

Report for Information

Report to Executive
17 September 2008

Report of Director of Transformation

Subject Quarter 1 2008 / 09 Performance Report

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Purpose

This report provides monitoring information on performance for the first quarter of the financial year 2008/09 in the following areas:

- (1) Achievement against corporate plan strategic priorities and short-term priorities and actions (including the council's top seven political priorities)
- (2) Performance measures
- (3) CityCare and Steria contracts
- (4) Audit inspection recommendations.

Recommendations

That Executive notes the content of this report and the 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 council's corporate objectives and service plan priorities. In addition, performance management is one of the themes of the Aiming for Excellence improvement programme.

Executive Member: Councillor Waters - Corporate Resources and Governance

Ward: All wards

Contact Officers

Paul Spencer, Director of Transformation

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Background Documents

None

Introduction

1. This report is a bridge between the previous best value regime and the new national performance measures introduced for 2008/09. The corporate plan for 2008 to 2010 focused upon key priorities to report to executive which in turn reflected progress toward achieving corporate aims and objectives.
2. As this is a transition period, and as many of the new indicators cannot readily be measured at this early stage, this report provides an overview of Norwich City Council's performance during the first quarter of the 2008/09 financial year based mainly upon the new priority actions from the corporate plan.
3. The structure of this report has been changed to reflect that of the Corporate Plan. Comments on progress are based upon the themes within that plan. Future reports will hope to incorporate further commentary from Portfolio Holders.
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

1. PERFORMANCE SUMMARY INFORMATION

Priority Actions and Performance Measures

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 2 of this report.

(Note: 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/ Q1 last year).

Strong and prosperous city:

STATUS	Red	Amber	Green	No Information
Performance Measures		2	3	6
Priority Actions		5	6	

Safe and healthy neighbourhoods:

STATUS	Red	Amber	Green	No Information
Performance Measures		4	3	6
Priority Actions	1	2	8	

Opportunities for all:

STATUS	Red	Amber	Green	No Information
Performance Measures		1		7
Priority Actions	3		7	

Aiming for excellence:

STATUS	Red	Amber	Green	No Information
Performance Measures	3			4
Priority Actions		6	10	

Unitary status

STATUS	Red	Amber	Green	No Information
Performance Measures	There are no performance measures for this objective			
Priority Actions		4	1	

Other Indicators

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

Local Area Agreement:

Of the 35 county LAA targets and 16 statutory education measures 40 do **not** fall within those priority areas identified by executive. As with most of the other new national indicators it is too early to yet report on progress against these.

District measures:

There are 64 district council level measures, of which 20 are not reported elsewhere. Current reports suggest:

Period:	Below Target	On Target	Above Target	Not Applicable / No Information
Q1 07/08	2	1	2	59¹

¹ As with many other measures these are either new indicators or are collected by other agencies are not yet available. Work is ongoing identifying which data will be available at which times

2. 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.

This 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 – Jerry Massey, Director of regeneration and development

Overview

Nationally the economic outlook has changed dramatically during the first six months of this financial year and this has created new challenges for the city.

The most significant is a reduced confidence in the housing market and this is reflected in a drop in the number of starts for new developments and a slow down of schemes in progress. This will have an impact on completions later this year and in 2009/10. Over the past 2 years house completions have averaged around 1,000 dwellings per annum but the expectation is that this level will not be sustained in the near future. Developers are also reviewing the nature and mix of their development proposals and, from a residential perspective, this may involve a greater focus on houses rather than flats.

The local economy is still robust with the July level of unemployment at 3.2% of the working age population, only marginally above that for the same time in 2007. As part of the Greater Norwich Partnership (GNP) the Council has commissioned a specialist study of the knowledge economy to help identify how Norwich can benefit from the long term growth in this employment sector.

Major planning developments considered during this period include a proposal for 39 residential units at Mousehold Lane, a mixed residential, commercial, retail and leisure scheme at Harford Place, a sports facility at UEA and redevelopment proposals for City College.

The council was successful in securing £514,000 Housing and Planning delivery grant.

Areas of strength

The council is on programme to exceed by March 2009 the three year target to deliver 1,000 new affordable homes. This includes all new affordable housing, open market shared ownership (Homebuy), key worker, other first time buyer initiatives and properties accepted under the private sector leasing scheme. In 2008 / 09 it is anticipated that 269 affordable homes will be delivered, which is just below the previous year's achievement.

As part of planning for the future, the council, under the umbrella of the GNDP, has published two key documents for consultation. The first is the Joint Core Strategy that seeks to establish the statutory framework for regeneration, development and growth of the city and the surrounding rural area. The second is a refresh of the economic development strategy that will help to provide the strategic link between growth, increases in employment opportunities and prosperity.

Alongside growth the conservation of the city's historic heritage is important. Recently five conservation area appraisals were adopted (City Centre, Eaton, Trowse Millgate, Old Lakenham, Thorpe St. Andrew), bringing the total completed to eight with nine more to do. The Council has also agreed to support an initiative by HEART to investigate proposals for the enhancement of St Andrew's and Blackfriars' Hall.

Areas for improvement and next steps

The regional strategy identifies the need for Norwich to grow substantially in future as part of the growth agenda. The strategy also identifies a target of 60% of new housing to be provided on brownfield or previously developed land. The council has identified a need for 40% of new housing to be affordable. These are challenging targets and will require action by the public, voluntary, independent and private sectors. The emerging joint core strategy will help guide this investment and at a more local level the council has reviewed all local authority owned garage sites to identify potential social housing development opportunities. These sites will be the subject of local consultation and progressed as appropriate.

Increasing the employment base to meet regional and national expectations is an essential part of the growth agenda and developing the commercial benefits of the Norwich Research Park and the UEA are key to delivering this requirement. The updated economic development strategy and outcome of the review of the knowledge economy will be important documents to take this forward.

A recent Audit Commission Inspection identified the Planning Service as fair (1 Star) with uncertain prospects for improvement. Although a number of important strengths of the service were recognised by the Commission and the current improvement plan was endorsed, overall the service does not meet the expectations of the council. Therefore a number of further improvements will be required to ensure that the authority is able to deliver an excellent planning service. To do this a further iteration of the improvement plan is being developed.

1. A strong and prosperous city			
Short-term priority / action	Service	Progress	Status
Implement the planning Improvement Plan	Planning and regeneration services	<ul style="list-style-type: none"> ▪ Stage 1 of PIP implemented ▪ Stage 2 to be brought forward following publication of the audit commission report into planning services (due 07-Aug) ▪ Expected to report PIP2 to executive in October 	Green
Complete the Joint core strategy and start its implementation	Planning and regeneration services	<ul style="list-style-type: none"> ▪ JCS on target for submission of draft version in June-09 and adoption of final document 2010 ▪ Regulation 25 technical consultation due to start 04-Aug 	Green
Assess the need for leisure provision in the city and identify how these needs can be met	Community services	<ul style="list-style-type: none"> ▪ Open space audit completed in 2007 ▪ Work underway on greenspace strategy ▪ Task & finish group established. ▪ Project initiation document being developed. 	Green
Bring to completion the Northern city centre action plan	Planning and regeneration services	<ul style="list-style-type: none"> ▪ Consultation on draft plan due to commence October 2008 ▪ Slipped from earlier 2008 due to competing priorities 	Amber

1. A strong and prosperous city			
Short-term priority / action	Service	Progress	Status
Protect economic development sites from being used for other land purposes	Planning and regeneration services	<ul style="list-style-type: none"> ▪ This is a feature of current planning policy and supported by independent reports into need for employment land provision. However, rate of loss of economic development sites to non-employment uses is not regularly monitored 	Amber
Deliver the growth points programme <i>Political priority 1</i>	Planning and regeneration services	<ul style="list-style-type: none"> ▪ Overall growth points projects for 2008-09 are on budget and programme – managed and reported through GNDP Directors. ▪ Individual scheme for St Augustines Gyratory (north east quadrant) significantly delayed due to Anglia Square developers re-submitting development proposals (which includes link road) 	Green
Develop and implement the Environmental strategy	Environmental strategy	<ul style="list-style-type: none"> ▪ Draft strategy being considered by Climate Change Panel on 11 August. Approval will be sought at Executive (1 October) and Full Council (21 October) 	Green
Consult on and develop a new economic development strategy	Economic development	<ul style="list-style-type: none"> ▪ Slippage due to review and amendment by partners ▪ Resourcing being clarified 	Amber
Restore the Memorial Gardens <i>Political priority 2</i>	Asset and city Management	<ul style="list-style-type: none"> ▪ Spring 2009 start on site ▪ Funding not yet confirmed as available 	Amber

1. A strong and prosperous city			
Short-term priority / action	Service	Progress	Status
Finalise the assessment of the development opportunities for the City Hall site	Asset and city management	<ul style="list-style-type: none"> ▪ Options study completed ▪ Discussions continuing regarding adjoining interests ▪ Funding for business case to be agreed and made available 	Amber
Increase cycling activity	Transportation and landscape	<ul style="list-style-type: none"> ▪ Cycle schemes programme being progressed with for example imminent start of final phase of Pottergate route ▪ First steering group meeting for Whitlingham link cycle/ pedestrian route scheme held (Connect2/GNDP) ▪ Actions from June cycle motion being progressed 	Green

Performance measures:

Number	Measure	Result	Direction	Comments
NI 10	Visits to museums and galleries	No data	-	Place Survey
NI 117	Not in education, employment or training	-	-	Not a District measure – data not available
NI 151	Overall employment rate	71.1%	<->	
NI 152	Working age on “out of work” benefits	15.4%	<->	
NI 155	Gross number of new affordable homes	46	-	
NI 157	Processing planning applications against target	a) 60.00% b) 69.89% c) 77.22%	↑ ↑ ↑	Major applications Minor applications Other applications
NI 166	Average earnings	-	-	Not a District measure

Number	Measure	Result	Direction	Comments
NI 172	VAT registered business showing growth in the area	No data	-	
NI 186	Per capita reduction in CO ² in the council area	No data	-	

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; Angela Hadley, Assistant director – neighbourhood development

Overview

The most significant change at a neighbourhood level during this period has arisen from the roll out across part of the city of alternate weekly collections for dry recyclables and general household waste. This major change in service delivery has had some problems but the outcome has resulted in a step change in the council's environmental performance. Current performance indicates widespread participation in the new arrangements and a recycling rate of over 36% was achieved for June together with a drop in the total level of waste collected. This figure will increase following the next phase of the scheme to be implemented in late autumn.

The council has been awarded £320,000 grant to undertake work to assess the relationship between homelessness and worklessness and to identify measures that will enable people to return to the employment market. This is a three year programme.

In the first quarter of 2008 £1.1m has been spent on window replacements and the Council is on track to complete in excess of 1,700 window replacements this year. Expenditure on responsive repairs and voids stands at £1.8m, and further work is being done to package work together through a more planned approach to responsive repairs, which should result in a more efficient service. £1.1m has been spent on kitchen and bathroom upgrades as part of the Decent Homes initiative, and this programme is on target to achieve 581 upgrades this year. The number of outstanding gas services has reduced from 700 properties to last year to just 61 properties currently, (representing 0.4% of the number of houses in the contract).

The two Neighbourhood Management programmes in Mile Cross & Catton and the NELM area are progressing and a joint steering group has been developed to support, shape and develop the two pilots. An evaluation will be undertaken during the autumn of 2008.

The success of the Safer Norwich partnership continues, with overall recorded crime seeing further reductions.

£250,000 has been secured over three years from the Youth Task Force to provide targeted support to some of the most challenging young people in the City. The Challenge and Support programme will compliment mainstream activity of the Youth Offending Team and

enable those young people to be provided with appropriate support and activities to enable them to address their antisocial or offending behaviour and engage in positive lifestyle change.

Areas of strength

Work has commenced on building the last housing units in the Elizabeth Fry / Lubbock Road site and this marks the end of a major regeneration project that was first discussed in the 1980s. Redevelopment of concrete houses in the Nelson, Mile Cross, Wensum and University Wards began in the mid '90s, and the scheme has involved partnership working initially with Circle Anglia and Orbit housing associations but subsequently with other RSLs including Flagship and Broadland. The regeneration scheme has been carried out in phases, allowing a large number of residents, approximately a third, to stay in the area and return to their original neighbourhoods. Around 900 homes have been built in total and original communities and neighbourhoods retained.

E.ON has been selected as the Council's utility partner for the Norwich Warm Homes Project and has agreed to provide the council with £45,830 of revenue funding for a twelve month pilot. The majority of this funding will be used to establish a Norwich Warm Homes Project Officer post to support the delivery of energy efficiency improvements in the private sector. Under the scheme E.ON will also provide both vulnerable and non-vulnerable private sector households with grants for insulation measures. They have also agreed to supply the council with funding towards energy efficiency improvements in their own housing stock, as well as possible cross-tenure projects involving the installation of solid wall insulation, fuel switching and a ground source heat pumps trial. The scheme will commence in late September 2008 with an official launch scheduled for the end of October (Energy Saving Week).

The council and NEA (the national fuel poverty charity) have secured £22,425 in funding from the EAGA Partnership Charitable Trust to develop and deliver an innovative joint initiative designed to investigate whether the Government's Winter Fuel Payment system can be used to encourage over 60s households in Norwich to invest in energy efficiency measures. 30 households will participate in the pilot project, which will formally commence at the start of November. The scheme has already generated a significant amount of interest from other local authorities, the Energy Saving Trust and the Local Government Association.

Focussed work of the Parks and Open Spaces team is seeing improvements in the Council's allotments provision. Where plots are not being worked termination notices are being issued sooner so that they can be reallocated sooner to residents on the waiting list.

Overall crime reduction has continued and now stands at 27% against the 2003 / 4 baseline (at March 2008 it stood at 21%), Reductions continue in all crime types.

The £300,000 lottery fund received by the Council is starting to provide services on the ground. The new mobile toy library and activity service is now operational and whilst focussing on disabled and disadvantaged children are available to all children. Since the toy library was launched in April approximately 1,500 toys have been "loaned" to over 400 users.

The Play Ranger Service which is funded from the lottery funding will be launched in September and forms part of the “Safer Parks initiative”. The Neighbourhood Wardens are more visible in parks as part of this work and have appointed a Senior Warden to have a focussed “safer parks” role.

A training and development programme is being prepared for wardens, parks and open spaces officers, contract officers and city care staff.

A successful consultation has been undertaken at the Jenny Lind Park that will guide how the new park will be designed and refurbished using section 106 funds from the hospital development.

A successful bid was made to the Investing in Communities Fund (IiC) for the third year of Sure Futures arts activities (total project value £160k) in Mile Cross and Catton. The Sure Futures partnership will be using this final allocation of funds to ensure the work continues after IiC.

The council is participating in new housing rent / income management initiatives including a pre court meeting for non payment of housing rent and pre-tenancy sessions with under 25s to help them manage their income and expenditure.

Areas for improvement and next steps

As part of the council’s enhanced approach to neighbourhood management and community engagement, a new community engagement team has been established. Final appointments to the team will be completed during September and the impact of the new arrangements will emerge over the coming months including the presentation of the draft community engagement strategy to the Executive later in the year.

An audit of parks and open spaces will be undertaken over the autumn and winter will take place to ensure that the facilities, features and fixtures are mapped for the contract letting.

In January 2009 the Housing service will be the subject of an inspection by the Audit Commission. To prepare for this review an independent assessment of the service has been undertaken and the outcome will help the Council manage the inspection process and the subsequent improvement programme recommended by the Inspectors.

2. Safe and healthy neighbourhoods			
Short-term priority / action	Service	Progress	Status
Continue to deliver the programmes of making all council homes decent	Housing and landlord services	<ul style="list-style-type: none"> Upgrade programme continuing and ahead of schedule so far this financial year. 	Green
Improve the energy efficiency of council houses, in particular by accelerating the windows' replacement programme	Housing and landlord services	<ul style="list-style-type: none"> Acceleration of window replacement programme and continuation of boiler replacements are ensuring targets are met. 	Green
<i>Political priority 3</i>			
Maximise the use of our housing stock	Housing and landlord services	<ul style="list-style-type: none"> Void turnaround time increased slightly. Void task and finish group are investigating. However, it is felt that this results partly from the impact of choice based lettings and also that, during the first quarter, a number of void properties required substantial work prior to reletting. 	Amber
Develop the community engagement strategy to improve our neighbourhoods	Community services	<ul style="list-style-type: none"> Meetings with resident and community groups complete Engagement framework links with consultation and customer contact being investigated and developed 	Green

2. Safe and healthy neighbourhoods			
Short-term priority / action	Service	Progress	Status
Increase the provision of play facilities in the city, in particular by the use of section106 monies <i>Political priority 4</i>	Community services	<ul style="list-style-type: none"> ▪ Play facilities being implemented after new tranche of funding approved by executive on 9 July ▪ Play rangers launch in August 	Green
Improve the access to private rented housing to those who are homeless or are becoming homeless	Strategic housing	<ul style="list-style-type: none"> ▪ Private sector projects officer in post to facilitate and improve access into the private sector ▪ Expansion of private sector leasing scheme ▪ £300K successful bid for enhanced 'Trailblazers' status for recruitment of specialist officers responsible for moving young homeless and hostel dwellers into work, training and private sector accommodation 	Green
Work with young people to carry out the Portrait of a Nation project in Norwich		<ul style="list-style-type: none"> ▪ Funding secured. 50k from Heritage Lottery Fund. Project underway. 	Green
Build a skate park	Community services	<ul style="list-style-type: none"> ▪ Skate park tenders being sought ▪ Funding agreed, release of funds to be confirmed 	Amber

2. Safe and healthy neighbourhoods			
Short-term priority / action	Service	Progress	Status
Develop the parks for People programme <i>Political priority 5</i>	Community services	<ul style="list-style-type: none"> ▪ Neighbourhood Wardens now more visible in parks ▪ Support material finalised and in production ▪ Staff training programme under development ▪ Play Ranger launch live in August 	Green
Complete the roll out of alternate weekly waste collections	Citizen services	<ul style="list-style-type: none"> ▪ Stage two alternate weekly collections rollout complete ▪ Stage three project plan complete week commencing 28 July 2008 ▪ 7,000 subscribers so far to garden waste subscription scheme 	Green
Develop a benchmark for a model urban neighbourhood	Planning and regeneration services	<ul style="list-style-type: none"> ▪ Currently not in planning service plan and work not being undertaken. ▪ As part of PIP2 it is intended that planning service plan will be reviewed for consistency with revised corporate plan – this issue should be addressed then 	Red

Performance measures:

Number	Measure	Result	Direction	Comments
NI 8	Adult participation in sport	No data	-	Annual survey
NI 158	% of decent council homes	No data	-	Annual update
NI 191	Residual household waste per household	129 kg	↑	
NI 192	% of household waste sent for reuse, recycling or composting	31.93%	↑	

Number	Measure	Result	Direction	Comments
NI 195	Improved street and environmental cleanliness (levels of graffiti, litter etc.)	No data	-	First round of inspections will be completed in Q2.
NI 196	Improved street and environmental cleanliness (fly tipping)	No data	-	Measured annually
Local	All crime in Norwich	-	-	Will be reported in Q2
BV 63	Average energy efficiency rating of council housing	71	<->	
BV 212	Average time taken to relet council housing	29	↑	Improved compared with last year's average but slightly down on the second half of 2007/08.
BV 218a	Investigation of abandoned cars within 24 hours	100%	<->	
BV 218b	Removal of abandoned cars within 24 hours of legal entitlement to remove	100%	<->	
Ex 6	Local election turnout	35.6%	<->	
Ex 7	Election registration	No data	-	Completed in Q3.

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 – Jerry Massey, Director of regeneration and development; Angela Hadley, Assistant director – neighbourhood development; Paul Spencer, Director of transformation

- Overview
- Areas of strength
- Areas for improvement

Overview

The City Council continues to develop an incremental approach to neighbourhood delivery of services and community engagement. The goal is to ensure that all of our communities have fair and equal access to City Council services. This will involve a variety of different initiatives, and will cut across all council activities.

In the longer term the opportunity for unitary status will provide a significant opportunity to develop a more systematic approach to devolution and empowerment. As part of our bid for a new greater Norwich unitary council we have set out proposals for extending community councils across the whole city area, and for working closely with locality bodies such as Parish and Town Councils.

Areas of strength

From April 2008 the City Council has agreed to establish a new Community Engagement Team, with lead officers across the city who will work with local people and organisations to develop capacity, and establish stronger links with local communities. Recruitment to the team is now underway.

The City Council has a strong relationship with the third sector in the city area. The Norwich third sector forum continues to be healthy, and has facilitated a range of initiatives and events to improve engagement and understanding. Discussions are also underway about the potential implications of unitary status on the third sector.

Communications with local people is being improved. Citizen has recently been extended to 10 editions per year, and we are actively exploring improved delivery arrangements, so that all households get a copy.

We have successfully set up an Older People’s Commission to explore how best to organise local services for older people. This will take evidence from experts in September, and we aim to produce a report in October.

Work to develop a financial inclusion strategy is underway. This will include a range of different initiatives (e.g. fuel poverty, credit unions etc), and these are being scoped out at the moment with recommendations expected in October 2008.

Areas for improvement

The City Council currently meets Level 1 of the Equalities Standard, which is below the level achieved by most other local authorities. We have recently appointed a new Policy Officer who has specific lead responsibility for equalities. We are now baselining where we are against level 2 of the Standard, and we expect to develop a rigorous action plan to ensure we achieve it by December 2008. We will also consider the implications of reaching Level 3 as soon as possible.

3. Opportunities for all			
Short-term priority / action	Service	Progress	Status
Achieve level 2 of the Equalities’ Standard by Sep 2008 and assess when we can achieve level 3	Transformation - Policy and performance	<ul style="list-style-type: none"> ▪ Limited progress with full impact assessments with a revised target date of December 2008 	Red
Review the accessibility of our services in the light of equality impact assessments	Policy and performance	<ul style="list-style-type: none"> ▪ Dependent upon results and findings of the assessments as yet not undertaken 	Red
Produce a programme to improve the accessibility of our services	Policy and performance	<ul style="list-style-type: none"> ▪ As above 	Red
Encourage adult participation in sport	Communications and cultural services	<ul style="list-style-type: none"> ▪ Sports Development Action plan being implemented: Big Screen installed in time for Beijing Olympics: Handover event planned for August 24th 	Green

3. Opportunities for all			
Short-term priority / action	Service	Progress	Status
Continue to support the third sector forum as a sounding board and to increase the capacity of the third sector	Community services	<ul style="list-style-type: none"> Forum in place work ongoing 	Green
Introduce the posting of Citizen magazine to every household	Communications and cultural services	<ul style="list-style-type: none"> Tender process underway 	Green
Set up an older people's commission	Transformation	<ul style="list-style-type: none"> Commissioners recruited and work programme agreed with Portfolio Holder. Final report expected in October 2008 	Green
Develop a financial inclusion strategy <i>Political priority 6</i>	Community services	<ul style="list-style-type: none"> Brief agreed by corporate management team Service gap analysis underway and development recommendations by October 	Green
Set up a warm homes project to tackle fuel poverty and excess cold in the private sector <i>Political priority 7</i>	Strategic housing	<ul style="list-style-type: none"> On track to launch in project in September Main energy partner identified Revenue funding secured for three years 	Green
Provide a programme of free events in the city	Communication and cultural services	<ul style="list-style-type: none"> Programme underway. 90 events planned for this year. 	Green

Performance measures:

Number	Measure	Result	Direction	Comments
NI 7	Environment for a thriving third sector	-	-	Not a District measure
NI 8	Adult participation in sport	No data	-	Annual survey

Number	Measure	Result	Direction	Comments
NI 118	Childcare take up for low income families	No data	-	Likely to be an annual measure
NI 153	Claimants in deprived areas	-	-	Not a District measure.
NI 173	People falling out of work on to incapacity benefit	No data	-	Data not yet available
NI 175	Access to services by car, public transport etc.	-	-	Not a District measure
NI 187	Tackling fuel poverty	No data	-	We expect to report at end of Q3
BV 2a	Equality standard	1	<->	Revised target date December 2008 (as above)

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; Angela Hadley, Assistant director – neighbourhood development

Overview

Overall priorities are rated as green or amber. The focus for Customer Contact in this quarter has been the implementation of the single telephone number and the introduction of the new Corporate Complaints procedure. Plans are programmes for the remaining priorities are being developed.

Two significant projects: to implement the Single Status agreement and the reprovisioning of the services supplied by CityCare, are on track.

The newly appointed Scrutiny Officer has been working closely with the Scrutiny Committee to develop the Work Plans and a more effective approach to Scrutiny.

Areas of strength

A single telephone number for customer enquiries for the council was implemented, in the Customer Contact Teams, on 1st July 2008. This, with the supporting telephony and bringing the three teams (Residents Services Team, Tenancy Services Team, and Revenues and Benefits Team) together has delivered significant improvements in performance.

In July 2008 the performance of the team is:	Performance	Target
% calls answered successfully	82%	82%
% of calls answered in 120 seconds	73%	85%
Average wait time	93 secs	45 secs

The new telephony system gives us much greater visibility of demands and enables us to route calls to Customer Contact Advisors with specific skill sets. In July 2008 the Customer Contact Team dealt with 44,000 telephone calls and 7,600 visitors.

EEDA awarded £5.4 million to programmes identified by the Greater Norwich Development Partnership in the Integrated Development Programme, in 2008/9. This is a significant achievement.

A substantial piece of work on revising and establishing plans, resources and systems for Emergency Planning has also been undertaken.

Areas for improvement

Benchmarking the Steria Contract has been delayed by approximately eight weeks. This is because it took longer to identify and sign up the appropriate benchmarking partners. Now this has been achieved the work is due to be completed by 7th November 2008.

Also, Councillors have raised concerns about the overall speed with which residents' and Councillors' enquiries are dealt with. This issue is being addressed by all services and the Customer Contact Team and Service Improvement Team will support this work by offering training, advice and support to managers on how to use Comino systems to manage performance, and providing reports on performance.

4. Aiming for excellence			
Short-term priority / action	Service	Progress	Status
Make our letters more customer friendly	Customer contact	<ul style="list-style-type: none"> ▪ Phased approach to project to be implemented ▪ Timescales agreed once scope of work agreed 	Amber
Implement corporate customer care standards for all services	Customer contact	<ul style="list-style-type: none"> ▪ Basic corporate standards to be adopted and implemented by end of September 	Amber
Implement a corporate compliments and complaints system	Customer contact	<ul style="list-style-type: none"> ▪ Due to go live in September 	Green
Implement a system to measure customer satisfaction and feedback	Customer contact	<ul style="list-style-type: none"> ▪ Project team established ▪ System capabilities being investigated ▪ Working towards implementation by end of September 	Amber

4. Aiming for excellence			
Short-term priority / action	Service	Progress	Status
Establish a single point of contact for all enquiries regarding council services	Customer contact	<ul style="list-style-type: none"> ▪ Discussions with CityCare ongoing ▪ Detailed timetable to be agreed - but overarching timescale is by March 2010 	Amber
Implement the single status agreement	HR and learning	<ul style="list-style-type: none"> ▪ Project plan and team established 	Green
Develop a leadership programme for officers and members	HR and learning Legal and democratic services	<ul style="list-style-type: none"> ▪ Officer leadership programme established ▪ Member leadership programme – included in the work below 	Green
Develop a member development programme, including the members' charter	Legal and democratic services	<ul style="list-style-type: none"> ▪ Member Development Programme in place for past 3 years. Aim to achieve Member Charter by end of Civic Year 	Green
Improve support to the scrutiny committee	Legal and democratic services	<ul style="list-style-type: none"> • Extensive training taken place. Scrutiny Officer appointed. Work plan being developed. 	Green
Re-provide the services delivered by CityCare by 31 st March 2010	Procurement and service improvement	<ul style="list-style-type: none"> ▪ Project plan broadly on target with scheduled milestones met to date 	Green
Benchmark the Steria contract to assess value for money	Procurement and service improvement	<ul style="list-style-type: none"> ▪ Work ongoing to agree baseline and data required with Steria". 	Amber
Ensure all emergency plans are operational and tested	Legal and democratic services	<ul style="list-style-type: none"> ▪ Considerable work has been undertaken on the preparation of emergency plans. ▪ A programme of testing will be drawn up later in the year. 	Green

4. Aiming for excellence			
Short-term priority / action	Service	Progress	Status
Design and implement a Local Carbon Management Programme	Transformation – Environment team	<ul style="list-style-type: none"> ▪ LACM6 - Local Authority Carbon Management programme underway ▪ 5 weeks into 8 week programme to collect baseline data regarding usage last year this will provide baseline data ▪ Programme of work to be implemented by end of September which will enable the council to reduce its carbon emissions by 6% a year 	Green
Continue to improve our Use of Resources score	Financial services	<ul style="list-style-type: none"> ▪ Actively working and review by the audit commission by October ▪ Report to executive November 	Green
Maximise the use of external funding	All	<ul style="list-style-type: none"> ▪ £5.4 million EEDA funding secured in August 2008, £514k Housing and Planning Delivery Grant, £320k Homelessness and Worklessness project, £250k Youth Task Force, £45K Norwich Warm Homes Project £22.5k EAGA, £300k lottery funding, £160K Investing in Communities Fund – Total: approx. £7 million. 	Green
Implement our Asset Management Strategy	Asset and city management	<ul style="list-style-type: none"> ▪ Strategy approved by executive ▪ Funding not yet available 	Amber

Performance measures:

Number	Measure	Result	Direction	Comments
NI 14	Reducing avoidable contact	No data	-	Data due for collection from second half of the year on a trial basis
NI 181	Time taken to process housing benefit claims	No data	-	Problems with DWP encryption software in Q1
NI 185	CO ² emissions from council activities	No data	-	Likely to be reported annually
UoR	Use of Resources score	-	-	
NL 043	% of telephone calls successfully answered	37%	↓	
NL 044	% calls answered within 120 seconds	58%	↓	
NL 045	Average time taken to answer calls	133 secs	↓	

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

It is fair to say that the April – June 2008 period was a disappointing period in relation to progress on the City Council's unitary bid.

The City Council successfully submitted its outline business case proposal by the 11 April deadline. We were subsequently asked some detailed follow-up questions, and these were fully answered on time.

On 7 July, to the surprise of most commentators the Boundary Committee published its draft recommendation for a single unitary authority to cover the whole of Norfolk and including Lowestoft. This would create the second largest unitary council in the country (after Birmingham) with a population of over 900,000, yet over 20 times the geographical size of Birmingham.

However, the Boundary Committee also identified 2 other models which they saw as having “merit”:

- the 2 unitary “doughnut” model with a greater Norwich unitary, and a rural Norfolk unitary, and
- the 2 unitary “wedge” model with one unitary covering Norwich, Great Yarmouth and Lowestoft, and another unitary covering the remaining parts of Norfolk.

The Boundary Committee has subsequently gone to great lengths to make it clear that all 3 of these options are possible outcomes, and their consultation is therefore seeking representations on all 3 options.

The City Council's preferred option is for the “doughnut” model. We are now required to:

- complete financial workbooks for the doughnut model by 12 September, and
- respond to the Boundary Committee draft proposals by 26 September.

Both pieces of work are on track.

Areas of strength

The City Council's outline conceptual business case for a greater Norwich unitary council was completed, and successfully submitted to the Boundary Committee by the deadline of 11 April 2008. In addition, the City Council contributed significantly to the “nutcracker”

business case, which was jointly submitted by North Norfolk DC, South Norfolk DC and Breckland Council. Additional questions from the Boundary Committee on both responses were answered by 9 May 2008.

Preparation for the new unitary council continues to be well ahead of schedule. We have made considerable progress to prepare “service position statements” for approx 35 of the key service areas in a new council, and have made progress to explore best practice which will provide a range of options for consideration by the shadow Executive which would come into place around April/May 2009 (if the Secretary of State approves our proposals). However, this work has now been suspended following the Boundary Committee announcements, and work has been refocused onto developing a compelling business case for the “doughnut” model.

Areas for improvement and next steps

The Boundary Committee’s draft recommendation for a countywide unitary, plus Lowestoft, came as a major surprise to the City Council, and to a wide range of other commentators.

The Boundary Committee draft proposals indicate that whilst the City Council had made a very clear case for a city unitary, they felt we had not done enough work to develop a clear vision and rationale for a new unitary to cover the remaining more rural/market town parts of Norfolk.

In addition, the Boundary Committee highlighted other “challenges” which they felt our proposals would need to tackle in more depth:

- how the rest of Norfolk would be affected if the major economic hub of the city were separated into a different unitary authority
- how the new city unitary would ensure comprehensive neighbourhood engagement proposals and devolution of services and decision-making
- how progress was being made to improve the City Council’s financial and accounting performance (e.g. Level 1 Use of Resources score).

These areas are now all being tackled in our further work to respond to the Boundary Committee proposals by 26 September 2008.

5. Unitary status			
Short-term priority / action	Service	Progress	Status
Formally secure unitary status on a greater Norwich basis by Feb 09	Transformation – unitary team	<ul style="list-style-type: none"> ▪ Current preferred option of the boundary committee is a county unitary plus Lowestoft ▪ Plan in place to convince the boundary committee that their alternative pattern of unitary government (the doughnut) on which they are consulting is the best option for Norwich and Norfolk 	Amber
Publish an outline framework for the new council and supporting discussion documents	Transformation – unitary team	<ul style="list-style-type: none"> ▪ On hold - pending full response to Boundary Committee consultation by 26 Sept. Will review next steps in due course 	Amber
Complete service position statements and options papers by Mar 09	Transformation – unitary team	<ul style="list-style-type: none"> ▪ Work halted to focus on response to Boundary Committee consultation. However, preparation remains on target 	Green
Successfully transfer to a new unitary authority from Apr 2010	Transformation – unitary team	<ul style="list-style-type: none"> ▪ Boundary Committee review still underway - conclusions not expected until December 2008 	Amber
Develop and new LAA and Sustainable Communities Strategy	Transformation – Partnerships Team	<ul style="list-style-type: none"> ▪ City of Norwich partnership annual conference booked for mid October 2008 to launch the development of a new Sustainable Community Strategy 	Amber

Performance measures:

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:

Number	Measure	Result	Direction	Comments
NI 1	% of people who believe people from different backgrounds get on well together in their local area			Data unavailable until March 2009
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			- “ -

Number	Measure	Result	Direction	Comments
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 138	Satisfaction of people over 65 with both their home and neighbourhood			- “ -
NI 139	The extent to which older people receive the support they need to live independently at home			- “ -
NI 140	Fair treatment by local services			- “ -

3. 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 a number of areas where there seems to be some inconsistency in the data recorded. This is being investigated with the aim to try to make what is recorded and presented more accurate and meaningful.

The report does, however, include positive aspects. Notably in relation to Contract K (Gas servicing) and Contract D (Grounds Maintenance) which shows improvement compared with last year.

The main negative aspects of note were in relation to Contract F (Responsive repairs) – the result for quality from Works Inspection Audits was only 89% - and Contracts B&C (Recycling and Refuse Collections) – an increase in numbers of missed collections.

Steria Contract performance

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

In summary, the report shows that for quarter 1 overall network and data availability was 99.91% (99.89% 2007/08) and core system availability was 99.78% (99.34% in 2007/08).

Of the core systems Academy (used by Housing/ landlord services) had the lowest availability at 99.27%. This compares with 96.95% in 2007/08 as a whole.

For all other aspects of performance that are currently measured i.e. internet availability, help desk (call handling and incident management), user satisfaction. Performance was either on target or exceeded target.

4. AUDIT INSPECTIONS

Actions arising from recommendations in Audit and Inspection reports

5. 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

Further, there has been a Norfolk wide inspection of Health Inequalities.

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

Appendix A – City Care Contract Monitoring

5. Description	08/09 Q1	Traffic Light	Comment
Contract F – Responsive Repairs			
6. Appointments Percentage of all repairs where appointment is made Appointments kept	77% 99.2%	Green Green	Appointment process working well.
Jobs completed satisfactorily 7.	99%	Green	This figure does not match the results of the NCC work quality audits and further work is required in order to understand how this indicator is being measured for both organisations.
Tenant Satisfaction 8. Percentage satisfaction (good and fair) from Repair Cards - Overall Average	92%	Amber	Satisfaction continues to improve month on month although is still slightly below target.

9. Description	08/09 Q1	Traffic Light	Comment
Voids 10. Time taken to undertake void repairs	14 Days	Green	Work is ongoing to identify areas where further reductions can be made on CityCare's element of the process.
Works Inspection Audit 11. Percentage of passes from Works Inspections Audit a) Quality b) Tenants Satisfaction c) CityCare Staff d) Health & Safety	89% 92% 98% 98%	Amber Amber Green Amber	The result for quality is disappointing given the improvements made last year. Work is ongoing to identify trends/problems. Similarly the fact that H&S is not 100% is a concern and is also being investigated.
Contract G – Planned Programmes			
12. Tenant satisfaction – Planned programmes Kitchens and bathrooms	95%	Green	Satisfaction remains excellent
13. Work Inspection Audit Percentage of passes from Works Inspection Audit	92%	Amber	Slightly behind the target of 95%.

14. Description	08/09 Q1	Traffic Light	Comment
15. Gas Servicing (Contract K)			
16. Gas servicing Percentage of dwellings that have had a service in financial year	99.6%	Green	A massive improvement on last year's figures with virtually all of the outstanding services awaiting a court order to gain entry to carry out the service.

Highway Services			
Capital Improvements a) On or ahead of programme b) Behind programme b) Schemes completed on or ahead of programme 17. c) Schemes completed behind programme	50 0 2 0	Green	Work on larger schemes has progressed or been completed e.g. Mile Cross Lane / Catton Grove Road junction, Cattlemarket Street and St Georges Street. There is a significant proportion of the programme focussed on Q2 and Q3. Regular meetings are held with City Care supervisors ensuring resources are available.
Capital Maintenance a) On or ahead of programme b) Behind programme b) Schemes completed on or ahead of programme 18. c) Schemes completed behind programme	34 0 12 0	Green	The programme of footway maintenance schemes is on Schedule. Other works are generally completed on time. Regular meetings are held with City Care supervisors ensuring resources are available.

19. Description	08/09 Q1	Traffic Light	Comment
Environmental Services – Contracts B & C			
Recycling Collections a) Percentage Satisfied 20. b) Missed Collections	100	Amber	<p>The numbers of justified missed complaints have fallen from a high of 42 in April to 35 in May and 23 in June. However, the contract is graded amber as it is felt that the PMS report does not reflect accurately what is recorded. Investigations are being undertaken to ascertain the true nature of the reports</p> <p>The number of enquiries did rise considerably during June due to the roll out of Stage 2 of AWC</p>
Refuse Collections a) Percentage Satisfied b) Missed Collections (Whole Road - Justified) c) Missed Collections (Bin or sack – justified) d) Missed Bin Assist (Justified) e) Bins Not Returned Correctly (Justified) 21. f) Mess after Collection (Justified)	37	Amber	<p>The numbers of justified missed collections recorded through the PMS system continue to be very low. However it is felt that the PMS report does not reflect accurately what is recorded and as a consequence was rejected for June. Investigations are being undertaken to ascertain the true nature of the reports</p> <p>The number of enquiries did rise considerably during June due to the roll out of Stage 2 of AWC</p>
	1	Amber	
	5	Amber	
	0	Amber	

22. Description	08/09 Q1	Traffic Light	Comment
Street Cleaning (all land classes)			

<p>23. BVPI 199 Monitors 900 sites for litter per year to establish cleansing standards.</p> <p>24. Litter</p> <p>Grade A (no litter or refuse) Grade B+ Grade B (predominantly free of litter and refuse except for some small items) Grade B/C Grade C (widespread distribution of litter and refuse with minor accumulations) Grade C- Grade D (heavily littered with significant accumulations)</p>			<p>The NI195 inspections are carried three times per year. The first inspections will not be completed during quarter 1. As such there no figures for this report.</p> <p>Joint inspections with City Care are still showing a near 100% of all sites are to grade A after cleaning as per contract specification</p>
<p>25. Detritus</p> <p>Grade A (no detritus present) Grade B+ Grade B (predominantly free of detritus except for some light scattering) Grade B/C Grade C (widespread distribution of detritus with minor accumulations) Grade C- 26. Grade D (extensively covered with detritus with significant accumulations)</p>			

27. Description	08/09 Q1	Traffic Light	Comment
Grounds Maintenance Contract D Scoring for Grounds Maintenance Contract Based on an PMS inspection score out of 3 Any score over 1.51 is an inspection failure			
Grass Maintenance	1.28	Amber	After a good start to the grass cutting season, machinery break downs have been causing problems. Also the fact that strimming is not carried out at time of main grass cutting, has lead to inspection failures.
Planted Area Maintenance	1.40	Amber	Some shrub areas were late in getting their winter tidy which lead to high % of feature failure. City Care are working to catch up. Also climate change is having effect on shrub and weed growth.
Hard/Loose Surface Areas	1.24	Amber	The first weed killing of hard surface takes place in June so we should see an improvement over the next period.
Hedge Maintenance	1.30	Amber	Again climate change is affecting hedge cutting with the bird nesting season starting earlier and going on for longer, meaning that some hedges are having wait longer between cuts.
Litter/Bins	1.09	Green	This area of the contract is currently meeting contract specification
Sports Surface Maintenance	1.00	Green	All sports pitches that have been inspected have been up to contract standard
V/B/S Maintenance			No inspections carried out during this period
Building Cleaning	1.00	Green	All building cleaning that has been inspected has been up to contract standard
Play Area Grounds Maintenance	1.22	Amber	On the whole the maintenance of play areas is to contract standard.
Overall Appearance	1.30	Amber	This figure reflects the fact that City Care are still having problems meeting the contract specification of some features. City Care have been asked to look at all these area with a view to meeting contract requirements.

Grounds Maintenance

Note: Failure rate for 2008/09 set at 17.66% average failure rate for this year 26% which is 2% better than for the same period for 2007/08 and 1.5% higher than the yearly average figure for 07/08.

Appendix B - Steria contract performance

Availability Performance

Network and Data Availability

Quarterly achieved total of 99.91 % against target of 100%.

Annual reported for 2007 /08 was 99.89%.

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 network switch at the St Giles office required on-site attendance from a BT engineer to manually re-set the network software and connections. This also caused telephony issues for the Swanton Road office.

Core System Availability

Quarterly achieved total of 99.78% against target of 100%.

Annual reported for 2007/08 was 99.34%

Broken down into the core system availability totals (annual figure for 07/08 in brackets):

Comino	99.44% (99.04%)	Oracle Finance	100.00% (99.93%)
Academy	99.27% (96.95%)	Workforce	100.00% (99.98%)
iWorld	100% (99.23%)	Paris	99.87% (99.84%)
Uniform	99.65% (99.87%)		

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

Internet Access

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

Annual reported for 2007/08 was 99.99%

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 97.25 %. Annual reported for 2007/08 was

92.39%.

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. We are fully committed to ensuring this high level of service continues to Norwich City Council users.

Fault Fix Time

Total of 1,212 calls fixed in the 3-month period of which 99.18% were within the allocated target fix time. Target is 90%.

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

Steria's commitment to focussing on the fault fix time has led to this improvement over the past year and is further demonstrated when comparing this figure to the previous quarter (98.66%).

User Satisfaction

An overall total of 90.41% against a target of 90%.

Annual reported for 2007/08 was 89.32%.

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.

All three areas of the survey show improvements from the previous quarter:

Assist in Doing Work	+ 0.89%
Reliability & Speed	+ 5.60%
HelpDesk & Fault Fixing	+ 3.56%

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.

Ongoing analysis of the most recent survey demonstrates that our focus to identify and fix issues arising from poor communication, between all support functions and the end-user, is showing marked improvements already.

Appendix C – Summary of audit commission’s recommendations and actions

Inspection	Recommendation	Action	To be implemented by
<p>Norwich Connect PFI Carried out Sep-07 Report Mar-08</p>	<p>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.</p>	<p>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 in Q2/3</p>	
	<p>R2 – Enhance the capacity of the customer contact centre to enable it to consistently deliver the Council's own minimum standards for call response and successful conclusion of customer enquiries.</p>	<p>Achieved, by the implementation of new telephony, the introduction of a single customer contact number, and reorganising the Customer Contact Teams</p>	<p>Achieved</p>
	<p>R3 - Ensure effective member scrutiny and performance management of the Norwich Connect Project:</p> <ul style="list-style-type: none"> • clarify roles and responsibilities of executive and scrutiny members; • improve the knowledge and understanding of members to enable them to provide more effective challenge; and • review the benchmarking exercise, the 	<p>Overall performance of the Steria contract is in this report. The benchmarking of the Steria contract is underway and due to be reported in October/November 2008. Scrutiny Committee are currently setting out their work programme and that will</p>	<p>Nov-2008</p>

	development of the ICT Strategy and assessing value for money.	set out their priorities for 2008/9 and 2009/10	
	R4 – Introduce systematic learning mechanisms which can ensure that key lessons and good practice on a range of topics are spread more widely throughout the Council.	We have a monthly development and learning session for all managers, and the content and forma of these is being reviewed to include more learning from colleagues and bringing 9n people from other organisations to present best practice and excellence elsewhere	Ongoing
	R5 - Develop permanent disaster recovery arrangements for the customer contact centre.	These are planned and programmed.	Oct-2008

Review of performance management Carried out Dec-07 Report Mar-08	R1 Enhance the performance management framework through: <ul style="list-style-type: none"> ▪ setting robust targets to support continuous performance improvement ▪ ensuring service plans are fully costed and in line with the medium-term financial strategy ▪ corporate consistency through more effective benchmarking and greater external challenge ▪ effective local performance indicators 	New corporate plan published in June 2008 which sets out a tighter set of priorities until March 2010. These are now being more closely monitored by the council's Performance Management Improvement Board (PMIB). All service plans are being reviewed to ensure that targets / commitments can be	Jul-08
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	measuring outcomes that matter to local people.	resourced and some may need to be deprioritised. PMIB has been reconstituted to develop a corporate performance management culture.	
	<p>R2 Develop smarter capture, analysis and use of complaints and customer contact data to drive service improvement through:</p> <ul style="list-style-type: none"> ▪ a comprehensive process of recording and monitoring complaints; and ▪ effective means of using feedback to improve service delivery. 	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.	Sep-08
<p>Planning</p> <p>Carried out Mar-08 Report July 08</p>	<p>R1 Improve the customer focus of the service through:</p> <ul style="list-style-type: none"> • developing a more systematic approach to learning from comments and complaints; • 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 • developing and promoting service standards that reflect the needs of users across all service elements and monitoring them to ensure they are met. 	<p>The recommendations from the Audit Commission report in to the Planning Service will be fully addressed in the revised Planning Improvement Plan which will be reported to Executive on the 15th October. Actions to address some of the recommendations have already been undertaken.</p>	Feb-09
	R2 Improve service efficiency and	See R1	Dec-08

	<p>effectiveness by:</p> <ul style="list-style-type: none"> • 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; • addressing current weaknesses in the enforcement service; • improving the legal capacity to the service; • considering whether to increase the level of delegation where appropriate to speed up the planning application decision-making process; • developing, implementing and monitoring service indicators to measure and improve service efficiency and value for money; and • introducing effective workforce planning to address the future needs of the service. 		
	<p>R3 Improve the effectiveness and capacity of councillors and planning related committees by:</p> <ul style="list-style-type: none"> • regularly reviewing the delegation agreement and its implementation; • ensuring that the chairs are given suitable training and support to fulfil their role; • the standardisation of reports and committee training for planning officers 	See R1	Dec-08

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