

## Report for Information

**Report to** Executive  
18 February 2009  
**Report of** Director of Transformation  
**Subject** Quarter three performance monitoring

---

5

### Purpose

This report provides performance management information for the third quarter of the financial year 2008/09 in the following areas:

1. Achievement against the councils short-term priority actions and projects (including the council's top seven political priorities), detailed in the corporate plan 2008/10
2. Performance regarding corporate plan performance measures
3. CityCare and Steria contracts
4. Audit inspection recommendations.

### Recommendations

That executive notes the content of this report and proposed actions contained within it.

### Financial Consequences

The financial consequences of this report are none

### Risk Assessment

There are no direct risks associated with this report

### Strategic Priority and Outcome/Service Priorities

Performance management underpins all of the councils corporate objectives and service plan priorities. In addition, performance management is one of the themes for the 'aiming for excellence improvement programme'.

**Executive Member:** Councillor Waters – Corporate Resources and Governance

**Ward:** All wards

### Contact Officers

Paul Spencer, Director of Transformation

01603 212238

### Background Documents

None

## Introduction

1. The corporate plan for 2008 to 2010 focuses on the executive's top priorities; the council's key objectives; how we will measure progress and what our targets are, along with a number of short-term priorities which combined will deliver the council's vision.
2. As we are still in a transition period between the previous best value regime and the new national performance measures introduced from 2008/09 many of the new indicators cannot readily be measured, work is being undertaken to identify suitable proxy measures for indicators where data is either unavailable on a quarterly basis or where there is a significant delay in receiving information from other agencies. These proxy measures are designed to show performance against these indicators but are not an exact match.
3. This report provides an overview of Norwich City Council's performance up to and including the third quarter for 2008/09 financial year based mainly upon the priority actions from the corporate plan. The structure of this report reflects that of the corporate plan. Comments on progress are based upon the themes within that plan and commentary from lead officers.
4. This report is in four parts

Part 1      Summary information demonstrating:

- current progress against the measures and actions identified in the corporate plan for both political and strategic priorities
- progress against local area agreement targets
- progress against new (national indicator) district measures

Part 2      Priorities and outcomes for the people of Norwich. Detailed report on progress against the measures and actions identified in the corporate plan for both strategic and political priorities

Part 3      Summary information relating to the CityCare and Steria contract

Part 4      Progress against recent audit inspection reports

## PART ONE - PERFORMANCE SUMMARY INFORMATION

A summary of the current status or performance against target of the measures and actions identified in the corporate plan is shown in the tables below. This includes progress on the actions associated with the top seven political priorities for 2008 – 2010. More detailed commentary on each measure and action is given in section two of this report.

(Note: For performance measure, where comparable data is available, performance measures are shown as green if performance is better than last year/ this time last year, amber if performance is broadly the same (as measured by a variation of less than 5%) and red if performance is below last year Q3 last year).

### Strong and prosperous city:

	Complete	Red	Amber	Green	No information
Performance measure	N/A	0	3	4	4
Priority action	0	0	4	7	0

### Safe and healthy neighbourhoods:

	Complete	Red	Amber	Green	No information
Performance measure	N/A	0	8	7	1
Priority action	1	0	4	6	0

### Opportunities for all:

	Complete	Red	Amber	Green	No information
Performance measure	N/A	1	2	0	5
Priority action	2	0	4	4	0

### Aiming for excellence:

	Complete	Red	Amber	Green	No information
Performance measure	N/A	3	0	1	3
Priority action	0	2	8	6	0

## Unitary status

	Complete	Red	Amber	Green	No information
Performance measure	There are no performance measures for this objective				
Priority action	0	0	4	1	0

## Other Indicators

As well as those measures identified by the executive as high priority and included under each of the main objectives above, the council also contributes to and has to report on a number of other measures.

## Local Area Agreement:

Following the LAA review in November 2008 where progress and risks against delivery were examined, the LAA refresh has commenced. There remain many indicators without baselines, for example those awaiting place survey data. There is a consensus that the Year two LAA should not include any indicators without a baseline and target and there will need to be robust discussions in relation to some indicators.

## District measures:

We are currently measuring performance against the 64 district council level national indicators and six county level indicators which are of interest to executive. Current reports suggest:

	Below target	On target / no target set	Above target	Proxy	No information
Performance measure Up to Q3 2008/09	7	2 / 22	5	2	40 <sup>1</sup>

---

<sup>1</sup> Data may not be available for a number of reasons, place survey data, data being supplied by another agency, data unavailable quarterly and proxys still underdevelopment  
N.B. Some NIs consist of more than one part. Results for each part are included in the summary table here. Hence, the total is greater than the number of NIs.

## **PART TWO - PRIORITIES AND OUTCOMES FOR PEOPLE OF NORWICH**

The 2008-10 corporate plan aims to simplify the city council vision, priorities and outcomes in order to give a much stronger focus on five key areas. The priorities for 2008 – 2010 are:

1. A strong and prosperous city
2. Safe and healthy neighbourhoods
3. Opportunity for all
4. Aiming for excellence, and
5. Unitary status

Further details are in pages 18 to 25 of the Corporate Plan 2008 / 2010.

The next section of the report sets out in more detail progress against all of the targets and actions under each of the five priority themes.

1. **A strong and prosperous city** – working to improve the quality of life for residents, visitors and those who work in the city now and in the future.

- Portfolio – sustainable city development, Cllr Morrey

Commentary from lead officer – Anne Bonsor, assistant director city development

### **Overview**

The recession impacts on city development continue to exert increasing pressures on service delivery in relation to the slowdown in the housing market, decreases in income and increases in redundancies and business failures. There has been noticeable increase in the numbers of boarded shops in the city centre since Christmas.

Notified redundancies in the city have increased 22 fold from the previous quarter from 70 to 1,586. The unemployment rate went up to 3.6% or 3,202 claimants representing a 34% increase on the same period last year. Job vacancy rates are down by 58% over the last year: 686 in December 2008.

Business confidence in the city is reported to be at an all time low and although other cities in the country are experiencing even more dramatic impacts, the picture in Norwich is still emerging.

There has been a steady drop in the numbers of planning applications on hand from 310 in Q3 in 2007/08 to 193 in the same quarter in 2008.

In consequence, the numbers of affordable homes achieved in the city in Q3 (62) showed a reduction from Q3 in 2007 (83). The cumulative total for this year is 168 which means that it is unlikely that the target of 300 will be achieved this year.

The most severe impacts for this area have been in relation to the Council's asset disposal programme which has seen values plummet as the year has progressed. This had impacted on the delivery of the capital programme

### **Areas of Strength**

Planning performance in Q3 showed a marked improvement on Q2 with 60% of major applications processed within 13 weeks but still under the government target of 65%. The progressing of minor and other applications were at their highest level so far this year at 78.2% and 80.3% respectively and above the government target of 75% for minor applications.

A lot of work has gone into improving the processing systems for dealing with planning applications and this is starting to pay off. In addition, there has been a concerted effort to deal with the planning applications backlog.

The percentage of appeals allowed against the authority's decision to refuse planning applications has reduced from 40% in Q1 to 17% in Q3.

During Q3 £730,000 in funding was secured from EEDA for the St Anne's Wharf bridge and funding for works on Grapes Hill.

### **Areas for improvement**

The main areas for improvement in city development are in relation to planning and asset management: Planning improvement in relation to the processing of planning applications continues to remain a high priority and focus for the development management service- particularly the opportunity to continue to reduce the backlog of major applications.

The major reductions in land values are having a major negative impact on the council's ability to carry out major improvements to its core stock and contribute to the council's capital programme. A review all of its assets is planned to identify those which are core to service delivery and those which are potentially surplus to delivery in order to be able to manage income generation pressures in the medium term more effectively.

Accessibility of council public buildings remains a priority with a performance of 11.1% against a target of 55%.

### **Next steps**

1. Pre-planning inspection of the Joint Core Strategy to date prior to the next stage of consultation.
2. Agreement of funding priorities for the 2009-12 Growth Areas Funding programme.
3. Completion of Growth Areas funding programme for 2008-9.
4. Consultation on the Greater Norwich Economic Strategy.
5. Completion of sale of Chantry Road car park.
6. Decision on way forward on Memorial Gardens.

1. A strong and prosperous city			
Short-term priority / action	Service	Progress	Status
Planning Improvement Plan	Planning	<ul style="list-style-type: none"> <li>Improved systems for handling complaints and progressing planning applications have been introduced</li> <li>Quarterly meetings of Planning Developers Forum and Developers Pack produced.</li> <li>Service restructuring plans in development.</li> <li>Upgrades to Planning Website public access systems underway</li> <li>Review of planning enforcement commenced</li> <li>Physical improvements to Planning offices layout and improved meeting space underway.</li> </ul>	amber
Joint Core Strategy and Implementation	Planning	<ul style="list-style-type: none"> <li>Greater Norwich Development Partnership (GNDP) recommendation of a favoured growth option for approval by planning local authorities members in December.</li> <li>JCS considered by the Local Development Framework Working Party and Executive in January 2009.</li> <li>Subject to a Planning Inspectorate review of work to date a final round of consultation for the Greater Norwich Joint Core Strategy is planned for March 09.</li> </ul>	green
Leisure Needs assessment	Communications & Culture	<ul style="list-style-type: none"> <li>Awaiting Sport England report on leisure needs analysis, this has been delayed and is due before Christmas. Once this has been received then a cross council team will be set up and a plan drawn up</li> </ul>	amber
Northern City Centre Action Plan	Planning	<ul style="list-style-type: none"> <li>Northern City Area Action Plan approved by Council in October 2008 for a final round of consultation.</li> <li>Work to refine the delivery plan underway.</li> <li>Planning approval for Anglia Square development in December 2008.</li> </ul>	green



Protection of economic development sites	Planning	<ul style="list-style-type: none"> <li>▪ The Greater Norwich Joint Core Strategy identifies key employment locations in the Greater Norwich Area.</li> <li>▪ A Greater Norwich Economic Strategy is under development.</li> </ul>	green
Growth Points projects delivery	Transportation and Landscape	<ul style="list-style-type: none"> <li>• Delivery on track for completion by end of March.</li> </ul> <p>Includes:</p> <ul style="list-style-type: none"> <li>• Public transport design improvements for Ketts Hill.</li> <li>• Improvements to Grapes Hill.</li> <li>• Funding secured for Construction of St Anne's Wharf Bridge.</li> <li>• Knowledge Economy research study.</li> <li>• Mousehold Heath green infrastructure improvement work started.</li> <li>• Successful GNDP Growth Areas bill of £10.4m capital and £0.9m revenue for 2009-11.</li> <li>• Development of funding allocation framework for 2009-11.</li> </ul>	green
Environmental Strategy and Implementation Plan	Environmental Strategy	<ul style="list-style-type: none"> <li>▪ Plan approved by Executive and now published. Initial baseline completed, and a range of improvement activities underway.</li> </ul>	green
Economic Development Strategy development	Economic Development	<ul style="list-style-type: none"> <li>• Consultant commissioned</li> <li>• Consultation planned for March 2009.</li> <li>• Completion – on target for April 2009.</li> </ul>	green
Memorial Gardens restoration	Asset and City management	<ul style="list-style-type: none"> <li>• Listed building consent application submitted for the repair and enhancement works.</li> <li>• Implementation is dependent on income from sale of Council assets and this is increasingly difficult in the current economic climate</li> <li>• Alternative plans drawn up, evaluated and costed.</li> </ul>	Amber
City Hall development opportunities assessment	Asset and City management	<ul style="list-style-type: none"> <li>• Funding has been secured for the second stage of the assessment of city hall.</li> <li>• There has been a delay in progressing this project .A brief has been developed and is now subject to a procurement exercise.</li> </ul>	green

Cycling activity	Transportation and Landscape	<ul style="list-style-type: none"> <li>Consultation with Scrutiny on way forward on cycling strategy.</li> </ul>	amber
------------------	------------------------------	--	-------

Performance measures: A strong and prosperous city

Number	Measure	Result	Target	Direction	Comments
NI 10	Visits to museums and galleries	52.6% (Norfolk)	-	-	Active People Survey. NI applies to single tier authorities. We are investigating whether data will be made available for Districts.
NI 117	Not in education, employment or training	5.8%	6.3% LAA target for Norwich.	↑	Figure shown is for Nov.08. Final outturn will be an average of Nov.08, Dec.08 and Jan.09. ONS official dataset to be released at end of year.
NI 151	Overall employment rate	69.3%	-	<->	Result is a rolling average of 4 quarters data from the Annual Population Survey ( <u>latest data is to June 08</u> ). Reporting organisation is ONS. ONS official dataset to be released at end of year.
NI 152	Working age on "out of work" benefits	7.1%	-	<->	Result is a rolling average of 4 quarters data from DWP administrative data ( <u>latest data is to May 08</u> ). Reporting organisation is Jobcentre Plus. UK rate = 7%. More up to date indication of current unemployment trends is shown by the claimant count – Dec-08; 3202 an increase of 814 (+34.1%) from Dec-07

Number	Measure	Result	Target	Direction	Comments
NI 155	Gross number of new affordable homes	168	300	-	Target for the whole year is 300, this is unlikely to be met due to the downturn in the housing market – forecast for completions has now dropped to 264.
NI 157	Processing planning applications against target	Year to date a) 46.15% b) 73.19% c) 76.89% Q3 a) 60.00% b) 78.21% c) 80.31%	65% 75% 85%	↑ ↑ ↑	Major applications Minor applications Other applications
NI 166	Average earnings	£410.10 (2008)	Target for Norfolk in LAA is to close the gap with the region	<->	This is an LAA measure. This NI uses median full time earnings for workplaces in the area. England average = £463.10. This was up 4.6% compared with a fall of 0.4% in Norwich (but note relatively small sample size at District level).
NI 172	VAT registered business showing growth in the area	No data	-	-	To be calculated by ONS on behalf of local authorities. Expected February 2009. A proxy measure for this is being considered.
NI 186	Per capita reduction in CO <sup>2</sup> in the council area	No data	-	-	Defra will report this NI.

2. **Safe and healthy neighbourhoods** – working 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.

- Portfolio – neighbourhood development, Cllr Blakeway and community safety and cohesion, Cllr Bremner

Commentary from Lead Officers – Jerry Massey, director of regeneration and development

### **Overview**

One of the council's major neighbourhood based initiatives has been the establishment of a community engagement team. The team is now operational and is undertaking a range of preparatory work to provide a profile of each of the safer neighbourhood areas. In addition the community engagement team have also undertaken a community consultation exercise in the Mile Cross area to identify the range of services residents would wish to see delivered at a neighbourhood level.

As part of the preparation for the inspection of the housing service the council engaged the Housing Quality Network to undertake a review of the housing service and an assessment of the long term stock investment requirements. This 30 year business plan has identified that after the first quarter of this period the level of resource available for investment in the stock is unlikely to meet the demand for repairs, maintenance and improvement. The implication of this financial shortfall is currently being assessed.

In relation to 2009/10 it is proposed to invest £18.3m of capital funds in the housing stock and this will include:-

- New kitchens or bathrooms for 700 properties
- Over 1000 new heating systems or boilers
- 714 properties rewired or electrically upgraded
- 165 properties re-roofed
- New PVCu windows to 1,600 homes

A major investigation has been concluded into the circumstances resulting in the occupation of former sheltered accommodation in Greyhound Opening by staff. All housing units on the development have been vacated and arrangements are in hand for the demolition of the properties. In addition a report is being prepared for consideration by the executive on the policy and procedure for the decommissioning of council housing.

An inspection of the housing service was undertaken in January and the outcome will be known by the end of March.

### **Areas of strength**

The implementation of stage 3 of the alternate weekly waste collection has resulted in a significant improvement in the level of household waste being recycled. At the end of the third quarter the council was recycling 35% of the waste stream.

The inspection of the housing service identified that significant improvements had been made in the financial management of the Housing Revenue account.

Work is in hand to bring forward further S106 investment in new play provision across the city and work is due to commence on the provision of the skate park.

The community engagement team is involved in consultation with existing community groups on the draft community engagement strategy.

Capital investment in the Council housing stock is on target to achieve £12.5m year end investment.

### **Areas for improvement and next steps**

The inspection of the housing services has identified a number of areas where the council needs to improve it's current service provision. The final report of the inspection will bring forward a range of proposals to improve the service and is likely to include a recommendation that the Council needs to place the tenant and leaseholder at the heart of the housing service.

Work is in hand to provide a new communal bin waste management service for flats and other communal dwellings.

There is a need to improve the turnaround time for housing voids, and a pilot scheme is in progress to identify ways of achieving this objective.

<b>2. Safe and healthy neighbourhoods</b>			
<b>Short-term priority / action</b>	<b>Service</b>	<b>Progress</b>	<b>Status</b>
Decent Homes Programme	Housing Property Services	Decent homes programme continues on target to upgrade the required number of properties by the end of the financial year. Currently with an expenditure of £9.874m progress is slightly ahead of programme, however we expect the end of year outcome to be as programmed.	green
Council House Energy efficiency	Housing Property Services	During the first 3 quarters of the year the Council invested £146,000 in loft cavity and external wall thermal insulation works. In addition investment from this year's Decent Homes programme (including £6.581m investment in replacement windows and boilers) has improved the thermal insulation of council properties.	green
Maximise use of Housing Stock	Landlord Services	Performance for the year as a whole is below target but improvements were made during December 2008 To address this issue a new voids team trial is in place and action plans produced to improve performance. Regular monitoring is undertaken by a senior officer with portfolio holder involvement.	amber
Community Engagement Strategy development	Community Services	Draft strategy approved by Executive on 26th November 2008 and currently being consulted on comments and recommendations will be reported in April 09	green
Play Facilities improvement	Community Services	All projects are progressing according to plan. Chapelfield proposals require further development work before formal commencement of project	green
Access to private rented accommodation for homeless	Neighbourhood and Strategic Housing	All projects under the private rented sector heading, aim to be complete/launched by February 18th 09 when we will hold a landlord forum with GNHP. Positive responses from external stakeholders, including the housing Minister.	amber
Portrait of a Nation Project	Communications & Culture	This project is completed	complete

Skatepark construction	Community Services	Tender documents being finalised for circulation. Works progressing to satisfy planning conditions prior to tender being awarded	amber
Parks for People programme development	Community Services	Play rangers now operational; outline training programme developed now to be finalised and actioned	green
Alternate Weekly Waste Collection	Citizen services	Stages 1,2 and 3 of alternate weekly collections now completed, Stage 4 being rolled out with collections due to start June	green
Model urban Neighbourhood	Community Services	A range of neighbourhood based work is in progress including the enhancement of customer services at neighbourhood housing offices, the development of the Community Engagement team and, in the Mile Cross area, consultation has been undertaken to identify the range of services residents would wish to see delivered at a neighbourhood level.	amber

Performance measures: Safe and healthy neighbourhoods

Number	Measure	Result	Target	Direction	Comments
NI 8	Adult participation in sport and recreation	24.8%	-	<->	Data is taken from the Active People Survey. Previous result for Norwich was 22.4% - there is no statistically significant change.
NI 158	% of non decent council homes	14%	12%	↑	Decent homes delivery programme is on schedule to meet this year's target.
NI 191	Residual household waste per household	357kg/ household	648	↑	467kg/ household at Q3 last year
NI 192	% of household waste sent for reuse, recycling or composting	34.34%	25%	↑	Combined rate is second quartile
NI 195	Improved street and environmental cleanliness (levels of graffiti litter etc.)	Litter 5% Detritus 11% (combined = 8%) Graffiti 2% Flypost 1%	15% combined litter and detritus  3% 1%	↑ ↑  ↑ <->	The survey is now directly inputted into DEFRA's website.
NI 196	Improved street and environmental cleanliness (fly tipping)	No data	1	-	This NI is measured annually.
Local	All crime in Norwich	95.8 crimes/ 1,000 res.	-	↑	Figure is for the first 3 quarters. There were 104.0 crimes/ 1,000 res. in the same period of 2007/08.
BV 63	Average energy efficiency rating of council housing	71	73	<->	



Number	Measure	Result	Target	Direction	Comments
BV 212	Average time taken to relent council housing	33 days (38 days in Q3)	26 days	<->	The year to date figure is the same as for the whole of last year. However, there have been increases in the number of days taken in the last 3 quarters.
BV 218a	Investigation of abandoned cars within 24 hours	100%	100%	<->	
BV 218b	Removal of abandoned cars within 24 hours of legal entitlement to remove	100%	100%	<->	
Ex 6	Local election turnout	35.6%	37%	<->	Annual result.
Ex 7	Election registration	93%	93%	<->	Annual canvass.

3. **Opportunities for all** – helping all of our communities to be able to access the wide range of services in the city provided by the council.

- Portfolio – young people's services and improvement, Cllr Sands and housing, adults and older people, Cllr Arthur

Commentary from Lead Officers – Anne Bonsor, assistant director city development; Paul Spencer, Director of transformation

### **Overview**

Progress in all key projects continues and there are no real problems areas at present. However, the financial climate continues to deteriorate and the impact is likely to fall disproportionately on certain communities. The council will therefore need to ensure that its services are increasingly in tune to needs emerging from the economic downturn.

### **Areas of strength**

Considerable effort continues to be put into improving our equalities work and we now expect to be able to reach level two status by March 2009.

The older peoples commission report has been welcomed and endorsed by the councils executive and implementation of a wide range of recommendations is now being planned

The LEGI 'Go For It' programme and projects such as the IIC (Investors in Communities) business mentoring programme are aimed at reaching some of the city's hardest to reach clients. The city's transport policies encourage walking, cycling and public transport to enable residents and users to access city centre facilities.

Town centre management has worked with the City Centre Partnership to improve safety in the centre at night with projects such as the taxi marshals to enable people to return home safely after an evening out.

### **Areas for improvement and next steps**

As the financial climate gets harder the city council will need to review all of its activity including funding arrangements with the voluntary sector. Decisions will need to be taken as part of the budget setting process in February 2009.

To embed diversity impact assessments into management culture of the service and to ensure that the information gained from them is taken into account in service delivery.

The council is now developing a response to the sustainable communities act 2007 and will be consulting on ideas to promote with government. A full response is expected by July 2009

<b>3. Opportunities for all</b>			
<b>Short-term priority / action</b>	<b>Service</b>	<b>Progress</b>	<b>Status</b>
Equalities Standard Level 2	Policy and Performance	This project is amber because not all DIAs have been commenced. Completion is now planned for March 2009.	amber
Equality Impact Assessment of Services	Policy and Performance	A small number of DIAs completed or progressing, and work programme for other service areas being developed. Expected to be completed by March 2009 which will enable this project to progress further	amber
Improve Accessibility to Services	Policy and Performance	Cannot be started in detail until Level 2 assessment, and DIAs are completed in March 2009. Detailed work programme for improvements to services will flow from this evaluation work.	amber
Adult Participation in Sport	Communications & Culture	This project will require analysis of the Sport England Active People Survey. Plans include increasing access to the "Go4Less" card and consideration of free swimming for the over 60s	amber
Support and increase capacity of Third Sector	Community Services	Engagement with the voluntary sector continues to be positive. Funding arrangements for 2009/10 and beyond are currently being reviewed.	green
Citizen magazine posted to every household	Communications	This project is complete and the contract will be monitored on an ongoing basis. Some early difficulties with distribution in city centre are being closely monitored.	complete
Set up Older Peoples Commission	Unitary Status	Project complete. The final report has been written, proofed and graphically designed. It was presented to Executive on 21/1/09 who resolved to support its findings and recommendations. The report will now be printed and distributed.	complete

Financial Inclusion Strategy development	Community Services	Strategy themes and potential actions under development and considered with partners. Recession summit being planned for February with CoNP which will inform strategy and action plan development	green
Warm Homes Project to tackle fuel poverty in the private sector	Strategic Housing	The project was officially launched on the 24th October but has been effectively running since the beginning of October. The Warm Let scheme went live on December 17th. To date we have had 277 enquiries carried out 160 home energy inspections and delivered 47 insulation measures. The programme is on track to achieve its first year targets.	green
Free Events programme	Communications & Culture	Yearly events programme in place, programme published. Events Team plan for delivery in place	green

Performance measures: Opportunities for all

Number	Measure	Result	Target	Direction	Comments
NI 7	Environment for a thriving third sector	18.4% Norfolk  16.2% national	-	-	Data is for Norfolk and the result is % third sector organisations who said that statutory organisations had a positive or very positive influence on their organisation success
NI 8	Adult participation in sport and recreation	24.8%	-	<->	See Safe and Healthy performance table above.
NI 118	Childcare take up for low income families	No data	-	-	This is an annual measure and is not a District indicator. We are investigating whether data will be available at District level.

Number	Measure	Result	Target	Direction	Comments
NI 153	Claimants in deprived areas	31.1%	-	↓	Figure shows the percentage of working age people claiming out of work benefits in the worst performing neighbourhoods. It is an average of 4 quarters data, <u>latest data is Feb.08</u> . The previous year's figure was 29.5%. N.B. Not a District NI.
NI 173	People falling out of work on to incapacity benefit	0.5%	-	-	Proxy measure used which gives all new IB/ SDA claimants (in the last 12 months) as % of employed.
NI 175	Access to services and facilities by public transport, walking and cycling	100.00%	78% (Norfolk)	-	This is an LAA measure. There is good access to the range of core services in the city.
NI 187	Tackling fuel poverty (amongst residents claiming income based benefits)	2.3% low SAP rating 59.4% high SAP rating	-	-	The indicator measures the proportion of households on income related benefits for whom an energy assessment of their housing has been carried out, living in homes with  (i) Low energy efficiency (ii) High energy efficiency Most of the data relating to this indicator has been compiled and the result shown should be close to the final outturn.
BV 2a	Equality standard	1	2	<->	Most work to achieve level 2 has now been completed. Impact assessments just need to be published to achieve level 2.

4. **Aiming for excellence** – ensuring the efficient use of resources, the effective delivery of plans, that we are a good employer and that we communicate effectively with our customers, staff and partners.

- Portfolio – resources and governance, Cllr Waters and customer care and residents services, Cllr Brociek- Coulton

Commentary from Lead Officers – Bridget Buttinger, Deputy chief executive; Paul Spencer, Director of transformation;

### **Overview**

The recession has had a major impact on the Council's financial position. Drops in interest rates and income streams, and increased costs of concessionary travel have put significant pressures on the budget for 2008/9 and subsequent years.

### **Areas of strength**

The programme of work to improve our Use of Resource Score for the year 2007/8 is complete and the Audit Commission have completed their assessment. The score will be announced in February 2009. The Regional Improvement and Efficiency Partnership have just awarded the council £62,000 to support developing managers, finance staff and risk management to continue to improve in this area. The audit of the 2007/8 accounts is complete. At the Audit Committee the District Auditor said that the 2007/8 accounts have a clean bill of health, except for there is an issue with the cashflow statement in 2006/7. This will not affect the accounts in future years.

### **Areas for improvement**

Benchmarking the Steria Contract remains red as we have not been able to secure partners to undertake the exercise. Alternative methods of achieving this are being explored and the aim is to complete this work in Q4.

In relation to Single Status, three key claims against the trades unions have been determined. The impact of this has been to slow down Union 'approval' of pay schemes, and to change their perspective on what they will agree to. We expect it to become clearer, over the next few weeks, what the total impact of these decisions are, and then we should be able to proceed.

The recession has had a major impact on key services, the Benefits Service in particular. Workloads have increased by between 20% to 25% compared with the same period last year. Also, in the summer the service was short of staff due to long term absence and recruitment difficulties. A successful recruitment campaign has brought the team up to full strength and the Government has allocated additional funding to local authorities for 2009/10. Norwich will receive £124, 676 which means we will be able to recruit 4 additional staff. Performance is already improving, November 37 days, December 33 days and is expected to continue to improve.

<b>4. Aiming for excellence</b>			
<b>Short-term priority / action</b>	<b>Service</b>	<b>Progress</b>	<b>Status</b>
Customer friendly letters	Customer Contact Team	High level plan in place. Need to work through quick wins and achievable outcomes for phased project, due to start in November 2008 and complete by September 2009. Initial data collection has started but progress is slow	amber
Customer Care Standards implementation	Customer Contact Team	Corporate standards rolled out service specific standards need to complement them. Monitoring analysis against corporate standards being developed, and scheduled to be in place by Spring 2009. Service specific standards being developed	green
Corporate Compliments and Complaints System	Customer Contact Team	Rolled out 1/10/08. Work continuing on management information to identify performance and trends and scope of phase 2 together with resources	green
Customer Satisfaction and feedback system	Customer Contact Team	Project still needs to be scoped and budget identified in order for this project to move forward	amber
Single Point of Contact for enquiries	Customer Contact Team	Draft action plan produced to implement phase 2 rollout. Discussions with City Council and City Care around scope Phase 2 are continuing	amber
Single Status Agreement	HR	At present the project delivery is in line with key milestones, however detailed discussions with trade unions are about to commence and it unclear what this may introduce	green
Members and Officers Leadership Programme	HR/Legal and Regulatory Services	leadership development programmes are currently being reviewed and evaluated with a view to improving the integration of the programmes further in the future	green
Members Charter and Development programme	Legal and Regulatory Services	The project is amber because decision made to agree Cllrs JDs before next step of carrying out PDPs. Waiting for Group Leaders to sign off JDs.	amber



Support for Scrutiny Committee	Legal and Regulatory Services	Staffing in place, and programme is on schedule. Evaluation to take place.	green
Re-let City Care Services	Procurement	Scoping and strategy have been submitted to Executive for approval on 21/1/2009.	green
Benchmark Steria Contract	Procurement	The other authorities who agreed to benchmark have not produced their data for us to compare to. Steria are submitting a proposal to demonstrate vfm and this will be reviewed by NCC along with the contract financial model.	red
Emergency Planning operation and testing	Legal and Regulatory Services	Programme delayed due to the resignation of the Emergency Planning Officer. Work plan being reprogrammed.	amber
Local Carbon Management programme development and Implementation	Environmental Strategy	On track with LACM timetables. However staffing issues re baselining work still need to be resolved, and resourcing for carbon reduction projects still needs to be finalised. Request for £200,000 funding to be considered at Exec on 4 February 2009	amber
Use of Resources improvement	Finance	The Audit Commission have now submitted their assessments of the Use of Resources Score. An improvement programme is in place to make further improvements to this assessment.	amber
External Funding maximisation	Regeneration	This project aims to bring in additional funding to deliver on the Councils key priorities e.g. the Growth Points Programme. CLG funding announcement made Dec 08. Exercise commenced Dec 08 to prioritise projects for Norwich	amber
Asset Management Strategy Implementation	Asset and City management	At the January 2009 meeting of the Executive a refresh of the Asset Management Strategy was approved. It was recognised that the demand for investment exceeded the level of funding available. Notwithstanding this, excellent progress has been made in delivering this year's programme.	red

Performance measures: Aiming for excellence

Number	Measure	Result	Target	Direction	Comments
NI 14	Reducing avoidable contact	14.6%	-	-	An exercise relating to this NI was carried out in December across the Council. A further sample will be taken before year end. It is likely that as staff better understand the true meaning "avoidable contact" this figure will increase. Analysis of the information across services is being undertaken.
NI 181	Time taken to process housing benefit/ council tax benefit new claims and change events	25 days	16 days	↓	The result is for Q2 and Q3 only as no data available for Q1
NI 185	CO <sup>2</sup> emissions from council activities	No data	-	-	To be reported annually
UoR	Use of Resources score				This is assessed annually. The latest updated score is expected to be announced in late February 2009

Number	Measure	Result	Target	Direction	Comments
NL 043	% of telephone calls successfully answered	72% year to date (86% Q3)	82%	↑	<p>Remedial actions have been taking place to improve performance and latest statistics around performance for all three customer contact indicators are given below for Janaury 09 -</p> <p>% successful calls - 92% (NL043)</p> <p>% calls answered within 120 seconds - 82% (NL044)</p> <p>Average answer delay - 47 seconds (NL045)</p> <p>These improvements are a result of proactive performance management from the introduction of a Performance Duty Team leader who has daily responsibility to monitor and actively ensure that phone calls are being managed and if necessary move resources as appropriate. On going training is being provided to ensure the maximum number of staff are available to meet the demands of our customers.</p>
NL 044	% calls answered within 120 seconds	69% ytd (70% Q3)	87%	↓	<p>Whilst improvement has been made from Q1and Q2 performance is below target of 87%.</p> <p>As customers are waiting to be answered rather than repeat calling this has had a direct impact on our performance within 120 seconds</p>

Number	Measure	Result	Target	Direction	Comments
NL 045	Average time taken to answer calls	104 secs ytd (96 secs, Q3)	40 secs	↓	<p>Performance has improved against Q1/Q2 - outcome 96secs - it is still below target of 40secs. Reason for this is as per NL044 as these two indicators are operationally linked.</p> <p>As part of the Telephony Improvement Plan we are implementing queue messaging on different telephony system that provides the customer with tailored queue messaging including queue position. This will offer customers informed choice as to whether to stay in a queue or whether to access our services online.</p> <p>A pilot is taking place of this new queue messaging and results may show that overall numbers of calls received successfully will reduce but that may well be as a result of customers choosing to access services on line. This is something we will be closely monitoring and able to report on as part of Q1 performance monitoring for 09/10.</p>

5. **Unitary status** – securing more efficient and accountable local government for the city, so that all local government services can be better tailored to the needs of the urban area of greater Norwich.

Portfolio – Cllr Waters

Commentary from Lead Officers – Laura McGillivray, Chief executive; Paul Spencer, Director of transformation

### **Overview**

The Boundary Committee review process has been delayed, and we now expect the Committee to publish their advice on 13 February 2009. This will cause some delay in the approval process, although at present we believe that the expected start date for new unitary councils of 1 April 2010 will continue. This will be specified, amongst other things, in the Implementation Orders for any new councils.

The prospects for a greater Norwich unitary remain strong. We believe that recent judicial review hearings and additional Government guidance on affordability have served to strengthen the case for the "doughnut" model (and other two unitary models in Suffolk and Devon).

The City Council's preparations continue, and we remain well placed for an effective implementation programme. However, it now seems likely that we will have less than a year to complete the implementation, which will inevitably lead to some pragmatic decisions about the degree of change that can be safely achieved. Our emphasis will therefore need to be strongly upon ensuring a safe and secure transfer of services for our customers.

### **Areas of strength**

Our preparation work continues to make the city council well placed for a running start to implementation once a final decision is made. Early discussions with County Council colleagues about potential collaboration have also commenced. The council is ready to respond to a range of scenarios around the Boundary Committee announcement.

We have recently recruited some additional secondees into the unitary team to accelerate our preparation work, but the team will need to expand once the final decision is known.

### **Areas for improvement**

The Boundary Committee review process continues to be rather unclear and unpredictable. We are however unable to influence this process, and need to be ready to respond flexibly to the frequent changes to the process.

A number of Norfolk councils continue to oppose the review process, and some have supported judicial reviews to challenge the process. This makes sharing of information and collaboration impossible at present. We do hope that once a decision is made, full cooperation will be given in order to ensure safest possible transfer process.

### **Next steps**

An approximate timetable;

- |                           |   |
|---------------------------|---|
| 13 <sup>th</sup> February | - Boundary Committee advice published   |
| End March 2009            | - Secretary of State announces final decision   |
| • April 2009              | - Draft Implementation Orders published   |
| • Late May 2009           | - Implementation Orders approved by Parliament<br>- Shadow Executive comes into place |
| • April 2010              | - Vesting day for new council(s)  |
| • May 2010                | - Full elections for new council(s)   |

<b>5. Unitary status</b>			
<b>Short-term priority / action</b>	<b>Service</b>	<b>Progress</b>	<b>Status</b>
Publish Framework and discussion documents	Unitary Status	The project is currently amber as the Boundary Committee's draft proposal is for a county unitary. Final advice due 13 Feb, and final decision end March. Consultation on vision, values and framework of new council is fully planned.	amber
secure Unitary Status	Unitary status	The project is currently amber as the Boundary Committee's draft proposal for Norfolk is a county unitary. Full strategic business cases and financial cases to support the 'doughnut' model have been submitted to the BC.	amber
Service Position Statements and options	Unitary Status	Work was delayed to focus on doughnut business case and financial case submissions to the BC. However, work to develop service proposals recommenced late 2008 and is progressing well.	green
Transfer to Unitary Authority	Unitary status	Project is currently amber as the Boundary Committee's draft proposal is for a county unitary. Draft Implementation plan and programme structure has been developed. BC advice has been delayed to Feb 2009, which may put 2010 start date at risk.	amber
Local Area Agreement Development	Partnerships	Continuous improvement to partnership working is happening but development of new LSP, Community Strategy with our own LAA is dependent on final Government decision on unitary status.	amber

Performance measures: Unitary status

None

### **Place Survey**

In addition to the above a new biennial survey has been introduced for all councils from September 2008. This is called the “Place Survey” and will ask a wide range of questions about perceptions of the area. Questionnaires were mailed out to a sample of households at the end of September. The results will be known in February/ March. The table below shows unweighted results, which were received on 23<sup>rd</sup> January. This is provided for information only and to give an indication as to what the actual results will be, as weighting would usually only produce quite small changes in the result.

Number	Measure	Result	Direction	Comments
NI 1	% of people who believe people from different backgrounds get on well together in their local area	75%	↓ (78% 06/07)	Un-weighted outturn
NI 2	% of people who feel that they belong to their neighbourhood	56%	new	- “ -
NI 3	Civic participation in the local area	15%	new	- “ -
NI 4	% of people who feel they can influence decisions in their locality	36%	↑ (35% 06/07)	- “ -
NI 5	Overall satisfaction with the area	81%	↑ (75% 06/07)	- “ -
NI 6	Participation in regular volunteering	23%	new	- “ -
NI 17	Perception of anti social behaviour	-	-	Not yet available
NI 21	Dealing with local concerns about anti social behaviour and crime by the local council and police	28%	new	Unweighted outturn
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area	27.4%	New	Unweighted. % of respondents who think that parents take enough responsibility for the behaviour of their children.
NI 23	Perceptions that people in the area treat one another with respect and consideration	31%	↑ (47% 06/07)	Unweighted outturn Low score is good



Number	Measure	Result	Direction	Comments
NI 27	Understanding of local concerns about anti social behaviour and crime by the local council and police	26%	new	Unweighted outturn
NI 37	Awareness of civil protection arrangements in the local area	15%	new	- “ -
NI 41	Perceptions of drunk or rowdy behaviour as a problem	33%	↓ (31% 06/07)	Unweighted outturn Low score is good
NI 42	Perception of drug use or drug dealing as a problem	31%	↑ (41% 06/07)	Unweighted outturn Low score is good
NI 119	Self-reported measure of people’s overall health and well being	72%	new	Unweighted outturn
NI 138	Satisfaction of people over 65 with both their home and neighbourhood	83.5%	New	- “ -
NI 139	The extent to which older people receive the support they need to live independently at home	29%	new	Unweighted outturn
NI 140	Fair treatment by local services	72%	new	- “ -

## **PART THREE – CITYCARE AND STERIA CONTRACT SUMMARY INFORMATION**

### **City Care Contract performance**

- Appendix A gives details of the monitoring of the City Care contract.

In summary, the report shows good performance in relation to:

- 99% of appointments kept for responsive repairs;
- 100% tenant satisfaction with the planned kitchen and bathroom programme
- Improved street and environmental cleanliness

Areas of concern are:

- High levels of works inspection audit failures in relation to quality, tenant satisfaction, Kitchens and bathrooms.
- Planted area maintenance – high proportion of inspection failures amongst inspected shrub beds

### **Steria Contract performance**

- Appendix B sets out Steria performance against the key deliverables within the partnership agreement.

## **PART FOUR – ACTIONS ARISING FROM AUDIT INSPECTIONS**

During the past 12 months the Audit Commission has completed inspections on the following topics:

- Norwich Connect PFI
- Review of performance management
- Data Quality (awaiting final report)
- Planning

Appendix C looks at the recommendations and resulting actions in more detail.

## Appendix A – City Care Contract Monitoring

Description	08/09 Q3	Traffic Light	Comment
<b>Contract F – Responsive Repairs</b>			
<b>Appointments</b> Percentage of all repairs where appointment is made	75%	Green	Still above target of 70%, however have seen a fall in the number of appointments made since the inclusion of appointable gas repairs. This is under review.
Appointments kept	99%	Green	The target for this PI is 96%.
<b>Jobs completed satisfactorily</b>	94%	Amber	The % is well above that for Q1, and well above the % for Q2 – improvements are attributable to priorities for five day and 60 day orders
<b>Tenant Satisfaction</b> Percentage satisfaction (good and fair) from Repair Cards - Overall Average	92%	Amber	The target for this PI is 95%. The amount of returns has increased, averaging 24% for Q3, and whilst results are good they still fall below the target. A joint working party has been established with CityCare to look at the process, how results are recorded and then used to improve the service.
<b>Voids</b> <b>Time taken to undertake void repairs</b>	17 days	Amber	Performance has remained steady from last quarter. As reported last quarter this is in part due to the increase in major works voids which have been relet and therefore affect the figures. Nonetheless improvements to times are required and work is ongoing with CityCare through the void working group and Tactical Boards to look at how this can be done differently.

Description	08/09 Q3	Traffic Light	Comment
<b>Works Inspection Audit</b> Percentage of passes from Works Inspections Audit a) Quality b) Tenants Satisfaction c) CityCare Staff d) Health & Safety	54% 70% 97% 100%	Red Red Green Green	<p>Quality continues to be an issue, which is reflected in the tenant's reports of satisfaction. The problems continue to be addressed and monitored by the Project Surveyors, however this figure is a substantial decline from the figure reported in Q1 and will be discussed at the next Tactical Board with an action plan required from CityCare to address the situation.</p> <p>In terms of satisfaction there is a piece of work being undertaken to break down the responses and record all action required</p> <p>For the quality we will be carrying out some joint inspections with CityCare in order to establish a standard acceptable to both organisations. This will then be rolled out to operatives in the form of "tool box talks", with the expectation that this feeds through to improved quality and satisfaction.</p>
<b>Tenant satisfaction – Planned programmes</b> Kitchens and bathrooms	100%	Green	An excellent result with tenant satisfaction for Q3 100%.
<b>Work Inspection Audit</b> Percentage of passes from Works Inspection Audit	86%	Red	This is broken down to 12% failures for kitchens and 2% failures for bathrooms. This is only for Q3, and cumulatively is higher (see comment above re: actions to be undertaken).

Description	08/09 Q3	Traffic Light	Comment
<b>Gas Servicing (Contract K)</b>			
<b>Gas servicing</b> Percentage of dwellings that have had a service in financial year	99.97%	Green	Although below the target of 100% this is a massive improvement on last years Q3 figure with only 4 properties not having had the access procedure completed within the service due date (out of a total of 3192 due within the quarter). It is also worth noting that in 3 of the 4 cases the date for the final stage of the process fell on a Sunday and was completed on the following Monday. Finally, in all cases those overdue are/ were awaiting court warrant for forced access.

<b>Highway Services</b>			
<b>Capital Improvements</b> a) On or ahead of programme b) Behind programme b) Schemes completed on or ahead of programme c) Schemes completed behind programme	30 1 21 3	Green	
<b>Capital Maintenance</b> a) On or ahead of programme b) Behind programme b) Schemes completed on or ahead of programme c) Schemes completed behind programme	11 0 28 1	Green	

Description	08/09 Q3	Traffic Light	Comment
<b>Environmental Services – Contracts B &amp; C</b>			
<b>Recycling Collections</b> a) Percentage Satisfied b) Missed Collections	Not available	Amber	Unfortunately it has not been possible to reconcile the different data sets held by City Care and those held on the Council's system. The Council system reports that the number of missed collections have dropped from a high of 289 for the week beginning 2 <sup>nd</sup> November 2008 to 107 for the week beginning 25 <sup>th</sup> January 2009. This trend suggests that the introduction of stage 3 of the alternate weekly collections has now settled in.
<b>Refuse Collections</b> a) Percentage Satisfied b) Missed Collections (Whole Road - Justified) c) Missed Collections (Bin or sack – justified) d) Missed Bin Assist (Justified) e) Bins Not Returned Correctly (Justified) f) Mess after Collection (Justified)	Not available	Amber	

Description	08/09 Q3	Traffic Light	Comment
<b>Street Cleaning (all land classes)</b>			
NI 195 Improved street and environmental cleanliness:	5%	Green	Headline figures indicate a much improved performance. The survey is now directly inputted into DEFRA's website. Difficulties have been encountered in retrieving the information and in calculating the rates.
<b>Litter</b>			
<b>Detritus</b>			
<b>Graffiti</b>			
<b>Flyposting</b>	1%	Green	

Description	08/09 Q3	Traffic Light	Comment
<b>Grounds Maintenance Contract D</b>			
Grass Maintenance	1.17	Green	Slight improvement on second quarter with the majority of standard grass being cut to contract standard.
Planted Area Maintenance	1.59	Red	Disappointing result with the majority of shrub beds inspected failing. City Care is looking at ways to rectify this.
Hard/Loose Surface Areas	1.49	Amber	Increase in failure rate for this quarter. City Care did have some problems with sub contractor who had to be recalled to a number of areas.
Hedge Maintenance	1.31	Amber	Improvement on second quarter inspection results
Litter/Bins	1.04	Green	This area of the contract is currently meeting contract specification.
Sports Surface Maintenance	1.20	Green	This area of the contract is currently meeting contract specification.
V/B/S Maintenance	1.00	Green	This area of the contract is currently meeting contract specification.
Building Cleaning	1.00	Green	This area of the contract is currently meeting contract specification.
Play Area Grounds Maintenance	1.20	Green	This area of the contract is currently meeting contract specification.
Overall Appearance	1.32	Amber	This figure reflects the fact that City Care is having problems meeting certain aspects of the grounds contract. This point has been raised at both contract and tactical broad levels.

Notes: **Scoring for Grounds Maintenance Contract is based on a PMS inspection score out of 3. Any score over 1.51 is an inspection failure.**



## **Appendix B - Steria contract performance**

### **Availability Performance**

#### ***Network and Data Availability***

*Quarterly achieved total of 99.94 % against target of 100%.*

*Annual reported for 2007/08 was 99.89%. Previous quarter's figure was 99.91%.*

Calculated as a measure of "down time" versus the agreed hours of availability per day. There was a single incident affecting telephony at Swanton Road within this reporting period that had an impact on the overall target delivered.

#### ***Core System Availability***

*Quarterly achieved total of 99.59% against target of 100%.*

*Annual reported for 2007/08 was 99.34%. Previous quarter's figure was 99.*

Broken down into the core system availability totals (previous quarterly figure in brackets):

Comino (100.00%)	100.00% (99.13%)	Oracle Finance	99.50%
Academy (100.00%)	98.51% (99.80%)	Workforce	99.99%
iWorld (100.00%)	99.75% (100.00%)	Paris	100.00%
Uniform	99.96% (99.77%)		

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

#### ***Internet Access***

*Quarterly achieved total of 99.00% against target of 100%.*

*Annual reported for 2007/08 was 99.99%. Previous quarter's figure was 100.00%.*

Calculated as a measure of "down time" versus the agreed hours of availability per day. There was a single incident within this reporting period that had an impact on the overall target delivered.

A project exists to replace all of a particular class of equipment at BT supported locations (not just Norwich). A part of this comprised disabling services on a single router within the Norwich City Council network. The router detailed within the request was incorrect and resulted in the link to the 'Live' firewall being disabled. Several services were affected – Internet access for staff, incoming and outgoing email, Citrix access and the e-Councillor website.

## **Call Handling and Incident Management**

### ***Speed to Answer Calls***

Exceeding the target of 90% for call answer within 20 seconds by Steria Help Desk, achieving a total of 93.94 %. Annual reported for 2007/08 was 92.39%. Previous quarter's figure was 93.55%.

*The Steria support teams, at Norwich and the Help Desk in Warrington, are delivering a noted service improvement resulting in a consistently high achievement against target, despite a slight fall at the start of the previous quarter. We are fully committed to ensuring this high level of service continues to Norwich City Council users.*

### **Fault Fix Time**

*Total of 1,168 calls fixed in the 3-month period of which 98.80% were within the allocated target fix time. Target is 90%. Previous quarter totals were 1,148 fixed in the period with 98.35% completed within target.*

*Annual reported for 2007/08 was 4,972 calls with fix rate of 97.46% within target time.*

Steria's commitment to focussing on this aspect of our service has led to a consistent performance, with over 98.5% of all calls per month in 2008 completed within target.

### **User Satisfaction**

*An overall total of 90.96% against a target of 90%.*

*Annual reported for 2007/08 was 89.32%. Previous quarter's figure was 91.08%.*

Satisfaction Surveys are scheduled on a quarterly basis with an average return rate from 40% of Norwich City Council end users. Three areas of delivery are measured - Assist in Doing Work, HelpDesk & Fault Fixing and Reliability & Speed.

The first two of the individual areas remain above the target of 90%. The responses for the area measuring Reliability & Speed are below target for this quarter, resulting in a slight downward trend for that particular measurement.

Steria are committed to improving all areas where responses indicate that attention is needed. We collaborate with the Authority to identify how both organisations can improve all users knowledge of and aptitude for IT services, their access to assistance (both on-line and from support teams) and the availability of the information they need to get the most appropriate support from ICT.

Further analysis of the survey data shows that the focus to educate end-users, in terms of the correct procedure to follow if additional equipment or software is required, needs to continue in order to maintain the improvement in User Satisfaction.

There was no overall trend identified from the latest survey, except for a number of comments which showed a perception of slow network response at particular times of the day, although the times mentioned were variable. Steria

have already made the authority aware that the lunchtime peak is due to increased usage of the Internet for personal use, during that time.

## Appendix C – Summary of audit commission's recommendations and actions

Inspection	Recommendation	Action	To be implemented by
<b>Norwich Connect PFI</b>  Carried out Sep-07  Report Mar-08	R1 – Develop a user engagement strategy to enable customers to influence the future design of customer contact. This should include policy and procedures for active user engagement in developing targets and performance monitoring.	This work is included in 2 priorities in the Corporate Plan (Aiming for Excellence section), regarding complaints and compliments, and customer feedback. This work will be planned and programmed during Q4.	March 2009
	R3 - Ensure effective member scrutiny and performance management of the Norwich Connect Project:  <ul style="list-style-type: none"> <li>• review the benchmarking exercise, the development of the ICT Strategy and assessing value for money.</li> </ul>	The other local authorities who agreed to take part in benchmarking have been unable to provide any data to allow the benchmarking to be completed as required in the contract. NCC and Steria are now working to review the current provision to identify any efficiencies as well as reviewing the contract financial model. The outcome from this review will be a report detailing how value for money is being achieved.	End date to be discussed with Steria.
	R5 - Develop permanent disaster recovery arrangements for the customer contact centre.	DR site has been identified with telephony being put in	April 2009

		place to support the team. Further planning continues around feasibility of the level of IT available in order to deliver the appropriate level of service.	
--	--	---	--

<b>Review of performance management</b>  Carried out Dec-07 Report Mar-08	R2 Develop smarter capture, analysis and use of complaints and customer contact data to drive service improvement through: <ul style="list-style-type: none"> <li>▪ a comprehensive process of recording and monitoring complaints; and</li> <li>▪ effective means of using feedback to improve service delivery.</li> </ul>	The council's corporate customer complaints procedures are being reviewed in order to ensure more effective complaints handling and provision of accurate data for service management. Information is available as part of the service planning process.	Completed Jan-09.
--	--	--	-------------------

<b>Planning</b>  Carried out Mar-08 Report July 08	R1 Improve the customer focus of the service through: <ul style="list-style-type: none"> <li>• developing a more systematic approach to learning from comments and complaints;</li> <li>• service analysis to ensure the needs of hard to reach groups, the public, service users and key stakeholders are being met through service delivery; and</li> <li>• developing and promoting service standards that reflect the needs of users across all service elements and monitoring them to</li> </ul>	The recommendations from the Audit Commission report in to the Planning Service have been addressed in the revised Planning Improvement Plan which has been updated for 2009-10 with a recommended allocation for use of Housing and Planning Delivery Grant. Actions to address some of	Feb-09
---	--	--	--------

	ensure they are met.	the recommendations have already been undertaken.	
	<p>R2 Improve service efficiency and effectiveness by:</p> <ul style="list-style-type: none"> <li>• undertaking a systematic business process re-engineering review of the planning service, prioritising the needs of development control and enforcement to ensure that work processes are efficient, future information technology requirements are assessed and the service improvement plan is reviewed and resourced to implement findings;</li> <li>• addressing current weaknesses in the enforcement service;</li> <li>• improving the legal capacity to the service;</li> <li>• considering whether to increase the level of delegation where appropriate to speed up the planning application decision-making process;</li> <li>• developing, implementing and monitoring service indicators to measure and improve service efficiency and value for money; and</li> <li>• introducing effective workforce planning to address the future needs of the service.</li> </ul>	See R1	Dec-08
	<p>R3 Improve the effectiveness and capacity of councillors and planning related committees by:</p> <ul style="list-style-type: none"> <li>• regularly reviewing the delegation agreement and its implementation;</li> <li>• ensuring that the chairs are given suitable training and support to fulfil their role;</li> </ul>	See R1	Dec-08

	<ul style="list-style-type: none"> <li>• the standardisation of reports and committee training for planning officers to ensure staff fulfil their role as professional advisors to councillors effectively;</li> <li>• on-going regular and compulsory training for all councillors involved in planning related decision-making; and</li> <li>• updating the basic planning knowledge of all other councillors.</li> </ul>		
--	---	--	--