport, improving transport infrastructure and a traditional charm, history and quality of life that major companies say is important to the people who work for them.

We have a large cluster of knowledge-based industries, such as financial services, health and life sciences, and creative industries, and more than 5,000 businesses and 50 national or regional headquarters are based here.

The city offers a diverse mix of shops, ranging from the vast complexes of Chapelfield and Castle Mall to small independent traders in the picturesque and distinctive Norwich Lanes. As a result, it is now ranked in the top 10 of retail centres in the UK and best in the eastern region. An estimated 20,000-25,000 people take advantage of the nightlife on offer on a weekend evening.

Justifiably, Norwich has an excellent reputation for further education and the University of East Anglia (UEA), City College Norwich and the Norwich School of Art and Design are key players in the economic success of the city. However, mainstream education remains a real issue with attainment levels at all Key Stages 1-3 and GCSE below the national average and this is compounded by low levels of aspiration, low staying-on levels and high levels of absence.

There are also concerning levels of deprivation which are concentrated in certain areas and which mean many people are not able to benefit from the city's successes. More than 30 per cent of Norwich children are affected by income deprivation and Norwich has the highest proportion of housing benefit and council tax benefit recipients of all local authorities in the eastern region. The importance of tackling these problems in key wards was recently recognised by the award of transitional funding under the working neighbourhoods fund.

Norwich: the essential facts

Norwich future

At present, the population of greater Norwich is around 217,000 for the built-up area. However, significant growth is predicted, presenting challenging targets for new jobs and housing. By 2025 it is projected that Norwich's population will have risen to 280,000 and such growth must be strategically managed if we are to ensure this development is sustainable and shared equally for the benefit of everyone in our community.

There are more than 350,000 people in the 'travel to work' area who rely on the city for work, leisure, shopping and onward transport links and 50,000 workers commute into the city each day. However, there needs to be a step-change in the development of Norwich's economy, with greater emphasis on the jobs of the future in the 'knowledge economy', if we are to achieve the growth of 35,000 new jobs by 2021.

While there are a large number of professional jobs, there is the potential to create more managerial and graduate-level jobs. There are insufficient intermediate-level jobs and openings here need to be encouraged. This will provide the opportunities for graduates to maximise their potential in the local jobs market and offer chances for those in lower paid employment to take a step up the ladder.

There are also a significant number of lower paid jobs in the city, which can tend to be filled by the indigenous city population. Vocational training is good, but there is a need to develop this and generate new skills and aspirations to deliver a 'locally grown' workforce that can support the emerging knowledge industries. Lifelong learning will also be important to ensure all local people can remain in the local work market if they desire.

One third of jobs in the city council area are based in just 66 organisations (200 or more employees) and a large number of these have international parent companies, making the local economy vulnerable to global investment decisions. This number of large employers also creates an 'employee culture' which provides a disincentive to people starting their own business.

Small businesses are under-represented in the city; micro businesses (1-10 employees)

account for only 76 per cent of businesses in Norwich compared to 84 per cent nationally. Growth among small and medium-sized enterprises is relatively poor. Business start-ups and self-employment levels are also low. The working age population of Norwich is 84,900 people, of which 62,000 are economically active (66 per cent). In the two wards that incorporate Norwich city centre, 46,100 people are employed, and across the whole city council area 93,172 work. This accounts for 25 per cent of the total employment across Norfolk, while greater Norwich accounts for 41 per cent of all Norfolk jobs.

Banking, finance and insurance account for 29,300 jobs, a far higher proportion than the national average. Distribution, hotels and restaurants provide 22,600 jobs (24.2 per cent) while public administration, education and health provide 19,800 jobs (21.3 per cent). Manufacturing now accounts for about 8,100 employee jobs (8.7 per cent).

In line with national trends, unemployment as a whole fell significantly between 1995 and 2002, but has since remained fairly steady. In March 2007 there were 2,952 people unemployed in the city council area, a rate of 3.5 per cent compared with 2.6 per cent in Norfolk and 2.7 per cent nationally (unemployed as a percentage of resident working age population).

Summary of the economic picture

- Around 100,000 people work in the city council area.
- 38 per cent of the jobs in the county are in greater Norwich.
- 50,000 workers commute into the city every day.
- Over 5,000 businesses and more than 50 national or regional HQs are based here.
- Norwich has a high cluster of knowledge economies e.g. financial services, health and life sciences, and creative industries.
- Improving transport infrastructure, including Norwich International Airport, only 15 minutes from the city centre.
- Home to the highly-regarded University of East Anglia, City College Norwich and Norwich School of Art & Design.
- Ranked as a top 10 retail centre in the UK and best in the eastern region.
- Ranked 8th best tourist destination in the UK.

Summary of the social picture

- Levels of socioeconomic deprivation are the second highest in the region, and 62nd (out of 354) in the country.
- Eight of the city council's 13 wards are in the 20 per cent most deprived nationally.
- Above average rates of homelessness.
- 26 per cent of housing is council rented, compared to just six per cent in Norfolk.
- Lower than national average educational attainment scores at all levels (Key Stages 2-4) and at GCSE.
- Lower than national average rates of staying on to further education.
- Higher than national average levels of young people in NEET (Not in Employment, Education or Training).

Norwich: the essential facts

2 Norwich City Council

Our improvement journey

In 2003, Norwich City Council was judged as a 'fair' council by the independent Audit Commission, as part of the *Comprehensive performance assessment* (CPA) of all local authorities. Since then, it has embarked on a major improvement journey. During this period, significant progress has been made in a number of performance areas, but other areas for improvement have also arisen.

The early part of the improvement journey was built around the innovative 'Norwich Connect' partnership with Steria. This partnership has invested significant monies into new technology, and the streamlining of customer facing services. This has led to major improvements in customer responsiveness, and significant efficiencies in the region of £2.8m per year. The partnership is now attracting national attention from other local authorities.

Our *Aiming for excellence* improvement programme has also delivered major changes such as:

- a clear vision for the city and the city council
- an improved performance management framework
- clearer priorities and target-setting
- increased management capacity
- increased staff satisfaction
- improving customer satisfaction
- new financial management arrangements.

In early 2008 we commissioned an independent peer review of our progress. The review noted the significant progress achieved since 2003: "the peer review team congratulate Norwich City Council on the improvement since 2003 and believe that by further harnessing the motivation, drive and determination that exists in the council it will be able to continue to succeed". Annex 5 summarises the team's recommendations, and this plan prioritises how we will be tackling these issues.



Summary of the health picture

- The health picture overall for Norwich is mixed, with life expectancy overall similar to the national average. However, some figures indicate there could be a difference of 7.4 years in life expectancy depending on where you live
- Above average health issues include teenage pregnancy, road deaths and injuries, mental health problems and drug and alcohol misuse.
- Lower children's population, higher than average young people's population (16-24), and lower-than-average older population (above 75).

Summary of the cultural and environmental picture

- Five theatres, including the Theatre Royal, the most successful regional theatre in the UK.
- Three regional media centres (BBC, Anglia and Archant).
- High-profile arts calendar including the Norfolk & Norwich Festival, and Contemporary Art Norwich.
- Highly-regarded arts institutions, including Norwich Castle Museum and Art Gallery, and the Sainsbury Centre for Visual Arts.
- More than 1500 buildings of historical significance.
- 35 per cent of the city council area is public open space.
- More Park & Ride sites (six) than any other UK city.
- Home to major climate change and carbon reduction initiatives.

How we have performed – achievements since the 2007/08 corporate plan

The *Corporate plan* 2007/08 set out the council's vision and strategic and short-term priorities. Corporate management team (CMT), scrutiny and the executive have all received quarterly reports setting out progress against the key priorities and performance targets set out in the *Corporate plan*. The performance management improvement board (PMIB), which was set up during the year to drive performance improvement, has taken the leading role in overseeing improvement plans, monitoring progress and initiating corrective action where performance has slipped.

Annex 1 sets out the detailed results against all statutory Best Value Performance Indicators (BVPs). Overall, the council showed progress, with 62 per cent of BVPs being the same or better than the previous year (2006/07).

There have been some notable areas of achievement:

Strong and prosperous city

- significant progress made in achieving our ambition to secure unitary status
- good progress on planning the growth and development of the city, and completion of a number of key projects (e.g. Barrack Street and St Andrews Plain)
- a silver award in the International Liveable Cities competition
- completion of a draft environmental strategy, and acceptance on to the Local Authority Carbon Management Programme to reduce the council's carbon footprint
- more conservation areas with an up-to-date character appraisal
- more council buildings accessible by people with disabilities
- 100 per cent of our targets have been achieved in relation to roads maintenance.

Aiming for excellence

- independent research shows a positive direction of travel on our finance improvement programme
- procurement savings of £60,000, with an additional £200,000 planned for 2008/09

Safe and healthy neighbourhoods

- reduced overall crime levels over the past four years
- faster re-let times for empty council properties
- better rent collection rates and lower rent arrears
- savings of more than £2 million in landlord services, which has been partly re-invested in an acceleration of the window replacement programme
- top quartile performance for the removal of abandoned vehicle within 24 hours
- reduced numbers of non-decent homes
- improved performance in getting non local authority homes re-occupied
- better performance in offering homelessness advice and intervention
- reduced levels of domestic burglaries, violent crime, vehicle crime and robberies.

Opportunities for all

- £2m of Neighbourhood Renewal Funding invested into poorer areas of the city
- achieved £1.2m of local enterprise growth funding for smaller businesses in the city
- high levels of satisfaction are reported for parks and open spaces, museums and galleries and theatres and concert halls
- 25 per cent reduction in city road casualties
- 100 per cent delivery of food premises inspections
- improved percentage of phone calls successfully handled in the customer contact team, with answer delay times reduced.

Putting Environmental Sustainability, Culture and Creativity at the heart of everything we do

- a successful Norfolk and Norwich Festival 2007/08
- increased visitor numbers to Norwich museums
- City of Norwich Partnership conference focus on cultural planning

How we have performed – areas for improvement

Overall, progress against the majority of priorities has been good. Key areas for attention in 2008/09 will need to be:

- continued focus on improving our financial systems and processes
- a stronger focus on environmental sustainability
- a strong focus on improving services which are priorities and poorly performing
- closer attention to performance against statutory indicators.

The council's performance management and improvement will be focussing on these areas, and developing improvement plans in all priority areas.

Much of the council's operational improvement work is delivered through a comprehensive set of service plans, which set out a large range of more detailed improvement targets. Progress against service plan targets was good, with 72 per cent on, or ahead of, target, 27 per cent experiencing some minor slippage, and only one per cent not likely to be achieved.

How we have performed – progress against political priorities 2007/08

The council also adopted five political priorities for 2007/08. Progress has been good and is summarised below:

Invest in more CCTV cameras

- Eleven additional cameras provided in residential areas.
- Seven additional cameras in non-residential areas.

Improved recycling rate

- Phase 1 of alternate weekly collections implemented with second phase starting in June.
- Our 22 per cent target now exceeded and continuing to improve – 25.9 per cent achieved in the last six months of the year. We aim to achieve 32 per cent by 2010.
- Successful trial for green waste collections implemented in Crome and Eaton wards with planned extension to all residents in the coming year.

Introduce park rangers

- Submission to Big Lottery Fund complete.
- Scheme launched at Gildencroft with wardens, parks and open spaces staff and CityCare.
- Wardens now visible in parks.

1000 new affordable homes by 2009

293 completed in 2006/07

279 completed in 2007/08

Government consent received to access £60m grant for new affordable homes and we are now exploring potential for a 'special purpose vehicle' to deliver these

Start work on Memorial Gardens by 31 March 2008

- Project team formed and preparatory work underway.
- Work on site has now begun.

How we have performed – public consultation

In 2007/08, Norwich City Council involved the people of Norwich and other stakeholders in over 30 different consultations. We use these surveys to improve service design and delivery. Summarised below are some of the key messages:

Community safety strategic assessment public consultation

A cross-section of the public was asked whether they agreed or disagreed with the emerging priorities of the Safer Norwich Partnership. A high-level of agreement with the priorities was shown to reduce:

- incidents of anti-social behaviour by nine per cent
- levels of criminal damage by 97 per cent
- levels of violent crime (including domestic violence) by 97 per cent
- the adverse affects of alcohol and drug misuse on communities by 100 per cent
- the adverse effects of prolific and priority offenders on communities by 97 per cent.

Open spaces needs assessment community survey

A wide-ranging consultation exercise was carried out, comprising a household survey, schools questionnaire, workshops and topic discussions, involving sport, green spaces and community groups. Key general points raised were:

- high local importance for the provision of a range of open spaces and facilities
- the value of both informal and formal open spaces
- concern about the quality of some facilities
- the need – when planning for all types of recreation opportunity – to take into account people's readiness to travel, and requirement for different types of space.

Employment growth study – views of senior managers in Norwich businesses

The key issues for economic development in the city were identified as:

- better promotion of Norwich's strengths
- supporting economic diversity

- closer working between businesses in different sectors
- improved road and rail links to other cities
- provision of appropriate employment sites and premises
- need to improve skills of local people
- support for enterprise and entrepreneurship.

Greater Norwich Development Partnership (GNDP) Joint core strategy:

- 81 per cent of respondents agree with the draft vision for the area
- 79 per cent of respondents agree with the way the GNDP proposes to manage the growth of the Norwich area.

Customer contact team – customer satisfaction survey, autumn 2007

- 79 per cent thought the service was either excellent or good
- 41 per cent think we should extend our front counter opening time
- 31 per cent think we should extend our telephone contact hours.



3 The local government climate

The climate for all local authorities continues to be extremely demanding. Looking forward, there are a range of key external constraints and pressures that will impact on Norwich City Council's ability to deliver local services over the next few years. We will need to take these into account in planning and delivering services. Some of the key pressures include:

- **financial pressures** – government grant settlements are expected to be below the level of inflation. In particular, the comprehensive spending review 2007 (CSR 2007), required local government to reduce its spending and to deliver further efficiency savings
- **efficiency and modernisation** – all local authorities are required to deliver three per cent efficiency gains above-and-beyond their normal business. Norwich City Council has achieved this and at the same time has managed to make significant investments in new technology and systems to improve customer responsiveness and service delivery
- **unitary status** – a boundary review for the whole of Norwich and Norfolk is now underway and an outline conceptual business case has been submitted for the new authority. New unitary councils are likely to come into effect by April 2010
- **growing demand** – demand for our services continues to grow. The city of Norwich is expected to grow by approximately 70,000 people over the next 20 years, meaning more visitors, more workers and more residents who we will need to provide services for. This places growing pressures on our very tight resources

- **the Local Government and Public Involvement in Health Act** - requires all local authorities to make major changes to the way they work, start working more closely with local communities and people, and work more closely with each other. This will mean we need to review all of our services and start delivering them more closely to local people
- **other new legislation** – there will be a wide range of new responsibilities emerging for local authorities and most of these will come without any additional resources.

These significant pressures, and many more, mean we will need to continue to identify efficiencies across all services so we can meet growing and new needs. It also means we must focus our attention on helping the most needy and disadvantaged, and target our resources increasingly on the highest priority areas and services. The 'credit crunch', with increasing fuel and food costs, will also impact more heavily on low-income households across our city.



Where do we want to be?



1 Working together for Norwich and its people

Norwich is a fantastic, historic and beautiful city, and has great economic potential for the future. But like all cities it also has its share of problems. For example it has above-average levels of deprivation and crime and below-average levels of educational attainment and health.

The city council has a very clear vision of what it is trying to achieve. It exists to serve local people, and has a responsibility to make Norwich the best possible place for everyone who lives here, works here, learns here or visits. The council cannot achieve this by working alone. We have a wide range of partner organisations which we work with to tackle the social, economic, environmental and cultural challenges facing the city and its people.

We must also work within national and regional frameworks and policies that are set by central government and other statutory agencies. To be really successful, we must ensure all partners are working together on shared goals that directly meet local people’s needs, and that each partner has clear objectives and performance targets so everyone can see what progress is being made.

Diagram 1 shows how the national, regional and countywide priorities are translated down into overall priorities for the city of Norwich, and how in turn these cascade into Norwich City Council’s priorities. The council has the leading role in driving the city forward, and has direct responsibility for the achievement of many of the key goals.

The Norfolk Local Area Agreement (LAA) has just been agreed which sets out outcomes and priorities to be delivered over the next three years, although this will be superceded if a unitary authority for greater Norwich is created. As it stands, we believe the Norfolk LAA does not meet all of Norwich's unique urban needs and does not give a high enough profile to issues such as deprivation and growth. Despite the city’s presence in negotiations leading up to its conclusion, our voice was just one of many. We have a duty to co-operate and deliver the LAA and this plan sets out how we will achieve this. The LAA was not completed until after service plans were set for the

current year and we are taking steps to review how we can best help to deliver upon its targets, some of which are set at a district level. Our partnerships will also be focusing upon delivery.



Diagram 1.
Performance management framework
- wider context

2 Priorities for the city of Norwich

Within Norwich, delivery of the sustainable community strategy and LAA priorities is co-ordinated through a statutory local strategic partnership, known as the City of Norwich Partnership (CoNP). The CoNP brings together a wide range of key public, private and voluntary sector organisations, which make a major contribution to the economic, social and environmental success of the city. The CoNP is steered by a small strategic board, but overall the partnership includes around 150 local individuals and organisations, all committed to working together to make Norwich a better place. It is truly a team effort.

The partnership strategic board has also set four overarching strategic priorities which are to:

- develop the knowledge economy
- raise educational attainment and improve skills
- tackle deprivation
- improve environmental sustainability



Overall citywide vision

'To make Norwich a world class city in which to live, work, learn and visit'.

Within this the partnership has established the following priority themes:

Priority themes (proposed)

THEME 1

City of economic growth and enterprise

- To make Norwich a premier UK city with a thriving, diverse and sustainable economy, providing all its citizens with opportunities and a great quality of life

THEME 2

City of environmental excellence

- To make Norwich a place where resources are used in a sustainable manner, and the natural and built environments are protected and enhanced for the benefit of local people and wildlife

THEME 3

City of culture and creativity

- To make Norwich a lively, creative and energetic city, a place where culture and creativity are a means to raising aspirations and improving well-being

THEME 4

City of safe and strong communities

- To make Norwich a place where everyone feels safe and secure, and can play an active part in the local community

THEME 5

City of health and well being

- To make Norwich a city where everyone can enjoy a healthy life with access to good health facilities, housing and social care

THEME 6

City of learning and personal development

- To make Norwich a place where people reach their full potential.

Diagram 2.

Proposed City of Norwich Partnership vision and priorities 2007-20

3 Vision and priorities for Norwich City Council 2008-2010

Over the next two years we will pursue a twin-track approach:

Track 1

Continuing to improve the city council's services - *The Aiming for excellence*

programme is being reviewed to focus on service improvement in our priority areas and other key issues emerging from inspection reports and this will be a strong focus for the current year. We need to keep improving our services in line with our priorities in the existing council. Plans will be reviewed in the autumn of 2008 in the light of progress on unitary status.

Track 2

Securing and implementing a new unitary council for greater Norwich -

A review by the Boundary Committee for England of the whole of Norwich and Norfolk is now underway. If successful, the outcome will be one new council for Norwich instead of the four that currently exist. This will tailor services to meet local needs.

It will be demanding for the city council to respond to both of these requirements. However, we are clear that both will lead to significant improvements for local people, and so we are committed to working hard to deliver both ambitions.

During 2009-2010 the balance of effort and resource between these two tracks will need to change depending on government decisions. Should our unitary ambitions be realised, then the focus in 2009-10 will increasingly be on developing a better council for the future.

4 Our plans for 2008-2010

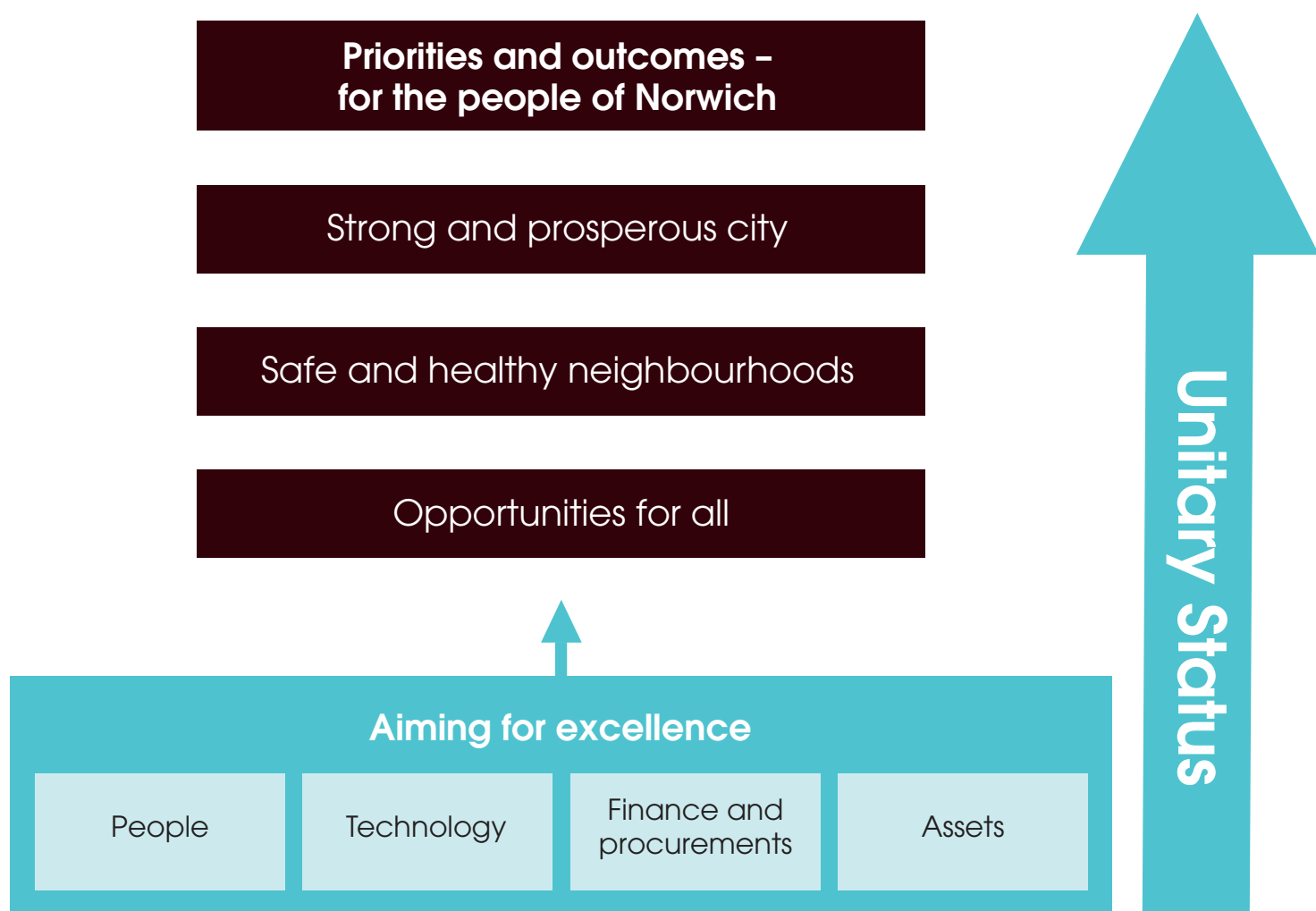
In order to effectively deliver both tracks one and two, we will need to ensure we are deploying our resources effectively to the most important priorities. Consistent with the recommendations of the peer review team, we are therefore simplifying the city council vision, priorities and outcomes to give a much stronger focus in those areas we have prioritised.

While the council has been fully involved in negotiations for the Norfolk LAA and has influenced its shape, it still does not meet some key issues for the city and does not, in our view, adequately reflect issues such as deprivation and the growth agenda. However, we accept that while the two-tier system of government remains in place, we have a duty to co-operate and to help deliver the agreed LAA and this is reflected in our plans.

The diagram on the next page sets out how our vision supports the council's key priorities.

The following pages show: the executive's top priorities; the council's key objectives; the outcomes we wish to deliver; what will be achieved; how we will measure this and what our targets are, along with some short-term priorities which combined will deliver the council's vision.

Diagram 3.
Priorities and outcomes – for the people of Norwich



The council's top political priorities for 2008/10 are:

1. Delivering the growth points programme
2. Restoring the Memorial Gardens
3. Improving the energy-efficiency of council houses
4. Increasing the provision of play facilities in the city and building a skatepark
5. Developing a Parks for People programme
6. Developing a financial inclusion strategy
7. Setting up a warm homes project to tackle fuel poverty

Strong and prosperous city

We are working to improve the quality of life for residents, visitors and those who work in the city now and in the future.

We will do this by:

- planning the future sustainable growth and development of the city
- achieving recognition as a major national and regional player
- improving the parks and open spaces, encouraging biodiversity, and providing access for all
- maintaining the heritage and quality of the city's buildings
- supporting the development of a diverse economy that has a range of employment opportunities for local people
- encouraging business growth, particularly high-value knowledge jobs
- supporting the role of the city as a regional centre for employment, retail, tourism and culture
- encouraging people to access to education, training and skills
- working with local businesses, schools, colleges and universities
- encouraging integrated, accessible transport
- increasing the supply of affordable housing
- putting environmental sustainability, culture and creativity at the heart of everything we do

What are we going to do? (short-term priorities and actions)

- implement the *Planning improvement plan*, including improving customer focus
- complete the *Joint core strategy* and start its implementation
- assess the need for leisure provision in the city and seek to identify how these needs can be met
- bring to completion the *Northern city centre action plan*
- protect economic development sites from being used for other land use purposes
- deliver the 'growth points' programme
- develop and implement the *Environmental strategy*
- consult on and develop a new economic development strategy
- restore the Memorial Gardens
- finalise the assessment of the development opportunities for City Hall site
- increase cycling activity

How will we know if we are doing this? What measures? (indicators and targets)

- NI 10 - visits to museums and galleries (annual survey)
- NI 117 - Not in Education, Employment or Training (NEET) (Annual Survey)
- NI 151 - overall employment rate
- NI 152 - working age on out of work benefits
- NI 155 - gross number of new affordable homes
- NI 157 - processing planning applications against target
- NI 166 - average earnings
- NI 172 - VAT registered businesses showing growth in the area
- NI 186 - per capita reduction in CO2 in the LA area

Possible local indicators, to be explored:

- % of jobs in SMEs
- Median earnings of jobs created
- Perceptions of the business community
- Additional measures or projects required:
- achievement of milestones in the local development framework (LDF)
- 'growth points' programme - progress against milestones
- progress of major developments against milestones
- progress of master planning exercises against milestones

Who For?

Stakeholders:

- Developers
- Residents
- Visitors
- Employers

Who with?

Partners:

- Greater Norwich Development Partnership (GNDP)
- DCLG
- East of England Development Agency (EEDA)
- EP (HACA)
- HEART
- Regional Cities East (RCE)
- LEGI Board
- NRF Board
- Investors and developers
- Bus companies

Partnerships:

- Greater Norwich Development Partnership
- Greater Norwich Housing Partnership

Plans and strategies

- Local development framework (LDF)
- Integrated delivery programme (IDP)
- Growth fund
- Local development framework (LDF)
- Integrated delivery programme (IDP)
- Growth fund

Customer involvement

How will we show how we have talked to customers, listened and changed/ influenced what we do?

- Attendance at planning forums
- Monitoring Ombudsman complaints (and implementing improvements)



Safe and healthy neighbourhoods

We will work in partnership with residents to create neighbourhoods where people feel secure, where the streets are clean and well maintained, where there is good quality housing and local amenities and where there are active local communities.

We will do this by:

- reducing crime, antisocial behaviour and the fear of crime
- maintaining and improving streets, pavements and verges
- providing a regular waste collection and recycling service
- generating less waste, by reducing, reusing and recycling
- improving the quality and energy efficiency of social housing
- maintaining and increasing the use of open spaces
- supporting local community activity and increasing the use of local facilities
- making neighbourhoods more attractive by maintaining and improving local council properties including shops and community centres
- putting environmental sustainability, culture and creativity at the heart of everything we do

What are we going to do? (short-term priorities and actions)

- continue to deliver the programme of making all council homes decent
- improve the energy efficiency of council houses, in particular by accelerating the windows replacement programme
- maximise the use of our housing stock
- develop the *Community engagement strategy* to improve our neighbourhoods.
- increase the provision of play facilities and services in the city, in particular by the use of section 106 monies
- improve the access to private rented housing to those who are homeless or are becoming homeless
- work with young people to carry out the Portrait of a Nation project in Norwich
- build a skatepark
- develop the Parks for People programme
- complete the roll-out of alternate weekly waste collections
- develop a benchmark for a model urban neighbourhood which will include, for example, access to bus stops, post offices, urban spaces, libraries and GP facilities.

How will we know if we are doing this? What measures? (indicators and targets)

Current measures and projects:

- NI 8 – adult participation in sport
- NI 195 – improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)
- NI 196 – improved street and environmental cleanliness – fly tipping
- BV 218a – investigation of abandoned cars within 24 hours
- BV 218b – removal of abandoned cars within 24 hours of legally entitled to move
- Ex6 – local election turnout
- Ex7 – election registration
- All crime in Norwich (local indicator)
- BV 63 – average energy efficiency rating of council housing
- BV 212 Average time taken to re-let local authority housing (days)
- NI 158 – % of decent council homes
- NI 191 – residual household waste per household
- NI 192 – % of household waste sent for reuse, recycling, composting

Place survey indicators – see page 24.

Who for?

Stakeholders:

- residents
- community groups
- tenants

Who with?

Partners:

- CityCare
- City of Norwich Partnership (CoNP)
- Residents' Forum
- Police/CDRP
- community organisations

Plans and strategies

- community engagement
- play
- green spaces
- waste management

Customer involvement

How will we show how we have talked to customers, listened and changed/influenced what we do?

- Tenant Talk
- other resident feedback mechanisms

Opportunities for all

We want all of our communities to be able to access the wide range of services in the city provided by the council.

This is about:

- making sure all our residents have fair access to our services and where they have special particular these are taken into account
- helping to make the city accessible to everyone – young and old
- offering everybody the opportunity to enjoy all that Norwich has to offer
- building on the positive assets the city and its people have
- celebrating diversity
- looking for creative solutions to difficult problems
- actively working to reduce the inequalities in our communities
- working with community and voluntary organisations to better meet the needs of Norwich's diverse communities
- communicating with and informing residents
- prioritising the spending of council money in less affluent areas.

What are we going to do? (short-term priorities and actions)

- achieve level 2 of the Equalities Standard by September 2008, and assess when we can achieve level 3
- review the accessibility of our services in the light of equality impact assessments
- produce a programme to improve the accessibility of our services
- continue to support the third sector forum as a sounding board for the council's partnership activity, and to increase the capacity of the third sector
- introduce the posting of Citizen magazine to every household.
- set up an older people's commission
- develop a financial inclusion strategy - this will include analysing data about deprivation and disadvantage and examining and strengthening money advice services; the Go4less scheme; expanding credit unions, and reducing energy costs.
- setting up a warm homes project to tackle fuel poverty and excess cold in the private sector
- provide a programme of free events in the city

How will we know if we are doing this? What measures? (indicators and targets)

Current measures and projects:

- NI 7 – environment for a thriving third sector
- NI 118 – childcare take up for low-income families
- NI 153 – claimants in deprived areas
- NI 173 – people falling out of work on to incapacity benefit
- NI 187 – tackling fuel poverty
- NI 175 – access to services by car, public transport etc
- BV 2a – equality standard level

Possible local indicators, to be explored:

- Accessibility of council buildings
- Hate crime
- Take-up of Go4less
- Earnings levels
- Take-up of benefits
- Take-up of attendance allowance

Who for?

Stakeholders:

- third sector
- diversity groups and representatives
- customers, residents and visitors
- councillors and staff

Who with?

Partners:

- Steria/BT (technological improvements)
- Citizens' panel

Partnerships:

- City of Norwich Partnership (CoNP)
- HEART
- Steria
- Citizens' panel and place survey consortia

Plans and strategies

- engagement/consultation
- *Customer contact strategy*
- *Diversity strategy*

Customer involvement

How will we show how we have talked to customers, listened and changed/influenced what we do?

- some work around Citizen magazine and its impact
- through engaging with different groups of customers, e.g. tenants, through customer surveys, and by analysing complaints and compliments

Aiming for excellence

This is about ensuring the council:

- is efficient in its use of resources
- is effective in delivering its plans
- is a good employer
- communicates effectively with its customers, staff and partners

What are we going to do? (short-term priorities and actions)

- make our letters more customer friendly
- implement corporate customer care standards for all services, including contractors
- implement a corporate compliments and complaints system
- implement a system to measure customer satisfaction and customer feedback
- establish a single point of contact for all enquires regarding council services
- implement the single status agreement
- develop a leadership programme for officers and members
- develop a member development programme, including the members' charter
- improve support to the scrutiny committee
- re-provide the services delivered by CityCare by 31 March 2010
- benchmark the Steria contract to assess value for money
- ensure all emergency plans are operational and tested
- design and implement a Local Carbon Management Programme
- continue to improve our Use of Resources score
- maximise the use of external funding.
- implement our asset management strategy

How will we know if we doing this? What measures? (indicators and targets)

Current measures and projects:

- NI 14 – reducing avoidable contact
- NI 181 – time taken to process housing benefit claims
- NI 185 – CO2 emissions from local authority activities
- Use of Resources score
- time taken to answer calls
- % of calls successfully answered
- calls answered within 120 seconds

Additional measures or projects required:

- Delivery of programmes against milestones

Who for?

Stakeholders:

- managers
- members
- employees
- Unison
- audit

Who with?

Partners:

- CityCare
- Steria/BT
- audit

Plans and strategies

- *Customer contact strategy*
- *Medium-term financial strategy*
- *Procurement strategy*
- *People strategy*
- *ICT strategy*
- *Diversity strategy*

Customer involvement

How will we show how we have talked to customers, listened and changed / influenced what we do?

- internal customer feedback



Unitary status

This is about:

- more efficient and accountable local government
- services tailored to the needs of the urban area of Norwich

What will this deliver?

- A unitary council for greater Norwich by 1 April 2010
- better levels of resident awareness of responsibilities for services – strong leadership for the whole city
- increased value for money of services
- higher quality integrated services across the whole city

What are we going to do? (short-term priorities and actions)

- publish an outline framework for the new council, and supporting 'discussion documents' by July 2008
- implement the joint transfer arrangements by December 2008
- formally secure unitary status on a greater Norwich basis by February 2009
- complete service position statements and options papers by March 2009
- successful transfer to a new unitary authority from April 2010
- develop a new Local Area Agreement (LAA) and sustainable community strategy.

How will we know if we doing this? What measures? (indicators and targets)

Current measures and projects:

- milestones of improvement plan
- Successful transfer of staff, assets, systems, and services

Who For?

Stakeholders:

- Residents and businesses of a greater Norwich
- City councillors and future unitary councillors
- Employees
- Partners
- Norfolk County Council, Broadland District Council and South Norfolk District Council

Who with?
Partners: <ul style="list-style-type: none"> Norfolk Primary Care Trust Norfolk Constabulary Local businesses/Norfolk Chamber of Commerce Other local councils – including principal councils, and parish and town councils Third sector organisations Local schools and head teachers Local churches and religious groups University of East Anglia/City College Norwich Contractors/service providers Learning and Skills Council Partnerships: <ul style="list-style-type: none"> City of Norwich Partnership Greater Norwich Development Partnership (GNDP) Greater Norwich Housing Partnership (GNHP)
Plans and strategies
<ul style="list-style-type: none"> Unitary implementation plan
Customer involvement
How will we show how we have talked to customers, listened and changed/ influenced what we do? <ul style="list-style-type: none"> Unitary consultation and communications programme/plan Regular unitary newsletters Roll out of unitary blueprint and discussion documents Website pages

Measure	Definition
NI 1	% of people who believe people from different backgrounds get on well together in their local area
NI 2	% of people who feel that they belong to their neighbourhood
NI 3	Civic participation in the local area
NI 4	% of people who feel they can influence decisions in their locality
NI 5	Overall satisfaction with the area
NI 6	Participation in regular volunteering
NI 17	Perception of antisocial behaviour
NI 21	Dealing with local concerns about antisocial behaviour and crime by the local council and police
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area
NI 23	Perceptions that people in the area treat one another with respect and consideration
NI 27	Understanding of local concerns about antisocial behaviour and crime by the local council and police
NI 37	Awareness of civil protection arrangements in the local area
NI 41	Perceptions of drunk or rowdy behaviour as a problem
NI 42	Perception of drug use or drug dealing as a problem
NI 119	Self-reported measure of people's overall health and well-being
NI 137	Healthy life expectancy at age 65
NI 138	Satisfaction of people over 65 with both their home and neighbourhood
NI 139	The extent to which older people receive the support they need to live independently at home
NI 140	Fair treatment by local services

Place survey

As part of the new 198 national indicators (NIs) dataset, a replacement for the triennial best value satisfaction survey is being devised. This will take place every two years and provide results for 19 of the 198 national measures. This is known as the place survey. Results will be available at district council level in two-tier areas and it is proposed the first survey will take place in autumn 2008 with results being available early 2009.

The second draft of the standard survey form asks a range of questions as well as those specifically required for the 19 NIs. Some of these are similar to the old best value survey. The new measures to be collected by the place survey are:

A large number of these measures are self-reported and subjective opinion. These biennial checks should, allow us to demonstrate improvements achieved as a result of other projects and measures put in place between surveys.

5 Principles governing the way we will work

As well as being clear about what our priorities are for the next two years, Norwich City Council has also agreed a set of principles which will guide the way everyone at the council will work, and setting the standards that our service users and partners can expect when they come into contact with us.

Our guiding principles are:

- **Customer care** – we will treat our customers as we would like to be treated ourselves. We will be as open and helpful as possible. We will treat our staff with courtesy, dignity and respect
- **First time, every time** – we will take the time to get it right first time, and avoid time-consuming repeat calls or call backs. Where we get it wrong we will apologise, and make sure it doesn't happen again
- **Quality results and quality decisions** – we will improve our services and not tolerate poor service. We will learn from our mistakes, borrow good practice from others, and take responsibility for improvement
- **Visible actions** – we will tell people what we are doing and why, when something will happen and when it will not. Information will be made available when people need it, and in a way that they understand, so they have the time to raise concerns
- **Doing with, not doing to** – the council exists to serve the city, our communities and our people. We will work with people to shape our services and we will work with our partners to make the most of our city
- **Be proud** – we will lead the way in making Norwich a world class city. We will speak up for Norwich as a city and as a council, celebrating our successes and recognising our achievements.



A low-angle photograph of a large, ornate stone building, possibly a cathedral or university hall, with a teal overlay. The building features intricate stonework, arched windows, and a prominent dome on the right side. The sky is visible at the top, with some clouds. The text "How will we get there?" is overlaid in white, bold, sans-serif font.

**How
will we
get
there?**

1 Performance management

The city council has performance management arrangements in place to monitor progress, and take remedial action where there are any problems or delays for any reason. This performance management approach is also applied to our partners where, for example, we have service delivery contracts with other companies such as CityCare and Steria.

Diagram 4 shows how our priorities are delivered through service plans, financial plans and agreed staff actions. These are all set out in annual service plans – the council has 12 separate service plans (all available at www.norwich.gov.uk). Each service plan contains specific targets, which are allocated to individual teams or employees to deliver. Progress against these targets is reviewed formally once a year (through an annual appraisal meeting), but with other updates throughout the year.

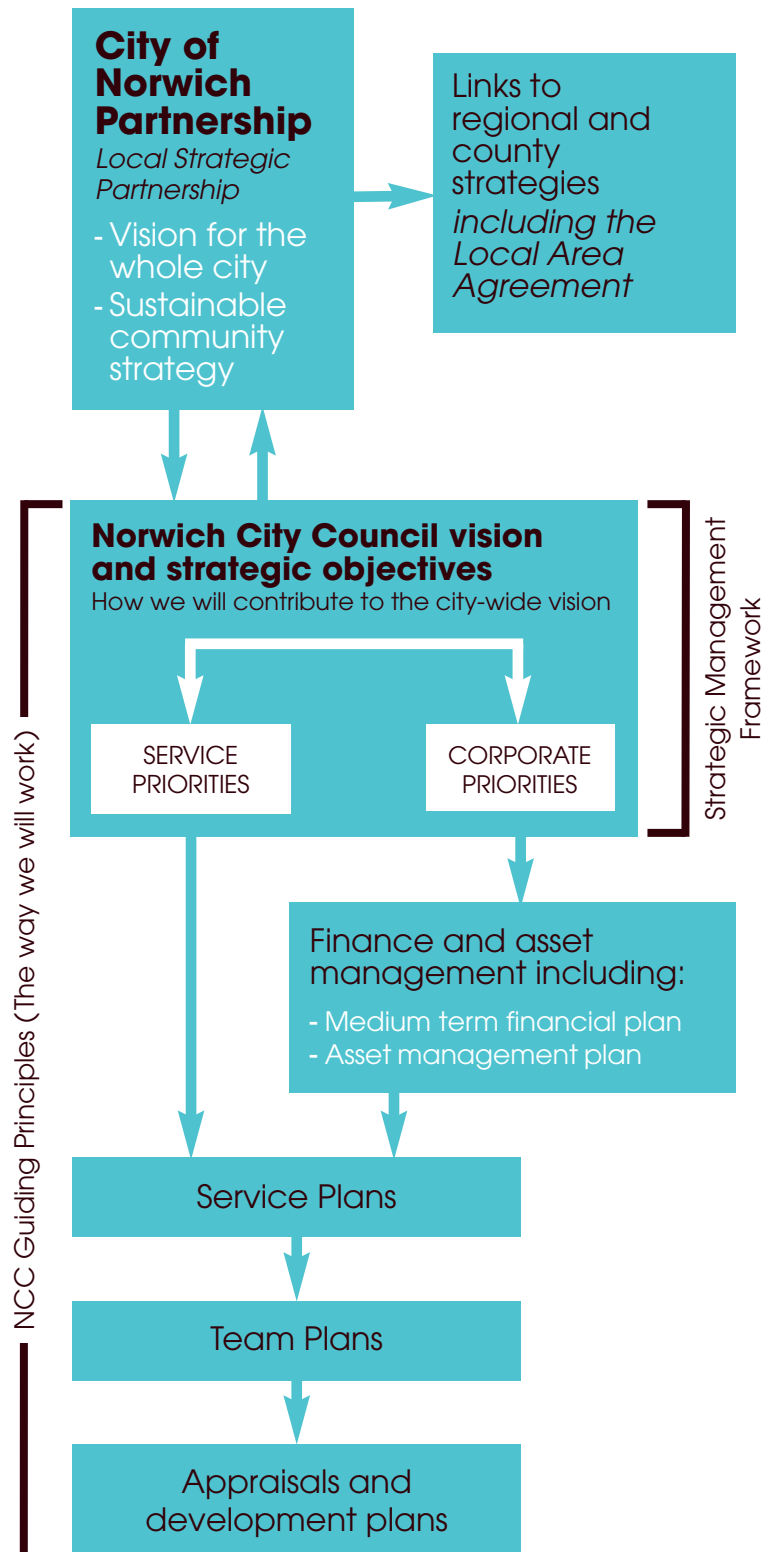
In addition, quarterly performance reports are prepared for the council's corporate management team, plus formal reports to the council's executive and scrutiny committee.

We are taking positive steps to improve our performance management arrangements. These have included:

- setting up the performance management and improvement board (PMIB) to oversee our improvement agenda
- establishing performance champions in each service
- participating in a regional performance management programme to learn about best practice and embedding this in our day-to-day work
- simplifying our reporting arrangements
- taking steps through this *Corporate plan* to simplify our objectives and priorities
- building corporate capacity in this area
- investigating the purchase of a performance management system

In addition, we have recently had a performance management inspection by the Audit Commission and we will be taking steps to implement its recommendations to further improve how we are working.

Diagram 4.
Linking service, financial and resource planning



2 Linking it all together

It is clear there is a complex structure of different services, priorities and targets, being delivered by a wide range of public, private and voluntary organisations. The key to making a real difference for local people is in the ability to pull this all together into coherent delivery plans that complement each other.

Diagram 5 below shows how this is achieved within Norwich City Council

It shows that there:

- is a direct relationship between city-wide priorities and city council priorities and commitments
- are clear strategies in place to show how these priorities will be addressed
- are clear political and management arrangements in place to ensure actions are being delivered and progress monitored
- are strong partnerships, with a range of agencies working closely together, to make best use of resources.

This means all our staffing and financial resources are organised in order to ensure they directly support the achievement of the city council's priorities, and in turn the overall priorities for the city of Norwich.

Diagram 5.

Alignment of priorities, portfolios, service leads and key strategies/partnerships

STRATEGIC PRIORITY	PORTFOLIO	CMT LEAD	HEADS OF SERVICE AND SENIOR LEADS	KEY SERVICE AREAS	KEY STRATEGIES AND POLICIES	KEY PARTNERSHIPS
ALL	Leader (Cllr Morpew)	Laura McGillivray	Nikki Rotsos Chris Popplewell Rachael Metson	Cultural services Communications Economic development Partnerships	<ul style="list-style-type: none"> • LAA • Sustainable community strategy 	City of Norwich Partnership Regional Cities East Shaping Norfolk's Future GNDP Norfolk LGA Cultural Cities Forum
STRONG AND PROSPEROUS CITY	Sustainable city development (Cllr Morrey)	Jerry Massey, assistant director city (tba)	Andy Watt Graham Nelson Kris Reeves Chris Popplewell Gwyn Jones Richard Willson Adrian Akester	Transport Planning Strategic housing Growth Regeneration Environmental management Strategic waste	<ul style="list-style-type: none"> • LAA • Joint core strategy • Sub-regional housing strategy • Norfolk climate change strategy • Norfolk waste strategy 	Joint Highways Committee GNDP City Centre Partnership CRED Climate Change Panel LA Carbon Management Programme Norfolk Waste Partnership
SAFE AND HEALTHY NEIGHBOURHOODS	Neighbourhood development (Cllr Blakeway)	Jerry Massey Angela Hadley	Bob Cronk Tony Brown	Neighbourhoods Community development Community engagement Open spaces	<ul style="list-style-type: none"> • LAA • Neighbourhood strategy • Community engagement strategy 	Residents associations Citywide Board Voluntary Norfolk Norwich third sector forum NELM
	Community safety & cohesion (Cllr Bremner)	Jerry Massey Angela Hadley	Bob Cronk Colin Penfold	Community safety	<ul style="list-style-type: none"> • Community safety strategy 	CDRP/RAP SNAPs

STRATEGIC PRIORITY	PORTFOLIO	CMT LEAD	HEADS OF SERVICE AND SENIOR LEADS OFFICERS	MAIN KEY SERVICE AREAS	KEY STRATEGIES AND POLICIES	KEY PARTNERSHIPS
OPPORTUNITIES FOR ALL	Young people services and involvement (Cllr Sands)	Jerry Massey Angela Hadley (Paul Spencer)	Bob Cronk Nikki Rotsos Russell O'Keefe	Cultural services Children's services Youth Services Family support	<ul style="list-style-type: none"> • LAA • Every Child Matters • Financial inclusion 	Children & Young Persons Partnership Youth Offending Team Cultural Cities Forum Voluntary Norfolk NELM NRF Board
	Housing , adults and older people Cllr Arthur)	Jerry Massey Angela Hadley (Paul Spencer)	Tony Brown Bob Cronk Russell O'Keefe	Housing landlord Older People Health	<ul style="list-style-type: none"> • LAA • Housing Business Plan • Housing Capital programme • Financial Inclusion 	Residents Associations Citywide Board Voluntary Norfolk GNHP POPPs Health Forum
AN EFFICIENT AND EFFECTIVE COUNCIL	Resources and governance (Cllr Waters)	Bridget Buttinger Paul Spencer	Barry Marshall Anton Bull Glenda Bennett Chris Dady John Jones Russell O'Keefe Phil Shreeve Jane Allen	Finance Procurement/contracts Human resources Asset management Legal & democratic Unitary status Policy & performance Service improvement	<ul style="list-style-type: none"> • LAA • Medium-term financial strategy • Revenue budget • Capital programme • PMIB • Norwich Connect contract • Asset management plan • People strategy • HR/personnel policies • Unitary plan/blueprint • Various diversity & equality strategies • Procurement strategy • Member development 	Steria UNISON ESPO LGIU Norfolk Citizens Panel
	Customer care and residents services (Cllr Brociek-Coulton)	Bridget Buttinger Angela Hadley	Tina Bailey Adrian Akester	Customer contact Citizen services Waste & recycling	<ul style="list-style-type: none"> • LAA • Alternate weekly collections • Customer contact strategy • CityCare re-let programme 	Citycare HELM

3 Leadership and management

Councillors are responsible for setting the overall priorities of the council (see details of all elected members at Annex 3). The executive will take the leading role in determining the overall strategy for the city council, and in setting priorities and in shaping policy and service delivery.

The corporate management team will ensure that staffing and other resources are deployed effectively and efficiently to deliver the political priorities.

4 Key supporting strategies

The city council uses a set of key strategies to determine the shape of key services (ie 'what we will do'), and to set the style of the council (ie 'the way we will do it'). Some of these key strategies are summarised below.

- **customer care** – we will always treat our customers the way we would like to be treated ourselves – with dignity, courtesy and respect. We will be as open and helpful as possible at all times
- **communications** – we will work hard to keep local people and organisations in touch with what the city council is doing. We will be honest about our successes and our failures at all times
- **financial management and efficiency** – we will never forget that local people pay for our services, and therefore we will always strive to deliver services as efficiently and effectively as possible
- **continuous improvement** – we will always strive to improve our services. We will listen to users and customers, and we will build their views into regular and thorough service reviews
- **quality staff** – we will develop and train our staff to provide the best possible service at all times
- **growth and development** – we will plan ahead to get the best possible solutions for Norwich. We will make sure that as the city grows we balance new development, housing and jobs with appropriate infrastructure, sustainable development, and protection of the historic nature of the city
- **neighbourhoods** – we aim to work closely with local communities to develop service delivery on a more neighbourhood basis. We will aim to get closer to local people both to listen to their views, but also to engage them in service design and delivery. Our elected members will take an active role in supporting their local communities
- **procurement** – a new strategy and action plan was agreed in May 2007. A new purchasing system has been installed and improvements in contract management have been implemented. Savings have been achieved on telephone call charges and for pool cars
- **asset management** – the council's approach to management of its assets has significantly improved with additional investment being made in community facilities and CCTV
- **diversity** – we aim to consolidate the work that is already happening within the council on equality and diversity and put in place a framework for integrating this work and putting equality and diversity at the heart of all decision making and service planning
- **environment** – a draft strategy is in place which focuses on the council's roles as community leader, a service provider and a partner, and outlines seven key areas where the council can maximise its impact. The council is also participating in the Local Authority Carbon Management Programme to assist it in its policy of reducing its carbon emissions by six per cent each year
- **ICT** – the strategy focuses on systems to support service delivery, and exploiting emerging technologies and key developments to achieve best value.

5 Monitoring and review

This is a living document. It will not sit on shelves and gather dust. This *Corporate plan* sets out the priorities and key actions for the city council for 2008/10. It will be actively used by all councillors, managers and employees to ensure all our efforts and resources are targeted towards the things that matter most to local people.

If you have any comments on this *Corporate plan*, please do not hesitate to contact the city council at performance@norwich.gov.uk or on 01603-212535.



ANNEX 1

Performance: Best Value performance indicators (BVPIS) and local performance indicators (PIS)

This section provides information on how well the council performed in delivering its services.

It is set out in three main sections, one for each of the three hubs the council's management structure is built around:

- **Corporate** – all corporate services such as policy, finance, human resources, equalities, museums, leisure and ICT
- **City development** – all services associated with the growth and development of the city such as planning, development control, roads maintenance, car parks and open spaces
- **Neighbourhood development** – all delivered to local communities such as housing, environmental health, streetscene, waste and recycling

In addition we have identified a range of new indicators.

For each group of services, information is provided on performance against key indicators, and targets are set for how we aim to perform over the next two years. Many of the performance indicators are set nationally but the council has added some local performance indicators where they help to give a better picture of performance.

For each indicator, information is provided on:

- **Column A** 2006/07 All England Average – the average performance of all English councils in 2006/07. This is the latest national figure that is available and provides a comparison with the Norwich results. (Please note that for a small number of indicators the comparator used is the average for district councils, this is shown in the tables).
- **Column B** 2006/07 Outturn – Norwich City Council's performance in that year.
- **Column C** 2007/8 Target – the level of performance the council expected to achieve in the last year.
- **Column D** 2007/08 Outturn – the level of performance that was achieved. This can be compared with the target for 2006/07 and the performance in the previous year (Column B).
- **Columns E and F** Targets – the levels of performance the council is aiming for in the next two years.
- **Column G** Direction of travel – this indicates whether the council's performance has improved, stayed the same or dropped in the last year compared with 2006/07.

Corporate - key PIs

Efficiency and quality - general

- 9** Council tax collected
- 10** National non-domestic rates collected
- 12** Average working days lost due to sickness per full-time employee equivalent

Housing and council tax benefits

- 78a** Average days for processing new claims
- 79b** Average days for processing change of circumstances

Equality

- 79b** Level of equality standard for local government to which council conforms

A	B	C	D	E	F	G
2006/07 England Average	2006/07 Outturn Audited	2007/08 Target	2007/08 Outturn	2008/09 Target	2009/10 Target	direction of travel
97.22%	96.22%	96.6%	95.90%	97.0%	97.2%	↓
98.78%	98.65%	99.1%	98.78%	99.2%	99.3%	↑
9.44	7.02	7.9	7.93	7.9	7.9	↓
30.8	24.2	25	27.2	24	24	↓
12.6	10.2	10	8.8	9	8	↑
n/a	1	2	1	2	3	↔

Corporate - other PIs

Efficiency and quality - general

		A	B	C	D	E	F	G
		2006/07 England Average	2006/07 Outturn Audited	2007/08 Target	2007/08 Outturn	2008/09 Target	2009/10 Target	direction of travel
8	Undisputed invoices paid within 30 days	93.06%	86.71%	95.0%	93.11%	97.5%	100%	↑
NL043	Percentage of phone calls successfully received into the customer contact teams	-	56%	80%	65%	82%	86%	↑
NL044	Percentage of calls answered within 120 seconds	-	85%	85%	78%	87%	90%	↓
NL045	Average answer delay time	-	88secs	45secs	72secs	40secs	35secs	↑
ex6	Turnout for local elections	-	36%	36.7%	36.7%	37%	37.5%	↑
ex7	Electoral registration forms returned	-	92%	92%	90%	93%	93.5%	↓
14	Early retirements as % of workforce	0.74%	6.24%	1.5%	0.90%	1.5%	1.5%	↑
15	Ill health retirements as % of workforce	0.23%	0.12%	0.20%	0.26%	0.20%	0.20%	↓

Housing and council tax benefits

76b	Fraud investigators per 1,000 caseload	n/a	0.24	0.2	0.2	0.24	0.24	↓
76c	Fraud investigations per 1,000 caseload	n/a	46.61	30	63	40	42	↑
76d	Prosecutions and sanctions per 1,000 caseload	n/a	8.22	6	10	8	8	↑
79a	Accuracy of calculation	97.73%	99.60%	99%	100%	99%	99%	↑
79b(i)	% of current year recoverable overpayments recovered (HB)	72.89%	71.25%	72%	68.43%	73%	74%	↓
79b(ii)	% of all recoverable overpayments recovered (HB)	33.21%	30.70%	31%	26.70%	32%	34%	↓
79b(iii)	% of recoverable overpayments written off (HB)	n/a	3.47%	5%	3.90%	5%	5%	↓

Note: Targets are taken from the 2007/08 *Corporate plan* unless they have been revised in the service plan or LAA target setting process.

Efficiency and quality - satisfaction and complaints

ex5	Complaints to Ombudsman classified as maladministration	-	0	0	0	0	0	↔
ex5b	Complaints to Ombudsman classified as local settlement	-11	0	2	0	0		↑

Equality

2b	Score on elements of Race Equality Scheme	70%	58%	68%	63%	74%	79%	↑
11a	% of top 5% of earners that are women	33.10%	39.81%	40%	36.20%	40%	40%	↓
11b	% of top 5% of earners from ethnic minority communities	3.29%	2.56%	3.5%	5.30%	4.2%	5.2%	↑
11c	% of top 5% of earners with a disability	3.63%	2.56%	2.1%	0%	2.1%	2.1%	↓
16a	Council employees disabled	3.55%	12.83%	15.46%	12.03%	15.46%	15.46%	↓
16b	Economically active people in area disabled	n/a	15.46%	n/a	15.46%	n/a	n/a	-
17a	Council employees from ethnic minority communities	5.2%	2.0%	3.5%	2.17%	4.2%	5.2%	↑

Museums and libraries

170a	Visits to or use of museums per 1,000 population	1,844	1,947	1,930	2,484	1,822	1,946	↑
170b	Visits that were in person per 1,000 population	656	1,208	1,231	1,279	1,125	1,196	↑
170c	Pupils visiting museums and galleries in organised school groups	7,202	12,612	13,245	13,518	13,500	13,760	↑

Visitor facilities

NL007	Enquiries at the Tourist Information Centre	-	356,311	360,000	368,366	370,000	370,000	↑
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Corporate - other PIs (continued)

General environmental health and food premises inspections

	A	B	C	D	E	F	G
	2006/07 England Average	2006/07 Outturn Audited	2007/08 Target	2007/08 Outturn	2008/09 Target	2009/10 Target	direction of travel
166a Score against environmental health enforcement best practice checklist	93.8%	38.8%	70.0%	100.0%	100%	100%	↑
ACJ5a Food premises inspections for high risk premises carried out	-	87%	100%	130.00%	100%	100%	↑
ACJ5b Food premises inspections for other premises carried out	-	79%	100%	135.62%	100%	100%	↑
216a Number of "sites of potential concern" with respect to land contamination	n/a	37	37	27	37	37	-
216b Sites with sufficient information to decide whether remediation of the land is necessary, as % of all "sites of potential concern"	12%	30%	35%	15%	41%	46%	↓
217 % of pollution control improvements to existing installations completed on time	92%	100%	100%	95%	100%	100%	↓

City hub development - key PIs

Development control

	A	B	C	D	E	F	G
	2006/07 England Average	2006/07 Outturn Audited	2007/08 Target	2007/08 Outturn	2008/09 Target	2009/10 Target	direction of travel
109a Major applications determined in 13 weeks	71.54%	50.00%	60%	35.42%	65%	68%	↓
109b Minor applications determined in eight weeks	76.89%	74.89%	70%	60.54%	75%	78%	↓
109c Other applications determined in eight weeks	88.15%	83.76%	82%	68.42%	85%	86%	↓

City development - exceptions

Local plan and policies

	A	B	C	D	E	F	G
	2006/07 England Average	2006/07 Outturn Audited	2007/08 Target	2007/08 Outturn	2008/09 Target	2009/10 Target	direction of travel
200a Local development scheme (LDS) submitted by 28/3/05 and three-year rolling programme maintained	n/a	Yes	Yes	Yes	Yes	Yes	-
200b Milestones in current LDS met?	n/a	No	Yes	Yes	Yes	Yes	-
106 new homes built on previously developed land	78.72%	88.25%	90%		90%	90%	-
219b % of conservation areas with an up-to-date character appraisal	30.09%	17.65%	47%	47.06%	64.7%	82.3%	↑

Development control

	A	B	C	D	E	F	G
	2006/07 England Average	2006/07 Outturn Audited	2007/08 Target	2007/08 Outturn	2008/09 Target	2009/10 Target	direction of travel
NL001 Householder applications determined in eight weeks	-	91%	85%	74%	85%	88%	↓
Ex108 Advertised departures from local plan approved	-	<1%	<1%	<1%	<1%	<1%	↔
204 Percentage of appeals allowed against the authority's decision to refuse planning applications.	32.0%	26.5%	<30%	31.3%	<30%	<30%	↓
205 Quality of service checklist	93.3%	88.9%	89%	88.9%	100%	100%	↔

Road maintenance

	A	B	C	D	E	F	G
	2006/07 England Average	2006/07 Outturn Audited	2007/08 Target	2007/08 Outturn	2008/09 Target	2009/10 Target	direction of travel
NL024 Dangerous damage to roads repaired within 24 hours	-	100.0%	100%	100%	100%	100%	↔
NL025 Dangerous damage to footways repaired within 24 hours	-	100.0%	100%	100%	100%	100%	↔
NL026 Priority routes gritted within three hours of mobilisation	-	99.8%	100%	100%	100%	100%	↑

Equality

	A	B	C	D	E	F	G
	2006/07 England Average	2006/07 Outturn Audited	2007/08 Target	2007/08 Outturn	2008/09 Target	2009/10 Target	direction of travel
156 Council public buildings accessible by disabled people	n/a	10.00%	10%	11.1%	55%	55%	↑

City development - key PIs (continued)

Car parks

NL040 Gross income from all car parks

NL042a Average actual usage – short-stay

NL042b Average actual usage – medium-stay

NL042c Average actual usage – long-stay

A	B	C	D	E	F	G
2006/07 England Average	2006/07 Outturn Audited	2007/08 Target	2007/08 Outturn	2008/09 Target	2009/10 Target	direction of travel
-	4,419,727	4,326,599	4,569,387	4,326,599	4,326,599	↑
-	62%	60%	62%	-	-	↔
-	51%	50%	52%	-	-	↑
-	98%	90%	97%	-	-	↓

Neighbourhood development - key PIs

Street scene

199a Land with litter & debris

84a Kg of household waste collected per head

A	B	C	D	E	F	G
2006/07 England Average	2006/07 Outturn Audited	2007/08 Target	2007/08 Outturn	2008/09 Target	2009/10 Target	direction of travel
13.0%	8.9%	10%	17.7%	15%	13%	↓
411.4 (District)	377.7	411.44	377.8	419.08	427.35	↓

Recycling

82a(i) Percentage of household waste recycled

82b(i) Percentage of household waste composted
by council

91b Population served by kerbside collection
of at least two recyclables

19.59%	18.37%	20.00%	22.30%	23%	26%	↑
10.91%	0.00%	0.95%	1.11%	2%	6%	↑
93.30%	88.1%	93.0%	88.9%	95.0%	100.0%	↑

Council housing - general

212 Average time taken to re-let local authority
housing (days)

63 Average energy efficiency rating for council homes

ex164 Following Commission for Racial Equality's code
of practice on rented housing

184(a) Council homes that are non-decent at start
of the year

39	56	35*	33	26	25	↑
68	70	71	71	73	75	↑
n/a	No	-	No	-	-	↔
29%	34%	22%	22%	22%	12%	↔

Council housing - repairs

HIP(ex72) Percentage of urgent repairs completed in time

HIP(ex73) Average time taken to complete non-urgent
repairs in days

96%	93%	-	88%	-	-	↓
12 (05/06)	14.3	-	18.8	-	-	↓

Council housing - rents

66a Proportion of rent collected

97.66%	96.61%	97.5%	97.58%	97.87%	under review	↑
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Private sector housing

HIP The percentage of private sector homes
vacant for six months or more

1.72%	2.00%	-	1.79%	-	-	↑
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Homelessness and support

ex183(a) Average weeks in bed and breakfast

HIP The percentage of homelessness acceptances
that are repeat applications

2.70	2.41	-	0	1.5	1.5	↑
1.0%	0.00%	0%	1.12%	0%	0%	↓

Neighbourhood development - other PIs

Community safety

126	Domestic burglaries per 1,000 households
127a	Violent crime per 1,000 population
127b	Robberies per 1,000 population
128a	Vehicle crimes per 1,000 population
174	Racial incidents recorded by council per 100,000 population
175	Racial incidents that resulted in further action

A	B	C	D	E	F	G
2006/07 England Average	2006/07 Outturn Audited	2007/08 Target	2007/08 Outturn	2008/09 Target	2009/10 Target	direction of travel
10.4	10.7	10.8	9.30	10.7	10.6	↑
19.2	32.0	26.7	26.65	26.5	26.2	↑
1.2	1.7	1.69	1.02	1.67	1.65	↑
11.0	12.5	12.4	12.39	12.3	12.2	↑
n/a	16.47	17.29	35.43	18.15	19.06	↑
96.69%	100.00%	100%	100%	100%	100%	↔

Street scene

199b	Land and highways with unacceptable levels of graffiti
199c	Land and highways with unacceptable levels of fly-posting
199d	Change in number of incidents of fly-tipping and enforcement actions taken
218a	% of reports of abandoned vehicles investigated within 24hrs of notification
218b	% of abandoned vehicles removed within 24hrs from when the authority is legally entitled to remove

4%	3%	3%	5%	3%	3%	↓
1%	0%	1%	1%	1%	1%	↓
2	2	1	1	1	1	↑
87.39%	100.00%	100%	100.00%	100%	100%	↔
82.93%	100.00%	100%	100.00%	100%	100%	↔

Refuse collection

84b	% change in kg of household waste collected per head
86	Cost per household of waste collection

(District) 0.33%	-6.26%	1.96%	0.02%	1.86%	1.97%	↓
49.54 (District)	£44.77	£45.87	£45.02	£47.07	£48.28	↓

Recycling

82a(ii)	Total tonnage of household waste recycled (District)
82b(ii)	Tonnage of household waste composted by council (District)
91a	Population served by kerbside collection of recyclables (one recyclable)

8,218.61	8,851.80	10,500.00	10907.32	13,400.00	17,600.00	↑
4,900.17	0.00	500.00	544.10	1000.00	1500.00	↑
95.9%	98.4%	100%	97.8%	100%	100%	↓

Council housing - general

184(b)	Reduction in stock of non-decent council homes
NL017	Number of affordable housing units enabled per year

16.7%	38.4%	-3.4%	0.0%	47.5%	73.0%	↓
-	293	300	279	400	300	↓

Council housing - repairs

NL037	Appointments made as a % of routine repairs
NL038	Appointments made as a % of possible timeslots
NL039	Appointments kept

-	40%	70%	63%	70%	70%	↑
-	58%	70%	71%	75%	80%	↑
-	94%	95%	97%	96%	97%	↑

Council housing - rents

66b	Percentage of tenants with over seven weeks (gross) rent arrears
66c	Percentage of tenants in arrears who have had Notices Seeking Possession served
66d	Percentage of tenants evicted as a result of rent arrears
ex66b	Rent arrears of current tenants as a percentage of the rent roll

6.35%	5.36%	5.2%	5.92%	5.46%	under review	↓
26.46%	19.32%	19%	25.54%	18%	17%	↓
0.45%	0.40%	0.45%	0.54%	0.40%	0.35%	↓
-	2.81%	2.5%	2.44%	2.0%	1.5%	↑

Neighbourhood development - other PIs (continued)

Council housing - right to buy and leasehold

NL015 Right to Buy applications responded to within government timescales

NL016 Services charges to leaseholders issued by 31st December

A	B	C	D	E	F	G
2006/07 England Average	2006/07 Outturn Audited	2007/08 Target	2007/08 Outturn	2008/09 Target	2009/10 Target	direction of travel
-	92%	100%	100%	100%	100%	↑
-	100%	100%	100%	100%	100%	↔

Sheltered housing and community alarm service

NL011 Calls responded to by the Community Alarm Service within recommended timescales

-	99.9%	100%	100%	100%	100%	↑
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Private sector housing

64 Number of non-local authority owned vacant dwellings re-occupied or demolished as a result of council action

89	19	25	68	30	40	↑
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Homelessness and support

ex67 Decisions on homelessness applications notified in 33 days

183(b) Average weeks in hostels

202 The number of people sleeping rough on a single night within the area of the local authority

213 Households presenting as homeless for whom housing advice intervention resolved their situation (per 1,000 households)

-	64%	70%	53%	70%	70%	↓
9.93	6.80	2	1	1.7	1.5	↑
3	3	0	3	0	0	↔
5	6	6	10	6	6	↑

Community support

225 Actions against domestic violence

226a Advice and guidance services - total

226b Advice and guidance services - CLS Quality Mark

226c Advice and guidance services: direct provision

n/a	45.0%	55%	55.0%	91%	100%	↔
n/a	£227,440	£232,605	£232,605	£232,605	£232,605	↑
n/a	37%	37%	37%	-	-	↔
n/a	£377,198	£433,076	£428,661	£433,076	£433,076	↑



Appendix - new performance indicators

Corporate

Customer contact

NI 14 Avoidable contact: the average number of customer contacts per resolved request

NI 140 Fair treatment by local services

Finance

NI 179 Value for money - total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year

NI 180 Changes in housing benefit/ council tax benefit entitlements within the year

NI 181 Time taken to process housing benefit/council tax benefit new claims and change events

Legal and democratic services

NI 3 Civic participation in the local area

NI 37 Awareness of civil protection arrangements in the local area

NI 182 Satisfaction of businesses with local authority regulation services

NI 184 Food establishments in the area which are broadly compliant with food hygiene law

NI 189 Flood and coastal erosion risk management

Procurement

NI 194 Level of air quality - reduction in NOx and primary PM10 emissions through local authority's estate and operations

NI 185 CO2 reduction from local authority operations

Communications and cultural services

NI 8 Adult participation in sport

NI 10* Visits to museums or galleries

Policy & equality

NI 118 Take up of formal childcare by low-income working families

NI 119 Self-reported measure of people's overall health and wellbeing

NI 120 All-age all cause mortality rate

	A	B	C	D
	2007/08 Outturn	2008/09 Target	2009/10 Target	2010/11 Target
new		Baseline data to be collected in 2008/09 which will enable targets to be set in next year's plan.		
		Place Survey*		
new		-	-	-
new		16,150	-	-
new		16 days	-	-
new		Place Survey*		
new		Place Survey*		
new		Baseline data to be collected in 2008/09 which will enable targets to be set in next year's plan.		
new		Baseline data to be collected in 2008/09 which will enable targets to be set in next year's plan.		
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new		Baseline data to be collected in 2008/09 which will enable targets to be set in next year's plan.		
new		Place Survey*		
new		Baseline data to be collected in 2008/09 which will enable targets to be set in next year's plan.		

Corporate (continued)

		A	B	C	D
		2007/08 Outturn	2008/09 Target	2009/10 Target	2010/11 Target
NI 121	Mortality rate from all circulatory diseases at ages under 75	new	Baseline data to be collected in 2008/09 which will enable targets to be set in next year's plan.		
NI 122	Mortality from all cancers at ages under 75	new	Baseline data to be collected in 2008/09 which will enable targets to be set in next year's plan.		
NI 137	Healthy life expectancy at age 65	new	Place Survey*		
NI 138	Satisfaction of people over 65 with both home and neighbourhood	new	Place Survey*		
NI 139	The extent to which older people receive the support they need to live independently at home	new	Place Survey*		

Environment

NI 186	Per capita reduction in CO2 emissions in the LA area	new	Baseline data to be collected in 2008/09 which will enable targets to be set in next year's plan.		
NI 188	Adapting to climate change	new	Baseline data to be collected in 2008/09 which will enable targets to be set in next year's plan.		

City development

		A	B	C	D
		2007/08 Outturn	2008/09 Target	2009/10 Target	2010/11 Target
Economic development					
NI 151	Overall employment rate	71.2% (06-07)	Baseline data to be collected in 2008/09 which will enable targets to be set in next year's plan.		
NI 152	Working age people on out of work benefits	14.8% (06-07)	Baseline data to be collected in 2008/09 which will enable targets to be set in next year's plan.		
NI 172	VAT registered businesses in the area showing growth	new	Baseline data to be collected in 2008/09 which will enable targets to be set in next year's plan.		
NI 173	People falling out of work and on to incapacity benefits	new	Baseline data to be collected in 2008/09 which will enable targets to be set in next year's plan.		

Planning

NI 154	Net additional homes provided	new	885	1,200	1,300
NI 157	Processing of planning applications:				
	Major applications	35.42%	65%	68%	70%
	Minor applications	60.54%	75%	78%	80%
	Other applications	68.42%	85%	86%	87%
NI 159	Supply of ready to develop housing sites	new	Baseline data to be collected in 2008/09 which will enable targets to be set in next year's plan.		
NI 170	Previously developed land that has been vacant or derelict for more than five years	new	Baseline data to be collected in 2008/09 which will enable targets to be set in next year's plan.		

Neighbourhood development

Citizen services

NI 191	Residual household waste per household (Kg)
NI 192	Household waste recycled and composted
NI 193	Municipal waste landfilled
NI 195	Improved street and environmental cleanliness: Unacceptable levels of litter & detritus
	Unacceptable levels of graffiti
	Unacceptable levels of fly posting
NI 196	Improved street and environmental cleanliness - fly tipping

A	B	C	D
2007/08 Outturn	2008/09 Target	2009/10 Target	2010/11 Target
607	648	601	586
23.41%	25%	32%	35%
76.59%	--	67%	
17.7%	15%	13%	11%
5%	3%	3%	3%
1%	1%	1%	1%
	1%	1%	1%

Community services

NI 1	% of people who believe people from different backgrounds get on well together in their local area
NI 2	% of people who feel that they belong to their neighbourhood
NI 4	% of people who feel they can influence decisions in their locality
NI 5	Overall/general satisfaction with local area
NI 6	Participation in regular volunteering
NI 15	Serious violent crime
NI 16	Serious acquisitive crime
NI 17	Perceptions of antisocial behaviour
NI 20	Assault with injury crime rate
NI 21	Dealing with local concerns about antisocial behaviour and crime by the local council and police
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area (% very/fairly big problem)
NI 23	Perceptions that people in the area treat one another with respect and consideration (% very/fairly big problem)
NI 27	Understanding of local concerns about antisocial behaviour and crime by the local council and police
NI 29	Gun crime rate
NI 30	Re-offending rate of prolific and priority offenders
NI 32	Repeat incidents of domestic violence
NI 34	Domestic violence - murder
NI 36	Protection against terrorist attack
NI 41	Perceptions of drunk or rowdy behaviour as a problem (% very/fairly big problem)
NI 42	Perceptions of drug use or drug dealing as a problem (% very/fairly big problem)
NI 197	Improved local biodiversity - active management of local sites

78.4% (06-07)	(Place Survey*)	78.4%	78.4%
new	Place Survey*		
35% (06-07)	Place Survey*		
75% (06-07)	Place Survey*		
	Place Survey*		
	APACS**		
	APACS**		
	Place Survey* and APACS		
	APACS**		
	Place Survey* and APACS		
55%	Place Survey*		
47%	Place Survey*		
	Place Survey* and APACS		
	APACS**		
	APACS**		
	APACS**		
	APACS**		
30% (06-07)	Place Survey*		
41% (06-07)	Place Survey*		
new	Baseline data to be collected in 2008/09 which will enable targets to be set in next year's plan.		

Neighbourhood development (continued)

Landlord services

- NI 158 % decent council homes
NI 160 Local authority tenants' satisfaction
with landlord services

A	B	C	D
2007/08 Outturn	2008/09 Target	2009/10 Target	2010/11 Target
22%	12%	3%	0%
73% (06-07)	-	85%	-

Strategic housing

- NI 155 Number of affordable homes delivered (gross)
NI 156 Number of households living in Temporary
Accommodation
NI 187 Tackling fuel poverty - people receiving income
based benefits living in homes with a low energy
efficiency rating

279	400	300	300
	Baseline data to be collected in 2008/09 which will enable targets to be set in next year's plan.		
new	Baseline data to be collected in 2008/09 which will enable targets to be set in next year's plan.		

**APACS - Assessments of Policing and Community Safety



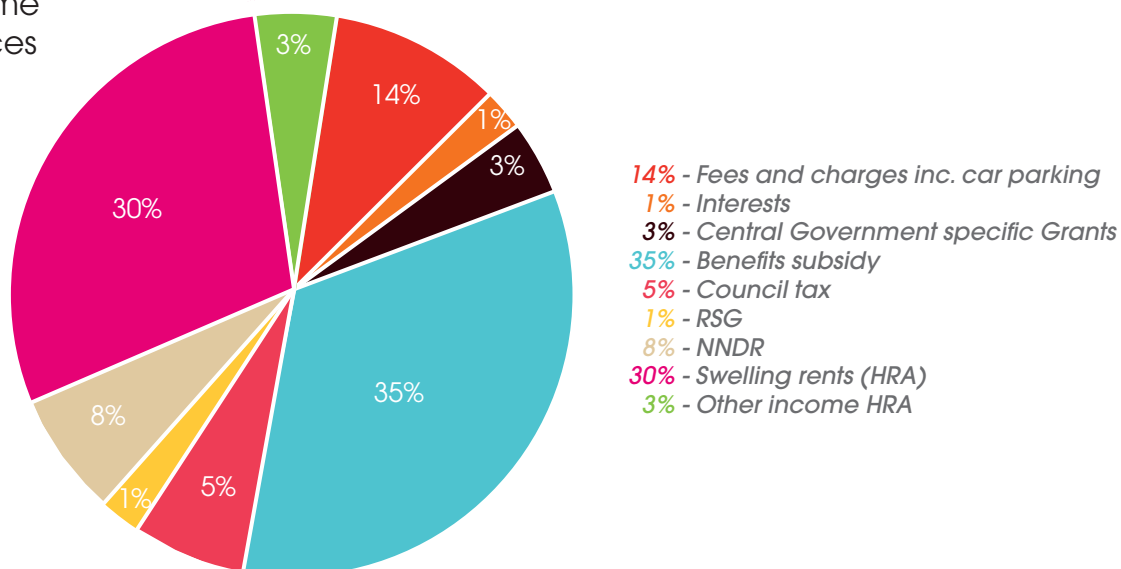
ANNEX 2

Financial information

The council's forecast income and expenditure for 2008/09
General Fund and HRA

	£'millions		£'millions
Fees and charges	23.2	Employee costs	30.6
Interest	2.4	Premises costs	21.4
Grants	4.7	Transport costs	1.0
Benefits subsidy	54.9	Supplies and services	31.0
Council tax	8.4	Benefits	55.5
Revenue Support Grant	1.9	Finance costs	6.7
Business rates	13.6	Capital from Revenue	14.3
Dwelling rents (HRA)	45.9		
Other income HRA	5.5		
	160.5		160.5

Income
sources



Net General Fund Budget 2008/09

Expenditure

Services

	£'s
Central services to the public	2,509,391
Corporate & democratic services	690,671
Corporate management	10,900
Cultural & related services	7,279,641
Environmental services	8,233,353
Highways, roads & transport services	356,966
Housing services (GF)	2,348,069
Other operating income & expenditure	-288,270
Planning & development services	3,056,084

Required budget	24,196,805
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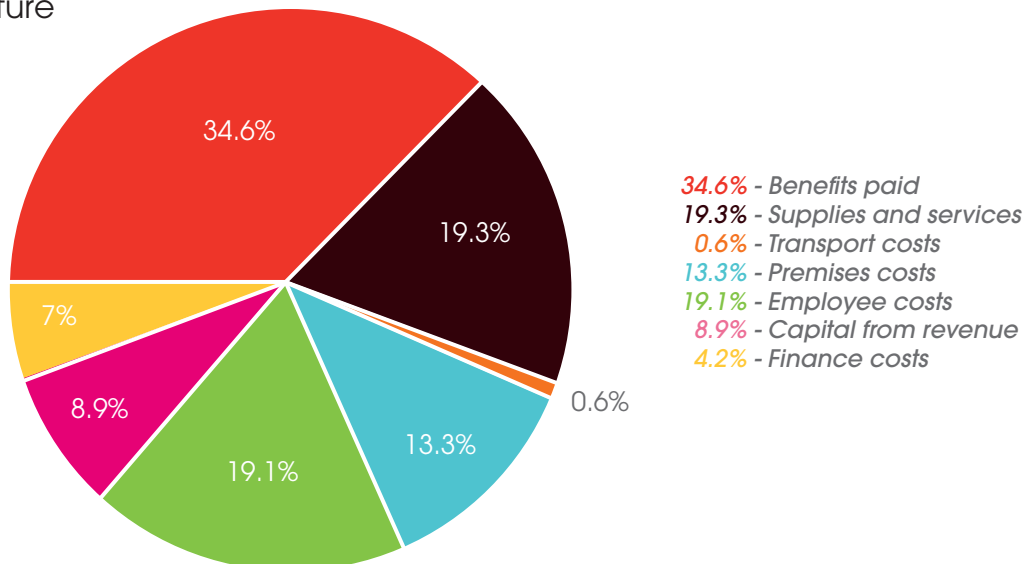
Funding

Revenue Support Grant and NNDR	15,523,661
Collection fund surplus	234,502
Council tax Band D	£212.73
Total Band D equivalent properties	39,672
Council tax requirement	8,439,432

Available Budget	24,197,595
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Surplus	790
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Expenditure



ANNEX 3

Political and Management Structures

Norwich City Council is currently a district council, albeit one which faces the pressures of a large urban area. We are committed to improving services in the city and working with other organisations to make Norwich a better place in which to live, work and invest.

Like all local authorities, it is a democratic organisation, with 39 councillors representing electors in 13 wards across the city. One third of the seats are up for election each year for three years out of four. Councillors represent the interests of the public and set the policies and priorities of the council. The overriding duty of all councillors is to serve the whole community, but they have a special duty to their ward constituents.

As of 1 May 2008, the current political make-up of the city council is:

- 15 Labour Group councillors
- 13 Green Group councillors
- 6 Liberal Democrat Group councillors
- 5 Conservative Group councillors

This means the Labour Group is acting as the council's executive, with a minority administration. The executive group consists of eight members of the Labour group and meets fortnightly at City Hall.

It makes recommendations to the council on the budget and policy framework and carries out all of the executive functions of the authority which are not reserved to the full council (such as setting council tax), exercised by another committee or delegated to an officer.

Executive members 2008/09

Steve Morphew – council leader

Brian Morrey – sustainable city development (and deputy leader)

Linda Blakeway – neighbourhood development

Bert Bremner – community safety and cohesion

Susan Sands – young people's services and involvement

Brenda Arthur – housing adults and older people

Alan Waters – resources and governance

Julie Brociek-Coulton – customer care and residents services

Councillors who do not sit on the executive also play an important role in the council's business. They may be members of one of the regulatory committees or the scrutiny committee, which acts as a watchdog, holding the executive to account and helping to shape policy.

Details of all elected members 2008/09

Bowthorpe



Antony Little
138 Trafford Road
Norwich NR1 2QS
Tel: 623349

Conservative

John Wyatt
83 Trafford Road
Norwich NR1 2QS
Tel: 626036

Conservative

Niki George
145 Newmarket Street
Norwich, NR2 2DR
Tel: 07828 261356

Conservative

Catton Grove



Brian Morrey
5 Bishop Pelham Court
Norwich NR4 6RS
Tel: 07876 124839

Labour

Evelyn Collishaw
6 Constitution Hill
Norwich NR3 4BU
Tel: 482552

Conservative

John Fisher
88 Yarmouth Rd,
Norwich, NR7 0QZ
Tel: 432838

Conservative

Crome



Jennifer Lay
2 Mons Avenue
Norwich NR1 4HL
Tel: 618582

Labour

Alan Waters
64 Heartsease Lane
Norwich NR7 9NS
Tel: 437162

Labour

David Bradford
20 Timothy Close
Norwich NR1 4NG
Tel: 437786

Labour

Eaton



Brian Watkins
27 Wakehurst Close
Norwich NR4 6JL
Tel: 423906

Liberal Democrat

Rosalind Wright
10 Elcar Rise
Norwich NR4 6HR
Tel: 07802 419032

Liberal Democrat

Judith Lubbock
422 Unthank Road
Norwich NR4 7QH
Tel: 504126

Liberal Democrat

Lakenham



Mary Cannell
75 Harwood Road
Norwich NR1 2NG
Tel: 630910

Labour

Keith Driver
29 Mansfield Lane
Norwich NR1 2JT
Tel: 632320

Labour

David Fairbairn
18 Caernarvon Rd
Norwich, NR2 3HX
Tel: 664193

Liberal Democrat

Mancroft



Howard Jago
27 Clarendon Road
Norwich NR2 2PN
Tel: 623589

Green

Tom Dylan
123 St Leonard's Road
Norwich NR1 4JN
Tel: 631096

Green

Adrian Holmes
163 Oak Street
Norwich NR3 3AY
Tel: 613307

Green

Mile Cross



Linda Blakeway
c/o City Hall
Norwich NR2 1NH
Tel: 423512

Labour

Steve Morphew
44 Catton Grove Rd
Norwich NR3 3NW
Tel: 409419

Labour

Deborah Gihawi
96 Eade Rd,
Norwich, NR3 3EJ,
Tel: 499346

Labour

Nelson



Claire Stephenson
16 Merton Road
Norwich NR2 3TT
Tel: 631776

Green

Adrian Ramsay
12 Suffolk Square
Norwich NR2 2AA
Tel: 623223

Green

Bob Gledhill
4 Sandringham Rd
Norwich NR2 3RY
Tel: 621980

Green

Sewell



Susan Sands
19C The Swale
Norwich NR5 9HE
Tel: 594995

Labour

Julie Brociek-Coulton
159 Angel Road
Norwich NR3 3HX
Tel: 07786 694325

Labour

Michael Banham
49 Buxton Road
Norwich NR3 3HH
Tel: 610945

Labour

Thorpe Hamlet



Joyce Divers
c/o City Hall
Norwich NR2 1NH
Tel: 499418

Liberal Democrat

Jeremy Hooke
c/o City Hall
Norwich NR2 1NH
Tel: 07788 628400

Liberal Democrat

Peter Offord
116 St Clements Hill,
Norwich, NR3 4BY
Tel: 637155

Green

Town Close



Janet Bearman
17 Constable Road
Norwich NR4 6RW
Tel: 504124

Green

Stephen Little
52 Arnold Miller Road
Norwich NR1 2JH
Tel: 617888

Green

Samir Jeraj
27 Clarendon Rd,
Norwich, NR2 2PN
Tel: 444298

Green

University



James 'Bert' Bremner
12 Morello Close
Norwich NR4 7NF
Tel: 471134

Labour

Roy Blower
26 Morello Close
Norwich NR4 7NF
Tel: 452557

Labour

Brenda Arthur
69 Gipsy Lane,
Norwich, NR5 8AX
Tel: 507907

Labour

Wensum



Tom Llewellyn
27 Clarendon Road
Norwich NR2 2PN
Tel: 614642

Green

Rupert Read
17 Merton Road
Norwich NR2 3TT
Tel: 219294

Green

Ruth Makoff
152A Dereham Rd,
Norwich, NR2 3AB
Tel: 446650

Green

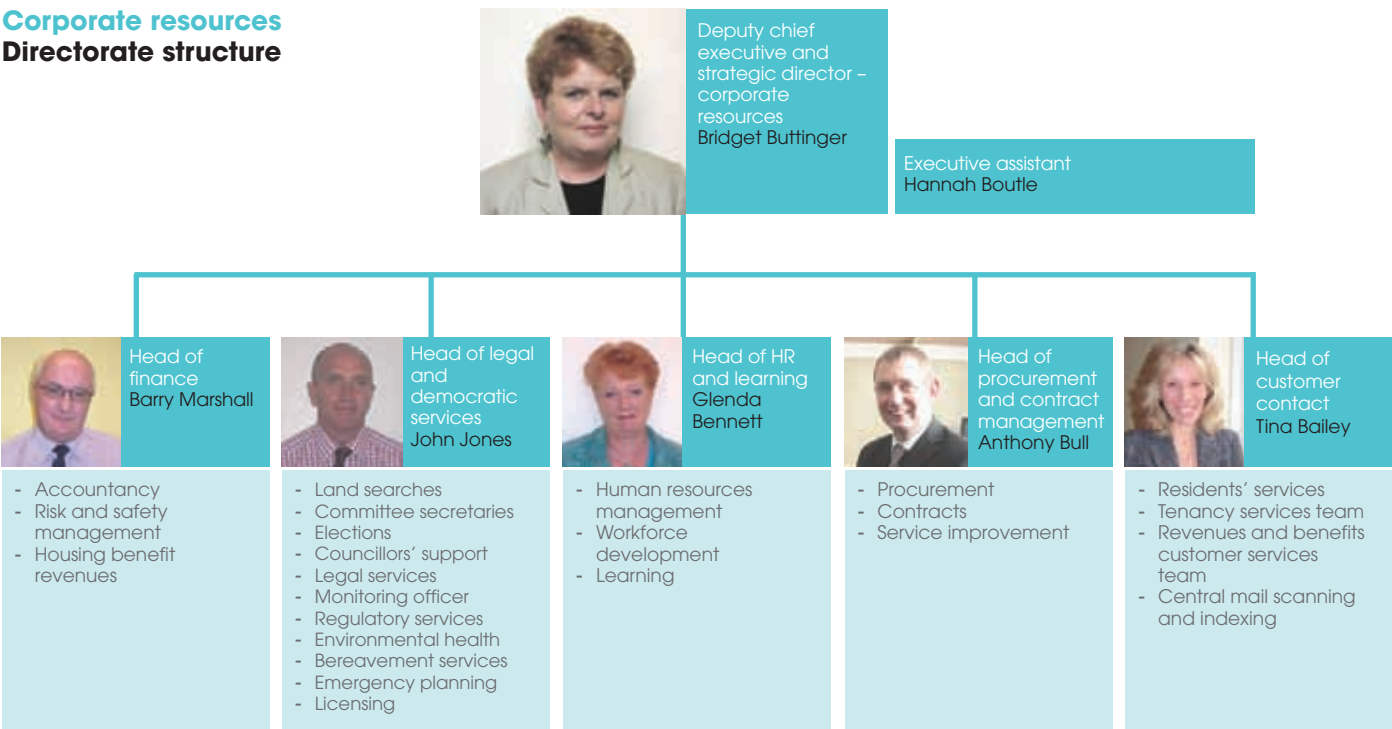
Officer Structure

The city council employs officers to provide professional guidance, carry out political decisions and deliver services. The senior management structure is shown below.

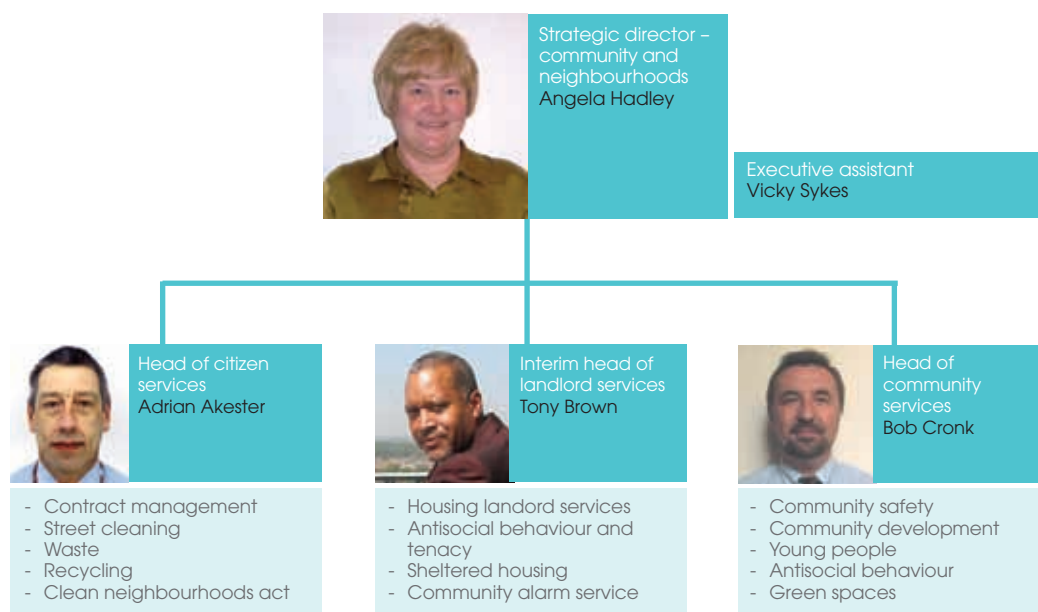
Chief executive Corporate management team and direct reports



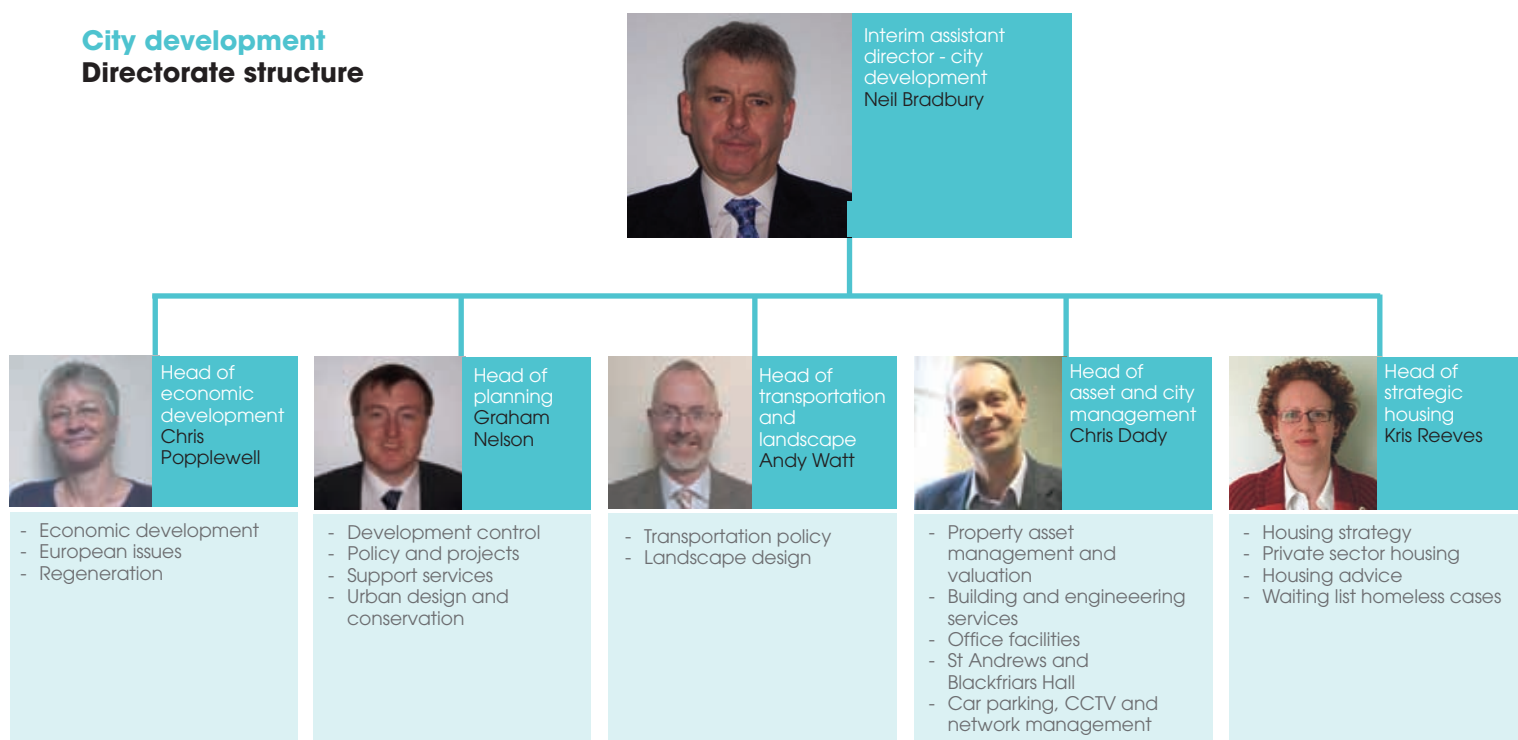
Corporate resources Directorate structure



Neighbourhoods development Directorate structure



City development Directorate structure



ANNEX 4

ROARS - Recognition of achievement and remarkable service

The ROARS are an annual awards process aimed at recognising the many significant examples of Norwich City Council staff performing above-and-beyond the call of duty. We want to encourage and recognise excellent performance, and the ROARS are one simple way of doing that.

Details of the awards for 2007/08 are shown below. The awards were presented by chief executive Laura McGillivray, Graham Creelman, chairman of the City of Norwich Partnership, and Dick Palmer, principal of City College Norwich.

Employee of the year

Presented to an individual who has worked for the council for more than five years and who has demonstrated outstanding achievement in reaching or exceeding job requirements and has made a clear and sustained impact.

Winner	Anne Lavall, Meadowsweet sheltered housing scheme manager
Highly commended	Sally Ward, landscape technical officer
Highly commended	Jean Alden, wellbeing co-ordinator

Anne has worked for the council for seven years and has consistently gone beyond the call of duty to provide a safe, secure and happy environment for her tenants to live in. With her attitude, personality, knowledge and training skills, she has become a very special and valued lady to everyone who works with her and her tenants would most certainly agree.

Team of the year

This award is presented to the team which has consistently demonstrated outstanding achievement.

Winner	food safety team
Highly commended	winter maintenance team
Highly commended	central purchasing unit

The food safety team manages an inspection programme of around 1400 food businesses, deals with food complaints, helps control suspected food poisoning outbreaks and investigates accidents in food premises. Their work in implementing the Norwich Safer Food Award has resulted in the team being chosen as finalists in the Municipal Journal Awards to be held this month. The Safer Food Better Business Awards and Scores on the Doors have greatly improved the hygiene standards of Norwich food businesses.

Commitment to customer care

Awarded to the team or individual who has made an outstanding contribution to customer care, which is above-and-beyond the call of duty.

Winner	Kathryn Davis, neighbourhood housing officer
Highly commended	Kath Kendrick, tourist information assistant
Highly commended	management support team

Kathryn has provided excellent customer care and commitment to both tenants and other members of her team. As well as carrying out weekly viewings of properties and signing up new tenants, she will go out of her way for anyone who needs her. She absolutely loves her job and is always prepared to go that extra mile.

Most creative/innovative team

This award goes to the team which has made creative or innovative changes to working practices that have had a positive impact.

Winner	families unit
Highly commended	projects team
Highly commended	choice-based lettings

The families unit was set up after work was carried out to look into developing a service designed to support 'families in crises'. The unit works with parents and children to offer them support and has so far had a 73 per cent success rate in keeping families engaged and working hard to try and change their behaviour. The unit is the only one of its kind in Norwich which offers this support and is successful due to the dedication and enthusiasm of the staff involved.



Most promising newcomer of the year

Presented to an individual who has worked for Norwich City Council for less than two years and who has demonstrated outstanding progress and achievement in reaching or exceeding job requirements and made a positive impact on their team.

Joint winners

Paula Myles, void property co-ordinator
Emily Capps, environmental protection officer

Paula joined the council 18 months ago and in that time has managed to cut the void turnaround time of empty properties from 56 days in March 2007 to an all-time-low of 22 days in March 2008. This remarkable achievement moved the council from bottom quartile to top quartile in the space of a year. She has a "can do" attitude and has developed strong working relationships with other council employees.

Shortly after **Emily** joined the council in June 2007 she was thrown in at the deep end when her colleague went on maternity leave, giving her sole responsibility for dealing with the environmental protection of Norwich. In 2007 she won the Chartered Institute of Environmental Health Officers Graduate of the Year. In her spare time, she can be found clearing litter from open spaces or removing graffiti.

Most improved service

This award is given to the team which has made vast improvements to the service it provides.

Winner

Highly commended

Highly commended

environmental services

communications team

neighbourhood housing team

WINNER - environmental services

Environmental services has had the monumental task of organising some major projects over the past 12 months. Alternate weekly collections were introduced in May 2006 and this has increased recycling rates from 18.37 per cent in 2006/07 to 23.41 per cent in 2007/08 as well as a new garden waste scheme, both of which will enable the council to reach its target of recycling 32 per cent by 2010.



ANNEX 5

Inspections and reviews carried out

Areas to be addressed through peer review & audit commission inspections

IDEA Peer review areas for attention

- Consultation and community engagement – this has been recognised as an area for improvement in the aiming for excellence programme – work is being undertaken on a community engagement strategy and on improving our approach to consultation
- Financial management – the council is aware of the challenges here – while much has been done, there remains a need to continue to focus on improving our use of resources score and implementing the improvement plan
- Customer care – a need was identified to continue to improve in this area. Work is being done to implement the *Customer contact strategy* and to engage the champions in each service. This will need to be an area of continued focus in the improvement programme alongside improving the performance of the customer contact teams and call response times
- Complaints – again an area identified in the *Aiming for excellence* programme which is being implemented. We need to put in place smarter capture, analysis and use of complaints and customer contact data to drive service improvement
- Performance management – much good work has taken place to improve our approach and we are taking on board learning from other authorities. The Audit Commission has identified areas for improvement and we will be delivering an action plan to make sure all these are addressed. This will include the possibility of purchasing a performance management IT system
- Equality & diversity – achieving level 2 of the Equality Standard by September 2008
- Partnership improvement – improving our approach to performance management in partnerships and getting ready for the new strategy, LAA and partnership structure
- Communications – there are new strategies in place and continued efforts need to be made to implement these to ensure the blocks to communication which had been identified are overcome
- Unitary status – this is not being seen as an end in itself and not distracting from the council's improvement journey. The team suggested that this work be risk assessed. This is happening and we are now proposing a twin-track approach focusing upon both the improvement agenda and unitary
- Staff development – additional investment has been made in this area and we will continue to address this through the appraisal process and through corporate and specific directorate training programmes
- Making use of the capacity of other sectors e.g. Voluntary and Community sector (VCS) – this is a trend in Government policy and will become increasingly important if the authority achieves unitary status
- Member development – the team were not sure that training was meeting the needs of all members. Some work has already been done with the Local Government and Improvement Unit and the council has signed up to the Charter for Member Development, which will ensure a more systematic approach to member development is in place.

There were several inspections carried out by the Audit Commission in the 2007/08 financial year. These were:

Culture

This review covered arts and culture, events, sports development and tourism. The Commission said the service was good but that it had uncertain prospects for improvement.

Strengths of the service included:

- the ability to deliver a programme of heritage and cultural events and of sports development that help to increase civic pride, facilitate an awareness of local heritage and to tackle deprivation and reduce inequalities
- aims and objectives are linked to local need and regional and national priorities
- key partnerships gain access to external funds enabling the delivery of a wide range of cost effective events and facilities that promote health and well being and a better quality of life
- the council has been successful in supporting voluntary and community groups to deliver cultural activities and facilities
- the council consistently earns external recognition of its achievements and contributions
- the service is focused and delivers against its objectives

Areas for improvement included:

- evaluating the impact the service has on tackling deprivation and improving quality of life and take up of services by excluded groups
- improving corporate capacity in area such as financial management, procurement and policy support
- achieving level 2 of the equality standard
- putting knowledge management into place and effective information handling

Recommendations included:

- strengthening arrangements for consulting with and involving local people in the improvement and development of services and in particular with hard-to-reach groups
- improving performance management of the service by benchmarking and developing local performance indicators which will help the service be able to demonstrate achievement of value for money
- ensuring corporate capacity is developed to support the service effectively and making use of cross cutting staff groups and managers to input and take part in strategic thinking, planning and use of innovation.

Data quality

This review considered the quality of the data underlying the publication of performance information by the council and its use in decision making. The review concluded the council's management arrangements were adequate for ensuring data quality (although these could be improved) and some improvements had been noted e.g. approval of a corporate data quality policy.

Recommendations included:

- to integrate data quality objectives and action plan monitoring in departmental service plans
- to identify the risks associated with poor data quality and include them in the risk register where appropriate
- to carry out data quality awareness training for all staff as part of ongoing training
- to raise member awareness of data quality by providing specific training
- to carry out a gap analysis of data quality arrangements, including adequacy of procedure notes and guidance, across the council's business areas, and address
- to enhance the policy to incorporate national standards and requirements

- put arrangements in place to review all business critical systems annually and put in place action plans
- identify all data sharing arrangements and have a corporate protocol about the sharing of data between partners and get agreements in place for data streams
- agree an annual programme of reviews of performance and financial data based on risk – so systems and processes operate right first time
- define roles and responsibilities in relation to data quality

Performance management

Strengths include:

- shared ambitions are in place
- the council is increasing capacity in this area and has taken positive steps to identify performance management weaknesses and to put in the improvements needed
- corporate planning arrangements are improving
- service planning is improving
- piloting of neighbourhood management approaches is positive
- partnership working is strong in the city

Areas for improvement include:

- the 'golden thread' does not run consistently through all plans and appraisals
- service plans lack robust financial info and value for money (VFM) targets
- the council places an over-reliance on national PI's
- need more robust reporting of performance
- benchmarking needs to be better utilised
- partnership performance management needs to be a priority
- target setting has been weak
- need to monitor implementation of inspection recommendations
- management of corporate projects has been weak and there needs to be in place post implementation reviews
- the speed of improvement needs to increase

Recommendations:

- enhance the performance management framework
- put in place smarter capture, analysis and use of complaints and customer contact data to drive service improvement

Norwich Connect

This review considered the performance management of the Norwich Connect Private Finance Initiative (PFI) and how learning is being applied to enhance the working of the contract.

Strengths include:

- improved customer access in the city with a single point of access for most customer enquiries and service requests being resolved at the first point of contact
- improved customer focus
- significant revenue savings achieved
- some services are now more efficient and responsive
- improved systems
- sound governance arrangements are in place and the contract operates as an effective partnership
- internal communications have improved as a result of the use of ICT

Areas for improvement include:

- value for money of the contract needs to be tested (this is underway)
- call response was variable with some targets not being achieved
- member involvement is limited
- staff concern about the contract
- customer engagement has been limited
- customer perception of service delivery is poor
- performance management was not consistently effective across the council

Recommendations:

- develop a user engagement strategy to enable users to influence the design of customer contact
- enhance the capacity of the customer contact centre
- ensure effective member scrutiny and performance management of the Norwich Connect Project
- introduce systematic learning mechanisms which ensure key lessons and good practice are spread throughout the council
- develop permanent disaster recovery arrangements for the customer contact centre

Annual governance review

In addition the Audit Commission undertakes an annual audit and inspection and a review of governance arrangements and key messages from this are set out below:

Strengths include:

- the council has introduced a range of initiatives strategies and policies designed to secure continuous improvement
- PMIB has given a greater focus on performance, and capacity is strengthening
- the council's positive approach to partnership working continues with a clear focus upon priority areas
- early initiatives in neighbourhood working have proved positive and are improving the quality of life for some local residents
- some positive outcomes for local people through delivery of political priorities
- customer access is a clear priority and much has been put in place but this needs to remain an area of focus
- positive approach to diversity but need to achieve level 2 of equality standard by September 2008

- improvements in performance in voids, development control (DC), rent and council tax collection
- steps taken to enhance capacity should strengthen the councils ability to deliver its priorities

Areas for improvement include:

- the council has continued to face a number of significant challenges
- the council has made limited progress in improving services and is not keeping pace with improvement in other councils
- need to improve use of resources but recognition of the steps taken to improve
- 2007 financial statements were of a poor standard
- failed to meet a number of VFM criteria
- need to improve data quality
- speed of improvement needs to increase

The annual governance report makes a number of detailed recommendations in relation to the audit of the financial statements. These are being picked up through the work on use of resources and the financial improvement plan and implementation will be overseen by the audit committee.





NORWICH
City Council

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