

Norwich City Council

Delivering for Norwich

Corporate plan 2010-12





St. ANDREWS HALL

Norwich City delivering Council for Corporate Norwich plan 2010-12

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Foreword

The last 18 months have been challenging. The economic downturn has meant that all organisations, families and individuals have to tighten their belts. Norwich City Council is no exception. The downturn has hit the council particularly hard with a dramatic loss in income, at the same time as a big increase in demand for our services from local people who need our support.

Although there are some signs that the recession is bottoming out, the impact on the public sector is likely to continue as the government seeks to claw back funding to close the budget deficit. We therefore anticipate that the next few years will see a sustained period of rationalisation and tighter financial controls.

This means that we need to take a radical look at everything we do. Over the next two years we will focus as 'one council' on three main areas of challenge:

- **customer focus** – satisfaction levels with our services have held up well despite the economic downturn, and the increasing pressure on service delivery budgets. However, we want to do more to put the customer at the heart of everything we do, and to make sure that we are more responsive to local people. Norwich is a very diverse city, and we will aim to make all our services accessible and fair at all times

- **continuous improvement** – in the last 12 months the council has made significant improvements in performance in key service areas, most notably housing, financial management and planning. We plan to maintain these improvements, but we will seek to improve other priority services such as recycling levels and housing repairs, and bring our services closer to local people and communities through our new neighbourhood teams
- **cost conscious** – in the past two years, the council has reduced its spending by over £10m as a result of a major efficiency drive. But we may need to reduce our spending even further to fit within the smaller budgets that we anticipate will now be available. We will be aiming to do this by being even more efficient, and by protecting front-line services, but some tough decisions on priorities will be needed.

At the time of publishing this plan, the council has just received the news that the government has approved plans for a new unitary council for the city of Norwich.

We believe that unitary status is vital for the successful future of the city. It will ensure easier access for local people, stronger local leadership, and a real focus on the needs and the potential of the city. Our priority will be to ensure a safe transfer of services to a

new council with effect from 1 April 2011. We look forward to working with local people and local organisations to secure this.

This Corporate plan sets out our 'road map' of how we will meet these challenges and how we will support local people through these difficult times, and plan ahead for when better times return. 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

Norwich – facts and figures

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

But it is also a tale of two cities. While the city has many positive aspects, it also has many of the severe issues that urban city centres can experience. Many city residents experience deprivation, poor educational attainment, poor health and above average crime and antisocial behaviour.

Summary of the economic picture

One of EEDA's seven engines of growth and "gross value added" (GVA) per capita in Norwich is the second highest in the region.

£8m investment secured for the city through a ground-breaking partnership with the Homes and Communities Agency (HCA).

Around 140,000 people work in the greater Norwich area and 50,000 workers commute to the city each day.

39 per cent of the jobs in the county are based in the greater Norwich area.

Over 6,000 businesses based in the urban area and more than 70 national or regional HQs including Aviva, Virgin Money, Unilever, KLM UK, the BBC and ITV.

Norwich is ranked one of the top 10 cities in the UK for employment in knowledge intensive businesses (eg financial services, health and life sciences, and creative industries).

£3.5 million National Skills Academy for Financial Services.

One of the highest graduate retention rates in the country.

Improving transport infrastructure, including Norwich International Airport only 15 minutes from the city centre with worldwide and domestic links.

Home to the highly regarded University of East Anglia, City College Norwich and Norwich University College of the Arts.

Ranked the best shopping venue in the eastern region and in the top eight in the UK, with retail generating £1.02 billion per annum – the highest in the region.

29.5 per cent of Norwich's working age population is qualified to degree level and above, higher than the national and regional averages.

Summary of the social picture

Levels of socio-economic deprivation are the second highest in the region and 61st (out of 354) in the country.

Eight of the city council's 13 wards and 63 per cent of its residents are in the 20 per cent most deprived nationally.

Above average rates of homelessness.

25 per cent of housing is council rented, compared to only 5.7 per cent in Norfolk, and there are above average rates of working age benefit claimants.

Lower than national and countywide average educational attainment scores at all levels (Key Stages 1-3) and at GCSE.

Average rates of 76 per cent of school leavers staying on to further education, compared with 80 per cent across Norfolk.

7.5 per cent of the working age population is claiming incapacity benefit/employment support allowance.

Reducing levels of crime in the city:

- proportion of Norfolk's crime that occurs in Norwich has been reduced from 40 per cent to 30 per cent
- perceptions of antisocial behaviour as a problem have reduced from 38 per cent to 19.9 per cent
- overall crime reduced by 9 per cent in 2008-09 and continues to fall this year
- Norwich has been named as the second safest city in the country for household thefts.

Summary of the health picture

The health picture overall for Norwich is mixed, with life expectancy overall similar to the national average.

But this masks huge differences within the city, for example a difference of 7.2 years between people in the healthiest and least healthy wards.

Many key health measures are significantly worse in Norwich than in the rest of the county.

Significant health issues with high levels of teenage pregnancy, mental health problems and drug and alcohol misuse.

High levels of adult smoking, physical inactivity and adult obesity.

Low levels of childhood obesity and diabetes.

Lower than average children's population, and higher young people's population (16 to 24).

Lower than average road deaths and injuries.

Summary of the cultural picture

Highest level of culture per capita in the UK.

Prime examples of architecture including Norwich 12, the UK's finest collection of heritage buildings in a medieval cityscape.

Bid shortlisted for UK City of Culture 2013.

Major sporting facilities including football, athletics, olympic swimming pool etc.

Three regional media businesses (BBC, Anglia and Archant).

High-profile arts calendar including the Norfolk and Norwich Festival and Contemporary Art Norwich.

Writers' Centre Norwich delivering world-class literary events.

Bidding for UNESCO City of Literature accreditation.

Highly regarded arts institutions including Norwich Castle Museum and Art Gallery, Norwich University College of the Arts and the Sainsbury Centre for Visual Arts.

Five theatres, including the Theatre Royal – the most successful regional theatre in the UK.

75 formal play areas and 17 all weather games areas.

Summary of the environmental picture

Four designated air quality management areas.

High levels of green space, including 18 allotment sites, 23 parks, 68 open spaces and 59 natural areas.

75 per cent resident satisfaction levels for parks and open spaces.

88 per cent of the 17 county wildlife sites owned by the city council have been assessed as being "in positive conservation management".

Approximately 300,000 trees.

Cycling activity continues to increase across a range of measures and the cycling to motor vehicle activity is now at its best for four years at just over 10 per cent.

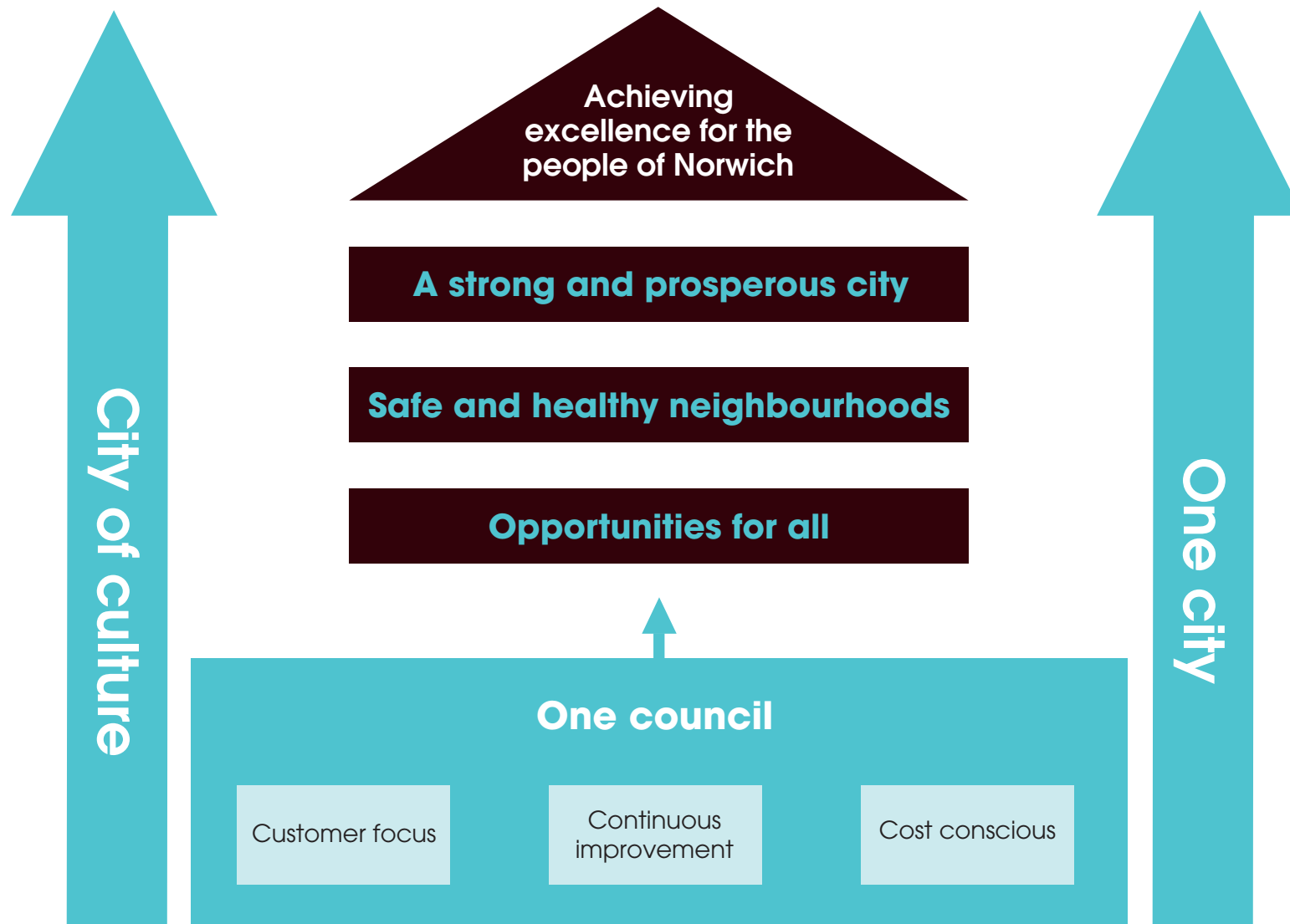
Increased household recycling and composting to approximately 35 per cent and reduced residual waste per household.





Our vision and priorities for 2010-12

Diagram 1 – *Norwich City Council – Priorities and outcomes 2010-12*



Strong and prosperous city

The recession has hit the city and local people hard. The council will aim to nurture the city economy through these difficult times and to ensure that future city growth will be sustainable and responsible.

Under this aim, our priorities will be to deliver:

1. a dynamic local economy
2. a strong cultural offer
3. sustainable growth and development.

Last year we:

- worked with partners to complete the *Joint core strategy*, which sets out clear plans for the future growth of the city
- launched an innovative online tool to help streamline the planning process for potential developers
- completed character appraisal work on the Mile Cross and Sewell conservation areas

- provided multi-million pound investment to support the Open 24/7 youth centre, a visitor centre at St John's Roman Catholic Cathedral and the refurbishment of the Theatre Royal
- completed several key projects including Barrack Street, Castle Mound, St Stephens outline masterplan and the new Lady Julian bridge
- supported 680 existing businesses, 70 new businesses, provided training for 1,400 people and received over 2,600 visitors to the city's Business Enterprise Centre
- contributed to the funding of the Genome Analysis Centre in greater Norwich
- won a gold award in the small city category in the Anglia in Bloom competition
- enabled 156 new affordable homes to be built
- completed two supported housing schemes for people with mental health problems and families fleeing domestic violence
- started work on four new hostels for young offenders and people with learning difficulties.

In 2010-12 we promise we will:

- SPC1 – support the development of the local economy through the creation of at least 330 new jobs and 250 businesses through our externally funded programmes
- SPC 2 – work with the City Centre Partnership to extend the empty shop fronts programme to Westlegate
- SPC 3 – work with the HCA to
 - start the construction of 100 new affordable homes
 - complete the eco-retrofit of more than 800 council homes, including loft insulation, replacement windows and doors
 - complete the Memorial Gardens restoration
 - seek to secure planning permission for the Three Score site at Bowthorpe and agree plans for 1200 new homes
- SPC 4 – start the building of new council homes for the first time since 1992, with the assistance of £630,000 funding from the Local Authority New Build Grant
- SPC 5 – improve traffic flows, walking and cycling through the completion of the £3.3m St Augustine's gyratory system
- SPC 6 – provide an additional £50,000 funding for economic development projects in the city
- SPC 7 – review the city's many assets to ensure they are maintained and their value is maximised.

Safe and healthy neighbourhoods

The council exists to serve local people, and to support the city. We want local people to have pride in their neighbourhoods, and to have a strong voice to influence local service delivery.

Under this aim, our priorities will be to deliver:

1. better access to green spaces and leisure
2. more active and engaged communities and neighbourhoods
3. a safer and cleaner city.

Last year we:

- accelerated our window replacement programme to council homes by four years
- saw the national launch of the Scores on the Doors scheme for food premises standards, which was initiated in Norwich
- were awarded the RSPCA Gold Standard for our dog warden service
- achieved five 'Blooms' (gold stars) for Communities in Bloom and won the best youth involvement award
- investigated all reports of abandoned vehicles within 24 hours
- brought more than 2,200 homes up to the national decent homes standard
- supported more than 600 cases of homelessness
- improved our performance on reletting empty council homes by 16 per cent

- achieved a 25 per cent reduction in city road casualties
- carried out a wide range of community engagement activities including:
 - 130 individual community projects
 - securing £120,000 grants for community activities
 - recruiting nearly 100 new volunteers
 - refurbishing three community centres
 - a range of community cohesion events and an equalities forum
- completed three participatory budgeting exercises giving more than 330 local people influence over the allocation of £30,000 for projects where they live
- helped 10,000 people take advantage of our free swim programme
- invested £678,000 in the refurbishment of 16 city play areas
- worked with the Safer Norwich Partnership to continue to reduce overall crime in the city by 9 per cent
- successfully completed the roll-out of Alternate Weekly Collections, and became one of the best 10 councils for reducing household waste
- secured a prosecution for fly tipping with a record fine of £7,200, and organised the second annual fly tipping awareness week
- promoted National Tree Week involving about 50 groups across the city, mapped all trees in the city and planted 450 new ones.

In 2010-12 we promise we will:

- SHN 1 – open a new skate park in Eaton Park with funding from the HCA by the end of May 2010
- SHN 2 – increase the access, visibility and responsiveness of city council staff and contractors working in communities
- SHN 3 – introduce four neighbourhood teams to bring services closer to local people
- SHN 4 – allocate £40,000 for further participatory budgeting exercises across the four neighbourhood areas
- SHN 5 – provide free swimming provision for all Go 4less cardholders in 2010-11
- SHN 6 – improve our recycling and composting rates with the introduction of food waste recycling to more than 55 per cent of residents by March 2012
- SHN 7 – increase the number of new windows, kitchens, doors and boilers in council homes
- SHN 8 – invest an additional £150,000 to develop and implement a property enhancement initiative scheme to reward tenants who look after their properties.

Opportunities for all

Norwich is a real tale of two cities with significant differences in health, education and skills depending on where you live. We want to make sure that everyone has the best chance to succeed and access the services that they need.

Under this aim, our priorities will be to :

1. provide support to people during the recession
2. increase pride in the city
3. increase access and opportunity.

Last year we:

- achieved level two of the national Equalities Standard
- worked with 274 people providing information, advice and one-to-one support and access to learning and skills provision, volunteering or employment through the Community Learning Mentors scheme funded by Investing in Communities.

- invested £2m of Neighbourhood Renewal Funding into poorer areas of the city
- delivered the most successful Norfolk and Norwich Festival ever
- maintained visitor numbers to Norwich museums at levels of the best performing councils in the country (59 per cent 2008-09)
- achieved a 5.6 per cent decrease in the council's carbon footprint
- hosted the city's first eco awards
- achieved high levels of satisfaction for parks and open spaces (75 per cent), museums, galleries (63 per cent), theatres and concert halls (68 per cent) (Place Survey 2008)
- promoted a campaign to encourage the take-up of benefit entitlements, which resulted in 300 new claims being made
- paid additional grant to the Citizens' Advice Bureau and Money Advice & Budgeting Service to support residents through the impacts of the recession
- increased Go 4less membership by 16,000 by giving automatic membership to bus pass holders.

In 2010-12 we promise we will:

- OFA 1 – invest more than £175,000 in financial inclusion work to help reduce the impacts of the recession on local people
- OFA 2 – extend the concessionary bus fare scheme so that it starts one hour earlier at 8.30am
- OFA 3 – achieve at least a 6 per cent reduction per year in the city council's carbon footprint
- OFA 4 – support the establishment of the Norwich Independent Climate Change Commission (NICCC) and formally consider its recommendations
- OFA 5 – aim to reach the 'achieving' level of the Equalities Framework for Local Government by March 2012
- OFA 6 – promote the city by pursuing our bid to become UK City of Culture 2013.

One council

Norwich City Council has made significant improvements in recent years. But we want to continue this journey – we aim to be one of the most efficient and effective councils in the country.

Under this aim, our priorities will be :

1. customer focus – putting customers at the heart of everything we do
2. continuous improvement of our services
3. cost conscious – efficient and effective service delivery.

Last year we:

- achieved a level two score on our Use of Resources assessment
- achieved unqualified financial accounts
- improved the percentage of phone calls successfully handled in the customer contact team, with answer delay times reduced.

- delivered savings of around £6.3m without impacting on the delivery of front-line services
- improved customer response times to letters from 15 to 13 days
- delivered major improvements in the performance of our planning service:
 - 82 per cent satisfaction rating from customers
 - More than 260 responses to the consultation on the *Joint core strategy*
 - 70 per cent of major applications processed within the required time (target 68 per cent)
 - 86 per cent of minor applications processed within the required time (target 78 per cent)
 - 91 per cent of all other applications processed on time (target 86 per cent)
- developed proposals to improve the performance of the council's assets
- made significant progress to improve our housing service, including a positive peer review
- successfully achieved the member development charter.

In 2010-12 we promise we will:

- **OC 1 – keep average council tax increases to around one penny per day in 2010-11**
- **OC 2 – continue to reduce our running costs by making further efficiency savings, and minimise the impact on front-line services**
- **OC 3 – achieve a two-star and improving audit score for our housing landlord services by April 2011**
- **OC 4 – achieve level 3 for our Use of Resources Score 2010-11**
- **OC 5 – maintain top level performance for the processing of planning applications**
- **OC 6 – implement new customer service standards to improve responsiveness.**

One city

Norwich City Council exists to serve the whole of its area, and all of its residents – we will adopt a 'one city' approach. To do this we will directly provide a wide range of services. However, we will also work with other partners such as the police, health and the voluntary sector, where appropriate. Increasingly, as resources get tighter, we will work together with partners to deliver services jointly and collaboratively.

Total Place

The council will be working with other key partners to identify key areas where several agencies provide linked services. For example, we work closely with the police on tackling crime, and with health agencies on addressing deprivation and poor health. In these areas we will examine our services and spend closely, and find ways to streamline our activity so that together we can adopt a more joined-up approach. We expect this to both reduce costs and lead to better services designed around the needs of customers.

Lead, Engage, Aspire, Perform in Partnership (LEAPP)

Work has already started to develop managers across all public sector bodies in Norfolk (eg health, police and local government), and to encourage more collaborative working. LEAPP is a development

programme through which managers work across organisational boundaries to develop innovative solutions to social issues. We plan to extend this during 2010, and to link it closely with the Total Place programme so that greater sharing and joint working can be achieved.

Unitary status

Nowich has now been awarded unitary status on its existing boundary. This means that all local government services in the city council area will be provided by a single all-purpose council, making it easier for local people to access, and driving up efficiency and effectiveness.

On 10 February 2010 the government announced its support for a unitary city council, and issued draft implementation orders to bring a new council into effect from 1 April 2011. These draft orders have now been formally agreed. This means that the May 2010 elections will now be cancelled, and an implementation executive will now be set up to start to take the decisions on how the new council will operate. The implementation executive will be made up of councillors from across the city council area, and will start to decide things like the management structure, service priorities, and the budget for the new council.

The new council will start formally on 1 April 2011, with all-out elections taking place in May 2011.



City of culture

Norwich has a very strong national and international reputation as a leading cultural centre, and is the cultural capital of the east of England. The city's unrivalled heritage, together with major cultural organisations like the Norfolk and Norwich Festival, the Theatre Royal, and Norwich Writers' Centre all combine to help give Norwich a first-class cultural offer.

We also believe that culture has a key role to play in the vibrant life and health of the city and its people. A successful range of cultural activity can have major spin-off benefits, and bring local people together. The council is therefore proud to invest significantly in cultural activity, far more than most other cities of its size.

As evidence of its cultural pedigree, Norwich has made it on to the shortlist of four cities to

become the first ever UK City of Culture in 2013 – and we want to get the backing of the whole city as we compete for this prestigious title. It will compete with Birmingham, Derry/Londonderry and Sheffield for the title and the winning city will be announced in summer 2010.

Liverpool demonstrated how cultural city status can transform a city and its economy and, if Norwich is successful, it could bring long-term economic and social benefits. Norwich is already in the top 10 cities in the UK for knowledge intensive businesses, and the city's strong and vibrant cultural offer will be key to attracting and retaining knowledge workers.

Norwich City Council and the City of Norwich Partnership are leading the bid and have been working with a number of cultural organisations.



Our bid to become UK City of Culture for 2013 has a number of aims

For our city, we aim to:

- engage people in an inspirational year-long programme of activity that will raise aspirations and offer access to cultural excellence for all
- use exposure to culture and creativity to improve educational attainment and increase the skills base of local people
- build on Norwich's status as a knowledge economy, help local people find employment and grow new business in the city's strong cultural and creative industries sectors
- cultivate the excellent cultural offer of the city and nurture local cultural activity to give it a greater

national and international profile

- improve the perception of Norwich by building on its existing identity as a cultural city, locally, nationally and internationally.

Nationally, we aim to:

- build on the work of Liverpool European City of Culture and further enhance the UK as a cultural destination
- provide a model for the future for sustainable and creative living in a modern city.

Internationally, we intend to:

- market Norwich as a place of creativity, sustainable living and magnificent heritage that is ready to embrace 21st century living.



Our improvement journey

How are we performing?

Overall, the city council is making good progress on a wide range of fronts. Success stories in the last year have included:

- planning performance – speeding up the time taken to process applications so that performance is now among the best nationally
- recycling performance – our recycling rates have been doubled in the last two years, and performance now stands at 36 per cent of all waste being recycled, with further plans to boost this even more
- housing landlord services – after a poor inspection report in early 2009, the service has now significantly improved, with progress formally endorsed by an external independent inspection
- efficiency work – in 2009 we achieved over £6m efficiency and cost reduction savings with a minimal impact on front-line services. Our approach has now been recommended as best practice by external independent bodies
- regeneration – our groundbreaking deal with the HCA has meant regeneration work has been able to continue despite the recession
- culture – shortlisting as UK City of Culture for 2013.

So we have much to be proud of. However, as the impacts of the recession continue to bite, there will be a need to continue the drive for efficiency and improvement. To focus our efforts, we will be concentrating on three really important areas, known as 'the three Cs':

- customer focus
- continuous improvement
- cost conscious.

We will be driving the three Cs into everything we do over the next two years. Key areas for attention in 2010-12 will be:

Customer focus

- Making the council more responsive and more flexible.
- A real emphasis on improving our focus on customers and their needs.
- Improving equality and diversity within our services.

Continuous improvement

- Further service improvements in key areas such as housing, planning, asset management and recycling.
- Greater focus on performance against statutory indicators.

Cost conscious

- Identifying options for further efficiency savings.
- Continued focus on improving our financial systems and processes.



Delivering our commitments

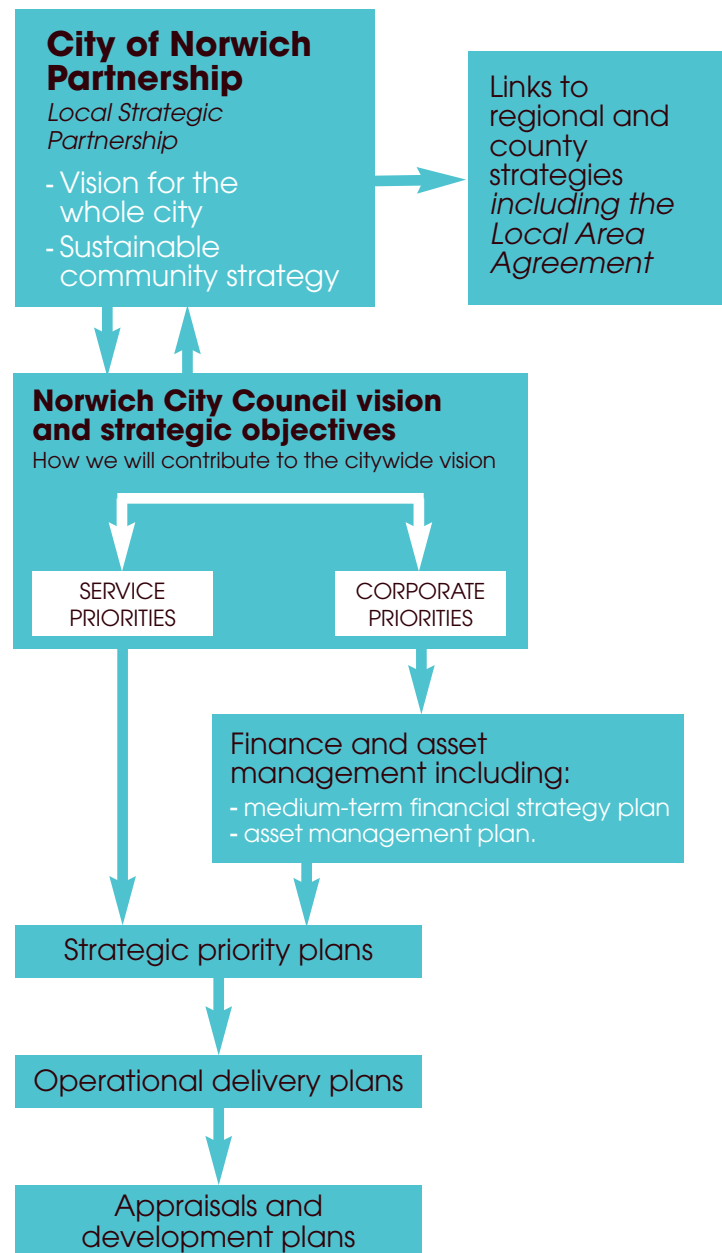
This document sets out the high level aims and priorities for the city council in the 2010-12 period. This plan will be underpinned by a range of strategic and operational plans, which set out how these priorities will be delivered. Copies of these can be found at www.norwich.gov.uk

These plans contain specific targets, which are allocated to individual teams or employees to deliver. Progress against 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.

The council also has performance management arrangements in place to monitor the performance of our partners where, for example, we have service delivery contracts with other companies such as Connaught, Norse and Steria.

The diagram below shows how our priorities are delivered through delivery plans, financial plans and agreed staff actions.

Diagram 2 – Linking service, financial and resource planning



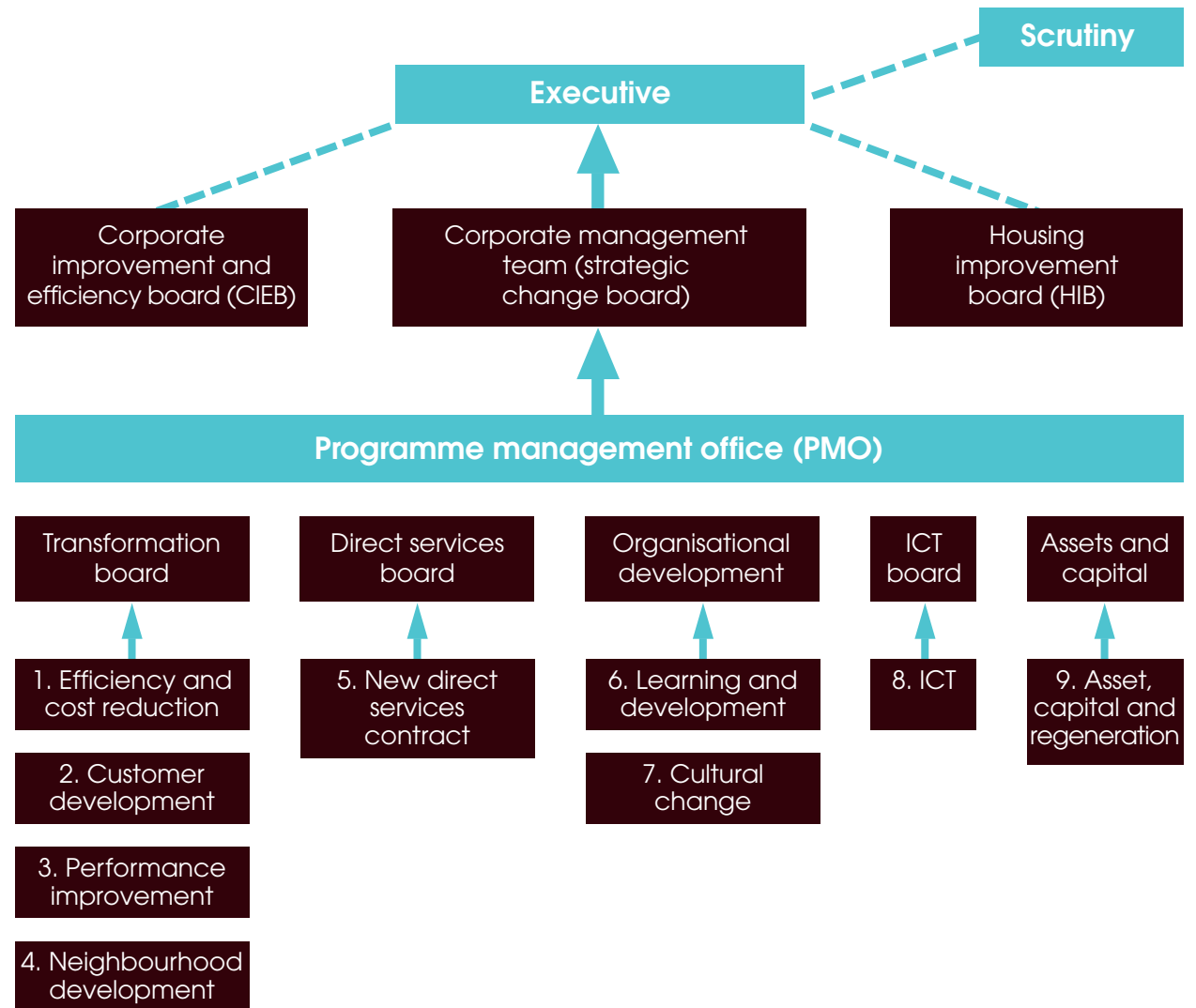
Transforming the council

The current financial climate means that we will need to change the way we work, prioritise our services, and become even more efficient and effective. This will be part of our 'one council' ambitions.

We have therefore developed a transformation programme to build on, and accelerate, the recent improvements we have been making. We believe this will keep us ahead of any changes in national funding or policy arrangements.

This programme will focus on nine areas, which are fundamentally important to the transformation of the city council. These are summarised in diagram 3.

Diagram 3 - Transformation programme structure





Medium term financial strategy

The recession has hit the city council in two ways:

- a significant reduction in income streams (eg reduced interest from investments, reduced income from planning and other fees etc), and
- an increase in demand for particular services (eg council tax and housing benefits, housing and other community support).

In addition, the city council has been adversely affected by the impact of problems such as other national policy changes, particularly additional costs arising from concessionary bus fares and travel.

Overall we estimate the budget gap to be around £8.3m over the next three-year period. This is a significant savings gap, and represents about 15 per cent of the city council's controllable spend. There is also a risk the financial situation may deteriorate further over the next few years, which may mean further savings are needed in the future.

To respond, we have already taken significant steps to reduce our spending. In 2009-10 we reduced our spending by around £4m, and in

2010-11 we have agreed further cost reductions of around £6.3m. All of this has been achieved without any significant effect on front-line services.

Looking forward, the 2010-12 period is likely to be even more challenging and uncertain for a number of reasons. Even if the recession lifts, and some of the council's income is restored, it is still anticipated there will be a tightening of the public purse, arising from a need to control public spending in order to pay back investments made by national government. We currently expect to need to continue to make approximately £2m additional savings every year, simply to maintain the delivery of existing levels of service.

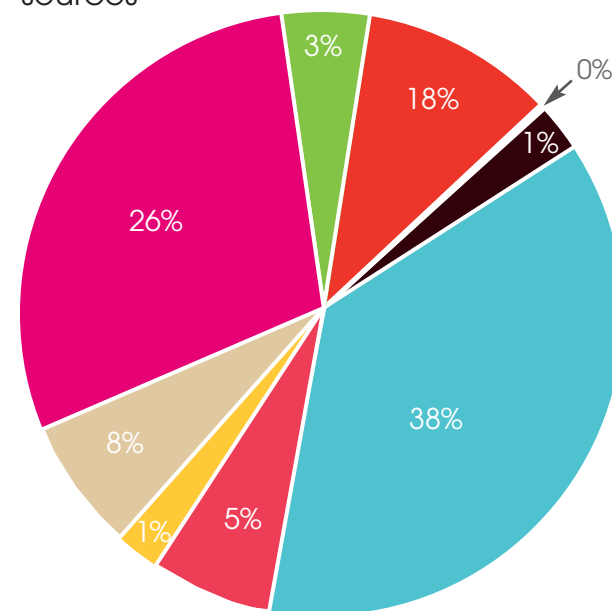
We will continue to monitor the situation closely. However, while we are always hoping for the best, we are planning for the worst. This may mean we will need to make further savings during the life of this plan. This will mean taking tough decisions about priorities. However, we will always strive to protect front-line services, and to ensure services are delivered to those in the city who need them most.



The council's forecast income and expenditure for 2010-11 General Fund and Housing Revenue Account (HRA)

	£'millions		£'millions
Fees and charges	32.3	Employee costs	32.5
Interest	0.8	Premises costs	31.5
Grants	1.3	Transport costs	0.5
Benefits subsidy	69.3	Supplies and services	27.9
Council tax	9.1	Benefits	69.5
Revenue Support Grant	2.0	Finance costs	15.1
Business rates	13.9	Capital from revenue	2.6
Dwelling rents (HRA)	48.2		
Other income (HRA)	5.7		
	182.6		179.7

Income sources



26% - Fees and charges
 0% - Interests
 1% - Grants
 38% - Benefits subsidy
 5% - Council tax
 1% - Revenue Support Grant
 8% - Business rates
 26% - Dwelling rents (HRA)
 3% - Other income (HRA)

Net General Fund Budget 2010-11

Expenditure

	£'s
Central services to the public	2,983,424
Corporate and democratic services	876,775
Corporate management	140,208
Cultural and related services	7,132,981
Environmental services	7,704,827
Highways, roads and transport services	1,530,876
Housing services (GF)	3,456,694
Other operating income and expenditure	-2,100,190
Planning and development services	3,371,405

Required budget	25,097,000
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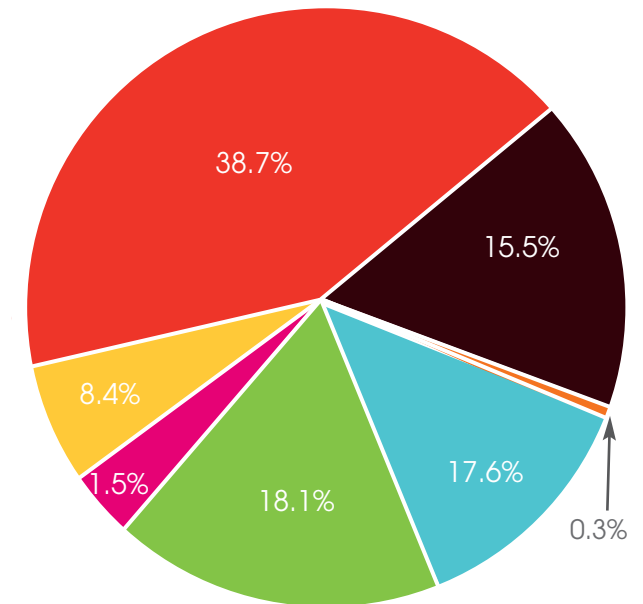
Funding

	£'s
Revenue Support Grant and NNDR	15,913,887
Collection fund surplus	100,000
Council tax band D	225.87
Total band D equivalent properties	40,214
Council tax requirement	9,083,163

Available budget	25,097,023
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Surplus	23
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Expenditure



38.7% - Benefits paid
 15.5% - Supplies and services
 0.3% - Transport costs
 17.6% - Premises costs
 18.1% - Employee costs
 1.5% - Capital from revenue
 8.4% - Finance costs

Working in partnership



This Corporate plan sets out clearly what the city council is trying to achieve, and the commitments it is making for the 2010-12 period.

But we also work with a wide range of partner organisations to tackle the social, economic, environmental and cultural challenges facing the city and its people. The City of Norwich Partnership (CoNP) brings together a wide range of city-based partners and aims to focus and co-ordinate activity for the benefit of the city overall.

The CoNP overall citywide vision is 'To make Norwich a world class city in which to live, work, learn and visit'. The partnership strategic board has also set three overarching strategic priorities which are to :

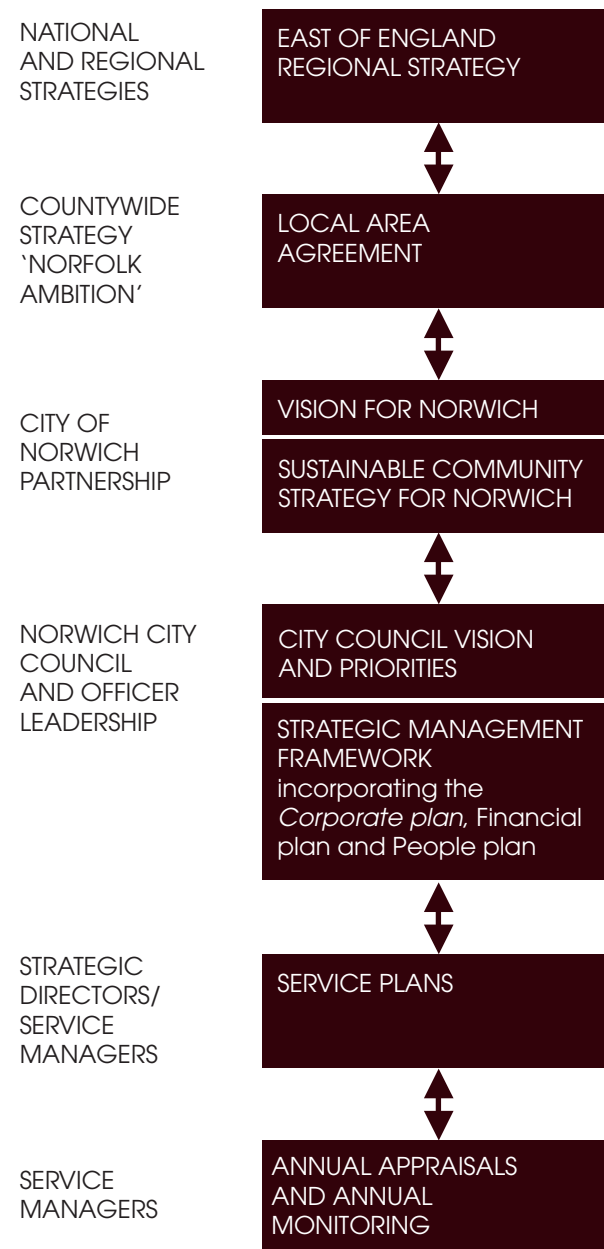
- develop the knowledge economy
- raise educational attainment and improve skills
- tackle deprivation.

The Norfolk Local Area Agreement (LAA) sets out priorities and outcomes for the whole of Norfolk. Within this countywide approach, there are a range of targets which are most applicable to the city area.

Diagram 4 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 for driving the city forward, and has direct responsibility for the achievement of many of its key goals.



Diagram 4 – Performance management framework – wider context



Getting in touch with Norwich City Council



Customer contact standards

The city council gives very high priority to its customers and their needs. We have published corporate customer service standards which proved a framework within which all of our service areas are expected to operate.

Since these were published in autumn 2008, a number of service areas, such as housing and planning, have consulted further with their customers and refined these standards to meet the additional identified needs, requirements and preferences of their customers. A range of other services are due to carry out more detailed consultation with their customers and further develop their service standards, within the corporate framework, similarly in the future.

We aim to respond to you within the following target times:

- letters – 15 working days
- emails – 5 working days
- complaints – 15 working days
- answer telephone calls to our customer contact team within 55 seconds.

We aim to set tougher targets over time to reduce the time you wait for a reply from us.

The Corporate plan

This is a living document – it will not sit on shelves and gather dust. It sets out the priorities and key actions for the city council for 2010-12. 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 contact the city council at performance@norwich.gov.uk or on 01603 212535.





Annex Political 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.

The last local elections were in May 2008, and the current political make-up of the city council is as follows:

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

This means that 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.

The executive 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 2009-10

Steve Morpew

Leader of the council

Brian Morrey

Deputy leader and sustainable city development

Alan Waters

Corporate resources and governance

Bert Bremner

Community safety and community cohesion

Brenda Arthur

Housing and adult services

Julie Brociek-Coulton

Residents and customer care

Linda Blakeway

Neighbourhood development

Susan Sands

Children and young people

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.

Following the government's decision to approve a unitary council for Norwich, there will be all-out elections to be held in May 2011.



Details of all elected members 2009-10

Bowthorpe



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



Andrew Wiltshire
22 Lushington Close
Norwich NR5 9AU
Tel: 07835 686525



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

Catton Grove



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



Evelyn Collishaw
c/o City Hall
Norwich NR2 1NH
Tel: 482552



John Fisher
88 Yarmouth Road
Norwich NR7 0QZ
Tel: 432838

Crome



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



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



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

Eaton



Brian Watkins
27 Wakehurst Close
Norwich NR4 6JL
Tel: 259306



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



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

Lakenham



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



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



David Fairbairn
18 Caernarvon Road
Norwich NR2 3HX
Tel: 664193

Mancroft



Howard Jago
64 Bethel Street
Norwich NR2 1NR
Tel: 623589



Tom Dylan
123 St Leonards Rd
Norwich NR1 4JN
Tel: 631096



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

Mile Cross



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



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



Deborah Gihawi
96 Eade Road
Norwich NR3 3EJ
Tel: 499346

Nelson



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



Adrian Ramsay
27 Clarendon Road
Norwich NR2 2PN
Tel: 623223



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

Sewell



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



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



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

Thorpe Hamlet



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



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



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

Town Close



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



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



Samir Jeraj
19 Muriel Road
Norwich NR2 3NY
Tel: 444298

University



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



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



Brenda Arthur
69 Gipsy Lane
Norwich NR5 8AX
Tel: 07773 562031

Wensum



Tom Llewellyn
20 Alma Terrace
Norwich NR3 3EE
Tel: 614642



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



Ruth Makoff
19 Muriel Road
Norwich NR2 3NY
Tel: 446650



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