

Additional Appendix

**Incorporating the amendments to the Corporate Plan
following the Leader of the Council's speech at
Council on 3 June 2008**

Strong and Prosperous City

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

We will do this by:

- Planning the future sustainable growth and development of the city
- Achieving recognition as a major national and regional player
- Improve the parks and open spaces, encouraging biodiversity, and provide access for all
- Maintaining the heritage and quality of the city's buildings
- Supporting the development of a diverse economy that has a range of employment opportunities for local people
- Encouraging business growth, particularly high value knowledge jobs
- Supporting the role of the city as a regional centre for employment, retailing, tourism and culture
- Encouraging people to access to education, training and skills
- Working with local businesses, schools, colleges and universities
- Encouraging integrated, accessible transport
- Increasing the supply of affordable housing
- Putting environmental sustainability, culture and creativity at the heart of everything we do

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

- Implement the Planning Improvement Plan, including improving customer focus
- Complete the joint core strategy and start its implementation
- Assess the need for leisure provision in the city and seek to identify how these needs can be met.
- Bring to completion the Northern City Centre Action Plan
- Protect economic development sites from being utilised for other land use purposes
- Deliver the Growth Points programme
- Develop and implement the Environmental Strategy
- Consult on and develop a new Economic Development Strategy
- Restore Memorial Gardens
- Finalise the assessment of the development opportunities for City Hall site.
- Increase cycling activity

How will we know if we are doing this? What Measures? (Indicators and Targets)

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

Possible local indicators, to be explored

%age of jobs in SMEs

Median earnings of jobs created

Perceptions of the business community

Additional measures or projects required:

- Achievement of milestones in the Local Development Framework (LDF)
- Growth points programme – progress against milestones
- Progress of major developments against milestones
- Progress of master planning exercises against milestones

-

Who For?

Stakeholders:

- Developers
- Residents
- Visitors
- Employers

Who with?

Partners:

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

Partnerships:

- Greater Norwich Development Partnership
- Greater Norwich Housing Partnership

Plans and Strategies

- Local Development Framework (LDF)
- Integrated Delivery Programme (IDP)
- Growth Fund

Customer Involvement

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

- Attendance at Planning Fora
- Monitoring Ombudsman complaints (and implementing improvements)

Safe and Healthy Neighbourhoods

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

We will do this by:

- Reducing crime, anti-social behaviour and the fear of crime
- Maintaining and improving streets, pavements and verges
- Providing a regular waste collection and recycling service
- Generating less waste, by reducing, reusing and recycling
- Improving the quality and energy efficiency of social housing
- Maintaining and increasing the use of open spaces
- Supporting local community activity and increasing the use of local facilities
- Making neighbourhoods more attractive by maintaining and improving local council properties including shops and community centres
- Putting environmental sustainability, culture and creativity at the heart of everything we do

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

- Continue to deliver the programme of making all council homes decent.
- Improving the energy efficiency of council houses, in particular by accelerating the windows replacement programme
- Maximise the use of our housing stock
- Develop the community engagement strategy to improve our neighbourhoods.
- Increase the provision of play facilities and services in the city, in particular by the use of s106 monies
- Improving the access to private rented housing to those who are homeless or are becoming homeless
- Work with young people to carry out the 'Portrait of the Nation' project in Norwich
- Build a Skatepark
- Develop the Parks for People programme
- Complete the roll out of Alternate Weekly Waste Collection
- Develop a benchmark for a model urban neighbourhood which will include, for example access to bus stops, post offices, urban spaces, libraries and GP facilities.

How will we know if we are doing this? What measures (Indicators and Targets)

Current measures and projects:

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

Place survey indicators – see Appendix

Additional measures or projects required:

-

Who For?

Stakeholders:

- Residents
- Community groups
- Tenants

Who with?

Partners:

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

Partnerships:

-

Plans and Strategies

- Community Engagement
- Play
- Green Spaces
- Waste Management

Customer Involvement

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

- TenantTalk
- Other resident feedback mechanisms

Opportunities for All

We want all of our communities to be able to access the wide offer available in the city and made by the council.

This is about:

- Making sure that all of our residents have fair access to our services and where they have special needs these are taken into account
- Helping to make the city accessible to all of our communities young and old
- Offering everybody the opportunity to enjoy all that Norwich has to offer
- Building on the positive assets that the city and its people have
- Celebrating diversity
- Looking for creative solutions to difficult problems
- Actively working to reduce the inequalities in our communities
- Working with community and voluntary organisations to better meet the needs of Norwich's diverse communities
- Communication with and informing residents
- Prioritising the spending of Council money in less well off areas.

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

- Achieve level 2 of the Equalities Standard by September 2008, and assess when we can achieve level 3
- Review the accessibility of our services in the light of Equality Impact Assessments
- Produce a programme to improve the accessibility of our services
- Continue to support the third sector forum: as a sounding board for the council's partnership activity; and to increase the capacity of the third sector
- Introduce the posting of Citizen to every household.
- Set up an older peoples commission
- Develop a financial inclusion strategy - this will include analysing data about deprivation and disadvantage and examining: strengthening money advice services; the Go4Less scheme, expanding credit unions; and reducing energy costs.
- Setting up a warmzone project to tackle fuel poverty and excess cold in the private sector
- Provide a programme of free events in the city

How will we know if we doing this? What Measures? (Indicators and Targets)

Current measures and projects:

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

Possible local indicators, to be explored

Accessibility of council buildings

Hate crime

Take up of Go4less

Earnings levels

Take up of benefits

Take up of Attendance Allowance

Additional measures or projects required:

Who For?

Stakeholders:

- Third sector
- Diversity groups and representatives

- Customers, residents and visitors
- Councillors and staff

Who with?

Partners:

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

Partnerships:

- City of Norwich Partnership (CoNP)
- HEART
- Steria
- Citizens' Panel and Place Survey consortia

Plans and Strategies

- Engagement / consultation
- Customer Contact Strategy
- Diversity and Strategy

Customer Involvement

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

- Some work around Citizen and its impact, a readers' forum perhaps?
- Through engaging with different groups of customers, e.g. tenants, through customer surveys, and by analysing complaints and compliments

Aiming For Excellence

This is about ensuring that the Council:

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

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

- Make our letters more customer friendly
- Implement corporate Customer Care Standards for all services, including contractors
- Implement a Corporate Compliments and Complaints system
- Implement a system to measure customer satisfaction and customer feedback
- Establish a Single point of contact for all enquires regarding council services
- Implement the Single Status agreement
- Develop a Leadership programme for officers and members
- Develop a Member Development programme, including the Members' Charter
- Improve support to the Scrutiny Committee
- Reprovide the services delivered by CityCare by 31.03.2010
- Benchmark the Steria Contract to assess Value for money
- Ensure that all emergency plans are operational and tested
- Design and implement a Local Carbon Management Programme
- Continue to improve our 'Use of Resources Score'
- Maximise the use of external funding.
- Implement our Asset Management Strategy

How will we know if we doing this? What Measures? (Indicators and Targets)

Current measures and projects:

- NI 14 – reducing avoidable contact
- NI 181 – time taken to process Housing Benefit claims
- NI 185 – CO2 emissions from local authority activities
- Use of Resources Score
- Time taken to answer calls
- %age of calls successfully answered
- Calls answered within 120 seconds

Additional measures or projects required:

- Delivery of programmes against milestones

Who For?

Stakeholders:

- Managers
- Members
- Employees
- Unison
- Audit

Who with?

Partners:

- CityCare
- Steria / BT
- Audit

Partnerships:

-

Plans and Strategies

- Customer Contact Strategy
- Medium Term Financial Strategy

- | |
|--|
| <ul style="list-style-type: none">• Procurement Strategy• People Strategy• ICT Strategy• Diversity strategy |
| Customer Involvement
How will we show how we have talked to customers, listened and changed / influenced what we do? |
| <ul style="list-style-type: none">• Internal Customer Feedback |

Unitary Status

This is about:

- More efficient and accountable local government
- Services tailored to the needs of the urban area of Norwich

What will this deliver?

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

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

- Publish an outline framework for the new council, and supporting “discussion documents” by July 2008
- Implement the joint transfer arrangements by December 2008
- Formally secure unitary status on a greater Norwich basis by February 2009
- Complete service position statements and options papers by March 2009
- Successful transfer to a new unitary authority from April 2010
- Develop a new Local Area Agreement (LAA) and sustainable community strategy.

How will we know if we doing this? What Measures? (Indicators and Targets)

Current measures and projects:

- Milestones of Improvement plan
- Successful transfer of staff, assets, systems, and services

Additional measures or projects required:

-

Who For?

Stakeholders:

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

Who with?

Partners:

- Norfolk PCT
- Norfolk Constabulary
- Local businesses / Norfolk Chamber of Commerce
- Other local Councils – including principal Councils, and Parish and Town Councils
- Third sector organisations
- Local schools and head teachers
- Local churches and religious groups
- University of East Anglia / City College Norwich
- Contractors / service providers
- LSC?

Partnerships:

- City of Norwich Partnership
- Greater Norwich Development Partnership (GNDP)
- Greater Norwich Housing Partnership (GNHP)

Plans and Strategies

- Unitary implementation plan

Customer Involvement

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

- Unitary consultation and communications programme/plan

- Regular unitary newsletters
- Roll out of unitary blueprint and discussion documents
- Website pages

Appendix 1 – Place Survey

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

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

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

A large number of these measures are self reported and subjective opinion. These biennial checks should, in theory, allow us to demonstrate improvements achieved as a result of other projects and measures put in place between surveys. However results may also be affected by other factors at the time of the survey itself such as local or national news stories.