



best value performance plan

2004 - 2005

North Norfolk District Council
Best Value Performance Plan 2004/2005

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The Vision

How we see things - our vision for the council

Our vision is of an organisation that inspires confidence among local people, our councillors and staff.

We want to be a council in which councillors and staff embrace diversity and equal opportunity, and work together to meet the needs of local people and their communities.

As councillors, as officers, as an organisation, we exist to serve and represent our district, to deliver local government in North Norfolk. This role is our *raison d'être* and carries real responsibility and accountability. The community expects us to meet our commitments and to achieve the best outcomes. Therefore, as the central-local government relationship becomes increasingly rooted in a performance and reward culture, we must drive up our performance for the benefit of the district.

However, underpinning all of this is the fundamental need to stay in touch with reality. Yes, we want to be seen as a council that is relevant to contemporary North Norfolk and to be that we must take the community with us. We will need to innovate and work flexibly outside the conventional box to find new solutions to increasingly complex challenges. But we must also recognise the extent and limitations of our resources in setting achievable goals and workloads. We must be absolutely clear about our priorities and our capacity – what we can and will do and what we can't and won't do.

The Best Value Performance Plan

This document is North Norfolk District Council's 5th Best Value Performance Plan. There are a number of linked strategies that affect the work of the Council.

- The North Norfolk Community Plan sets out the plans for our area for the future.
- The Corporate Plan sets out our thoughts and our intentions for driving North Norfolk District Council forward and making our contribution to the delivery of the Community Plan.
- Service Business Plans set out how the objectives in the Corporate Plan will be achieved.
- The Best Value Performance Plan sets out some of the performance measures we will use to show if we have achieved those objectives.

This plan lays out the Council's performance information for the national set of Best Value Performance Indicators that all Councils use to monitor and improve their performance in delivering services to local people. It shows our performance towards achieving the targets set in last year's plan and sets targets for the next three years.

The Community Strategy

Our Community Strategy 2004-2009

The North Norfolk Community Partnership was formally established in February 2002. To oversee the process of designing an appropriate vision for the future of North Norfolk and for making sure necessary action is taken to address the key issues.

The Partnership aims to promote the community, economic and environmental sustainability of the District, in particular by:

- **Ensuring decent housing for all residents**
- **Developing the local economy to provide better job, career and training opportunities for local residents and those who want to come and live in North Norfolk**
- **Maintaining the high quality of life and attractive natural environment that exists now and makes North Norfolk unique.**

How this is going to be achieved is set out in “Our Community Strategy, 2004-2009” published in April 2004. Our Community Strategy sets out plans for our area for the future. It is based on bringing together the Parish and Town Councils, the District and County Council, the police, the health service, businesses, community and voluntary groups to work together to produce a co-ordinated and complimentary approach to the delivery of local services.

Together with the strategy, is a set of eight action plans approved by the Board of the North Norfolk Community Partnership at its meeting on 30 March 2004. These plans form the basis for agreed actions, in the eight themed areas of the Community Strategy 2004-2009. An annual review of activity against this action plan will be produced in May 2005.

The eight themed areas for action are as follows:

- **The Local Economy**
- **Housing**
- **Environment and Outdoors**
- **Community Safety**
- **Health and Social Care**
- **Leisure and Culture**
- **Transport**
- **Learning and Skills**

Funding for projects within the annual plan for 2004-05 may be drawn from revenues generated by council tax paid on second homes in North Norfolk. This is annually reviewed.

The contribution that North Norfolk District Council is making to deliver this plan is laid out in our Corporate Plan, “getting ahead: the road to excellence”, which will be reviewed annually.

Comprehensive Performance Assessment

Our fair CPA rating and a range of documented observations and perceptions provide us with a clear and structured base point from which to drive forward our plans for performance improvement. We have some real strengths and examples of first class service delivery and partnership working but we also suffer from a number of poor services, evidence of ineffective policies and missed opportunities, and a management structure which impedes collaborative and integrated working practices.

If we are to be successful in meeting our ambitions and our priorities, we must tackle the following issues.

- **Lack of corporate vision**
- **Management and organisational structures**
- **Silo patterns of working**
- **Poor track record of *follow-through***
- **Ineffective internal communications**
- **Ineffective performance management and monitoring**
- **Some levels of poor service performance**
- **Some negative cultural traits - not conducive to a positive service attitude**
- **Non-integrated front-line customer service**
- **Lack of opportunity for creative and collaborative working within the organisation**
- **No integrated approach to strengthening councillor-officer working relationships**
- **Non-sustainable budget framework**

How we will tackle these issues is laid out in the Corporate Plan.

The Corporate Plan

getting ahead: the road to excellence

The Corporate Plan 2004-2009, entitled “getting ahead: the road to excellence”, was agreed by Cabinet on 10th May 2004. It sets out the vision of North Norfolk District Council and our intentions for driving the organisation forward. Its main intention is to be a guide throughout the dynamic process of change planned for the coming year, giving clear direction and providing for review and revision to ensure success.

“Getting ahead” sets out the three key factors shaping our forward planning,

- **Our shared vision for the future of North Norfolk**
- **Our service priorities**
- **Our action plan for organisational development and performance improvement**

“getting ahead” starts the process of achieving the vision for North Norfolk that we share with fellow members of the North Norfolk Community Partnership and lays out how that is going to be achieved and managed.

“getting ahead” lays out our ambitions, our roles, our values, and our standards. It also sets out how we are going to move forward by setting out our headline service priorities and focussed service priorities starting from April 2004.

Headline priorities

- **Housing and active communities**
- **Waste management and the environment**
- **First class resource management**

Focussed priorities

- **Transportation**
- **All year round tourism**
- **A clean and tidy district**
- **A safe district**
- **Leisure and recreation**
- **Partnership working**
- **Better access to council services**

The element of “getting ahead” which lays out the tasks to be carried out to achieve the vision is “meeting the challenge – our action plan”. This sets out the activity to take place in 2004-2005.

The five challenge themes of this action plan are:-

- 1) organisational restructuring and development**
- 2) business planning and budget review**
- 3) consolidating our role in the North Norfolk Community Partnership, and reviewing and strengthening partnership working and our relationship with the wider community**
- 4) embedding performance management**
- 5) driving up service standards and performance outturns in**
 - a) housing management services**
 - b) strategic housing services**
 - c) benefits service**
 - d) domestic waste and recycling services**
 - e) planning service**

Monitoring review and update

“getting ahead” is a dynamic strategy and action plan. It is intended to pave the way for organisational improvement and development and will be monitored through the Council’s performance management system to provide progress reviews for managers and councillors.

The improvement action plan is ambitious. It is designed to tackle the key weaknesses identified in the CPA report and address a range of other structural and cultural issues perceived to be barriers to progress. Critical to success will be the corporate ownership of the strategy and improvement targets, and the corporate commitment to achieve the desired outcomes.

“getting ahead” will be updated annually as part of a rolling five-year programme. A year-end report will be prepared to record progress and to revise the improvement action plan. Self-assessment will be used as an evaluative mechanism to help us to relate the impact of our actions to our position within the CPA performance rating framework.

Performance Management

Throughout 2004 and 2005 we will be moving performance management centre-stage within both the management and democratic arenas. The challenge to embed performance management is fundamental to success in driving forward and monitoring our plans for organisational improvement and achieving the objectives in both the Corporate Plan and the Community Plan.

Key results to be achieved in the performance management area in 2004/2005 are:-

- **All officers and councillors on a regular basis review achievements of objectives and current performance**
- **All decisions are supported by evidence**
- **Blame culture replaced by support culture**
- **Each service head and manager has a set of agreed indicators that link to the service and corporate plan**
- **Any performance indicator can be linked to objective, officer / councillor responsible for that objective and officer responsible for collecting any data**
- **All Performance Indicators are monitored and reasons for improvement, static performance or worsening performance is stated**

Achievements and Targets

The Performance Indicators have been related to the relevant key objectives laid out in the Corporate Plan. During 2004 key measures will be developed or identified to show whether the objectives are being achieved.

VALUES

The Corporate Plan sets out eight values that reflect the qualities and the characteristics of the council. These are:

- **Community focus – an organisation looking outside**
- **Stimulating democracy**
- **Partnership**
- **Equality and diversity**
- **Sustainability**
- **Sound governance - our focus on our business**
- **Continuous improvement**
- **Valuing staff**


During 2004 measures will be developed and actions decided upon to ensure that these values apply throughout the Council. For 2004/05 the Best Value Performance Indicators below will be used to assess whether or not the Council is adhering to the values of Equality and Diversity and Valuing Staff

Equality and diversity

In employment and service provision, we will respect all people and treat them fairly and equally. We will find ways to support those groups who are disadvantaged or excluded and we will develop policies that promote inclusivity and celebrate diversity.

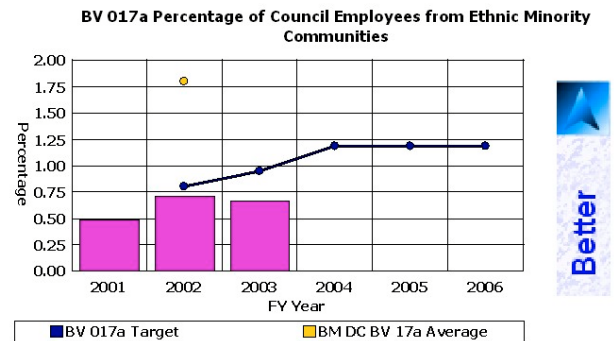
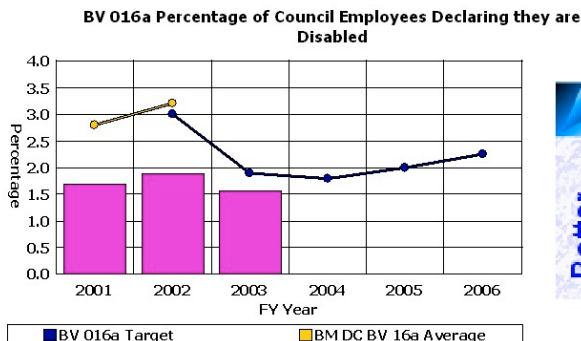
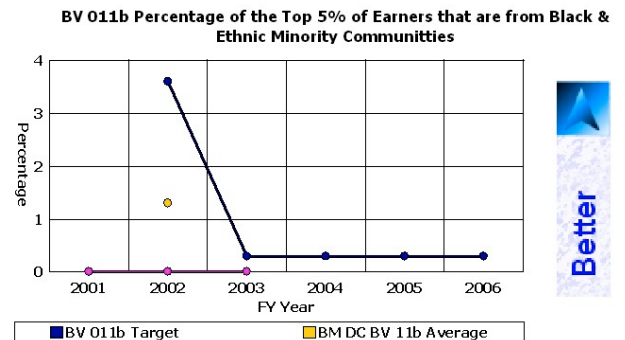
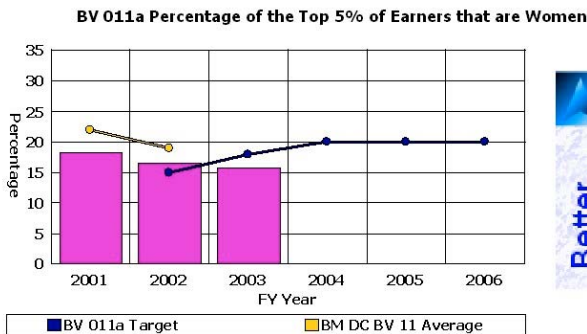
BVPI no.	Description	2002/03 Outturn	2003/04 Target	2003/04 Outturn	2004/05 Target	2005/06 Target	2006/07 Target
2a	Level of the Equality Standard for LG to which the authority conforms	0	0	0	0	1	1
2b	The duty to promote race equality (expressed as a %)		0	15.8	15.8	21	26
11a	The percentage of top 5% of earners that are women	16.66	18	15.79	20	20	20
11b	The percentage of top 5% of earners from black & ethnic minority communities	0	0.3	0	0.3	0.3	0.3
16A	% of Council employees declaring they are disabled per Disability Disc Act	1.89	1.89	1.57	1.8	2	2.25
16B	% of economically active people in Council area declaring they are disabled	15.62	15.62	15.62			
17A	% of Council employees from minority ethnic communities	0.72	0.95	0.67	1.19	1.19	1.19

BVPI no.	Description	2002/03 Outturn	2003/04 Target	2003/04 Outturn	2004/05 Target	2005/06 Target	2006/07 Target
17B	% of economically active people in Council area from minority ethnic communities	0.75	0.75	0.75			

 The information is not required.

A working group, under the chairmanship of a member of management team, is being established which will:

- Train officers responsible for implementing activity in relation to equality and diversity and the specific requirements of the Race Relations Amendment Act 2000 and Disability Discrimination Act 1995. Train all staff and members in the more general areas of diversity and equalities.
- Review the equal opportunities policy in the light of the requirements of the Equalities Standard, recent legislation and the new organisational structure.
- Review the Race Equality Scheme.
- Implement the equal opportunities policy and the Race Equality Scheme.
- Devise and implement a scheme for an audit to report on the Equality Standard.
- Review employment procedures and policies.



Valuing Staff

We will value our staff as our most important resource. We will nurture and develop them, canvass and respect their views and involve them in decision-making within a supportive organisational culture.

The Council is asking MORI to carry out a confidential employee survey in June. This is to ask employees about a range of issues to do with working life. The survey is an opportunity to:

- Ask employees what they think about –
 - Working at North Norfolk District Council
 - Our Management Style
 - Equality & Diversity
 - Communications
 - Change and the Future
- Provide a starting point to measure changes to staff satisfaction and motivation in the future
- Provide information on what is good in the District Council and where further work is needed.

HEADLINE PRIORITIES

The Corporate Plan sets out three Headline Priorities that the Council will deliver in 2004-2009. These are:

- **Housing and active communities**
- **Waste management and the environment**
- **First class resource management**

During 2004 further measures will be developed and actions decided upon to ensure that the objectives within these priority areas are achieved. For 2004/05 the Best Value Performance Indicators below will be used to assess whether or not the Council is achieving these objectives.

Housing and active communities

To reduce homelessness and ensure decent affordable housing for local residents, whilst developing the district economy to provide better job, career and training opportunities across the area both in rural and urban locations.

BVPI no.	Description	2002/03 Outturn	2003/04 Target	2003/04 Outturn	2004/05 Target	2005/06 Target	2006/07 Target
62	Unfit private sector dwellings made fit/demolished - direct Council action	7.5	4	3.7	4	4	4
63	Average SAP energy efficiency rating of Council owned dwellings	60.36	62.5	62.14	63.5	65	66.5
64	Private sector dwellings vacant for 6mths+ reoccupied from Council action	3	8	4	8	8	8
74(i)	Satisfaction of Council tenants with overall service provided	86	87	60**	#	#	
74(ii)	Satisfaction of Council tenants with overall service provided - black & ethnic minority		87	See Note	#	#	
74(iii)	Satisfaction of Council tenants with overall service provided - non-black & ethnic minority		87	61**	#	#	
75 (i)	Satisfaction of Council tenants with opportunities for participation in management and decision making	75*	76	69**	#	#	
75(ii)	Satisfaction of Council tenants with opportunities for participation in management and decision making –black & ethnic minority		76	See Note	#	#	
75(iii)	Satisfaction of Council tenants with opportunities for participation in management and decision making - non-black & ethnic minority		76	69**	#	#	
109a	60% major planning applications determined in 13 weeks	34.5	60	71.64	70	70	70

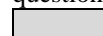
BVPI no.	Description	2002/03 Outturn	2003/04 Target	2003/04 Outturn	2004/05 Target	2005/06 Target	2006/07 Target
109b	65% minor planning applications determined in 8 weeks	48	65	67.43	65	65	65
109c	80% other planning applications determined in 8 weeks	76.7	80	89.52	85	85	85
111	% planning applicants satisfied with the service received.	84*	65	82.2	#	#	85
164	Follow Commission for Racial Equality's code of practice in rented housing and Good practice standard for social landlords in tackling harassment	No	No	No	No	No	No
179	% of standard searches carried out in 10 days	100	100	99.96	100	100	100
183a	Average length of stay in bed and breakfast accommodation	17	6	13	6	6	6
183b	Average length of stay in hostel accommodation	n/a	n/a	n/a	n/a	n/a	n/a
184a	Proportion of Council homes that were non-decent at 1 April at the beginning of the financial year	41.84	35.86	35.86	30.11	24.47	18.51
184b	Percentage change in proportion of non-decent Council homes in the year	6.67	14.29	14.29	16.04	18.74	24.4
185	Percentage of appointments made and kept for responsive repairs	0	25	0	25	40	50
188	Percentage of planning decisions delegated to officers	71.1	90	80.1	90	90	90

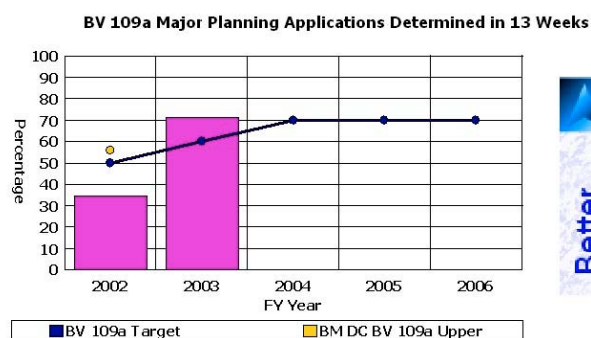
* Result for satisfaction survey carried out in 2000.

** Chris White of CWA Associates advised that since our last survey the government had standardised the methodology to be used which means that a direct comparison between this and our previous satisfaction survey cannot be made.

Satisfaction surveys are carried out every three years.

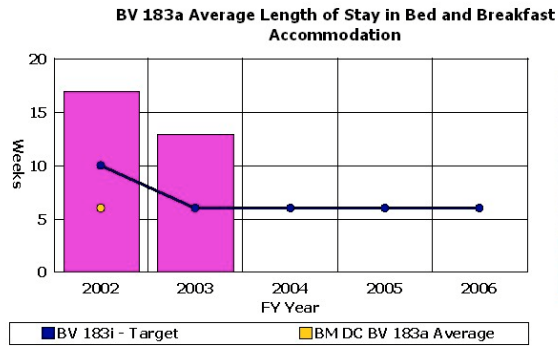
N.B. for 74 (ii) and 75 (ii) only 2 people from Black and Minority Ethnic groups replied to these questions, therefore the result is not statistically valid.

 The information is not required.



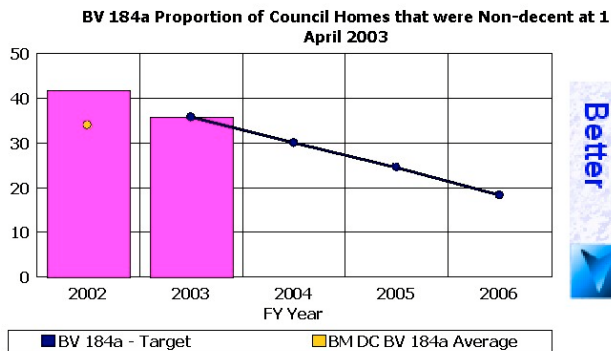
Consultants have been asked to support appeal work and staff are also being asked to look extremely critically at whether negotiations should take place concerning applications and to ensure wherever possible that decisions are made within 8 weeks.

The target for major decisions = 70%



B&B usage has fallen to meet the Government's target that no family would live in B&B for longer than 6 weeks. This target was achieved at the end of February 2004. This has been achieved through a successful marketing campaign to increase our Private Sector Leasing scheme from 3 properties to 30, focusing the team on the strategic goals through the centralisation of the lettings service and homelessness prevention work.

The PI reflects customers rehoused during the year and therefore includes people that were in B&B in the previous year too, due to our success in reducing the use of B&B it is expected that this PI will reduce to the target in 2004/05.



Waste Management and the Environment

To successfully manage and develop the district's new domestic waste collection and recycling regime to achieve challenging recycling targets and the overall minimisation of waste, and to ensure a sustainable environment for the enjoyment of local people and visitors.

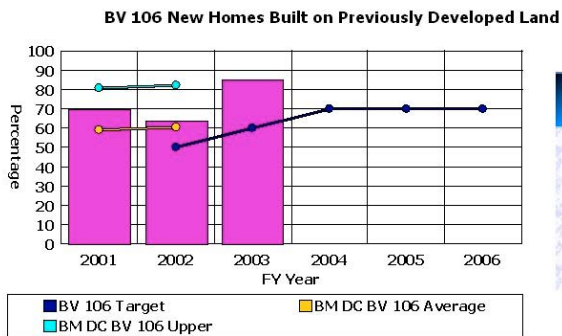
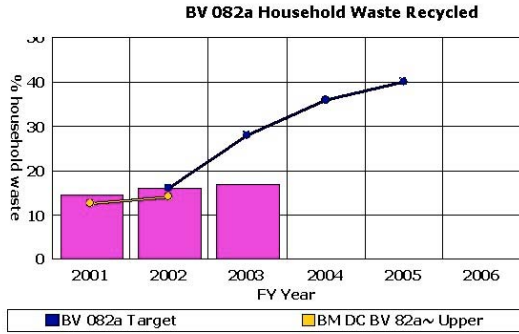
BVPI no.	Description	2002/03 Outturn	2003/04 Target	2003/04 Outturn	2004/05 Target	2005/06 Target	2006/07 Target
82a	% household waste that is recycled	16.06	28	17.07	27	32	34
82b	% household waste that is composted	0	0	0.01	6	18	18
84	Kg of household waste collected per head	426.08	443	406	457	511	516
86	Cost per household of waste collection	31.79	33.74	32.1**	52	56	56
90a	% people satisfied with household waste collection	90*	90	87	#	#	
90b	% people satisfied with recycling	73*	73	68	#	#	
91	% of population served by kerbside collection of recyclables	100	100	100	100	100	100
106	% of new homes built on previously developed land	64	60	85	70	70	70
166	Score against environmental health best practice checklist	4.3	6.5	7.04	8	8.2	8.5
180ai	Energy consumption of Council operational property compared with UK as a whole - electricity	130	128	130	123	118	115
180aii	Energy consumption of Council operational property compared with UK as a whole – fossil fuels	68	67	61	61	60	60
200a	Development plan adopted in last 5 years where end date has not expired.		Yes	No	No	No	No
200b	If "no" are there proposals on deposit to replace/alter within 3 year time-table		n/a	No	No	Yes	Yes

* Result for satisfaction survey carried out in 2000.

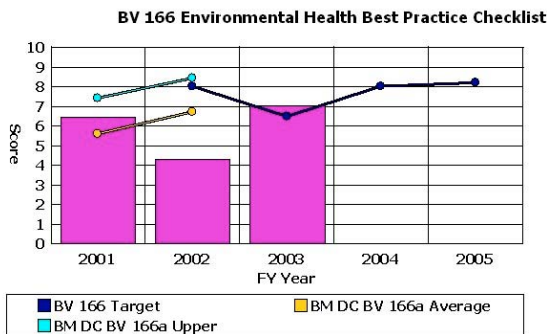
** Estimate

Satisfaction surveys are carried out every three years.

The information is not required.



The restriction on 'greenfield' residential development imposed by the current North Norfolk Local Plan coupled with a buoyant housing market has focussed developer interest on previously-developed land within settlements. The 70% target, which exceeds the Government's national target of 60%, is thought to be appropriate because of the greater uncertainty associated with predicting dwelling completions on small previously-developed sites.



First class resource management

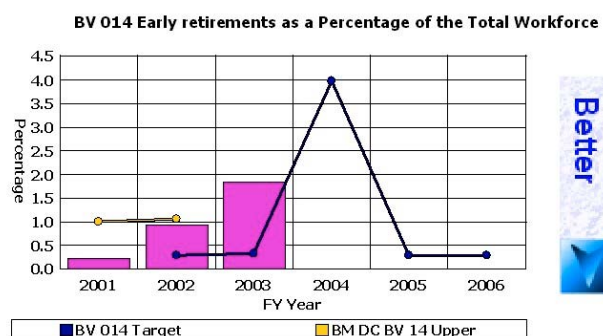
To manage the Council's resources efficiently and effectively and to make sensible choices in setting priority and service led budgets that do not burden council tax payers with unnecessary or unjustifiable costs.

BVPI no.	Description	2002/03 Outturn	2003/04 Target	2003/04 Outturn	2004/05 Target	2005/06 Target	2006/07 Target
8	The percentage of undisputed invoices paid within 30 days	92.7	100	93.4	100	100	100
9	Percentage of Council Tax collected	98.7	98.7	98.9	98.7	98.7	98.7
10	% of NNDR collected that were due for the financial year	99.3	99.3	99.3	99.3	99.3	99.3
12	The average working days/shifts lost due to sickness per FTE	9.06	8	7	7	6	6
14	Early retirements as % of total workforce	0.95	0.33	1.84	3.98	0.3	0.3
15	Ill health retirements as % of total workforce	0.32	0.35	0.3	0.3	0.3	0.3
66a	Proportion of rent collected	96.12	96.23	96.16	96.5	96.75	97.00
76	Strategy for combating fraud and error	Yes	Yes	Yes	Yes	Yes	Yes
76a	Number of benefits claimants visited per 1000 caseload		350	374	200	250	250
76b	Number of fraud investigators per 1000 caseload		0.35	0.26	0.31	0.43	0.43
76c	Number of fraud investigations per 1000 caseload		20	32	30	40	40
76d	Number prosecutions/sanctions per 1000 caseload		3	2.57	2	5	7
107	Planning cost per head of population	10.34	10.87	11.05#			
157	% of interactions with public capable of electronic service delivery	56.18	64	64.36	80	100	100

#Estimate

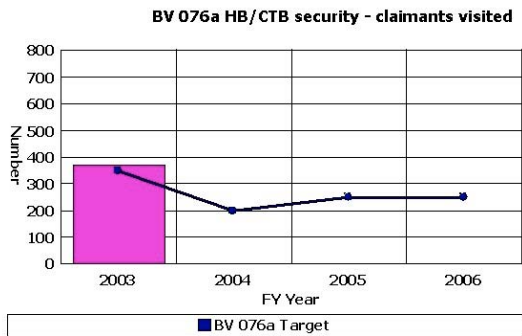
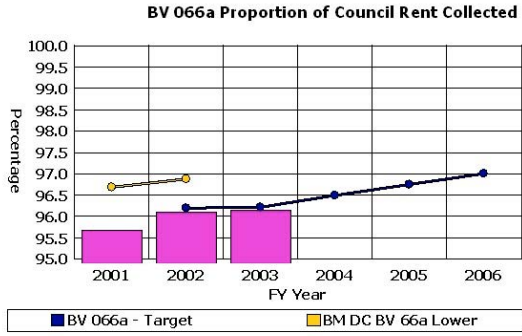


The information is not required.



A realistic target based on the known early retirements that will occur in 2004/05. This is a key part of the planned reorganisation of the council to achieve the new corporate plan and produce budgetary savings from 2005/06 onwards.





The target reduction is due to a new regime introduced by the Department of Works and Pensions, which is aimed to be more effectively targeting visits.

FOCUSSED PRIORITIES

The Corporate Plan sets out seven Focussed Priorities that the Council will deliver in 2004-2009. These are:


- **Transportation**
- **All year round tourism**
- **A clean and tidy district**
- **A safe district**
- **Leisure and recreation**
- **Partnership working**
- **Better access to council services**

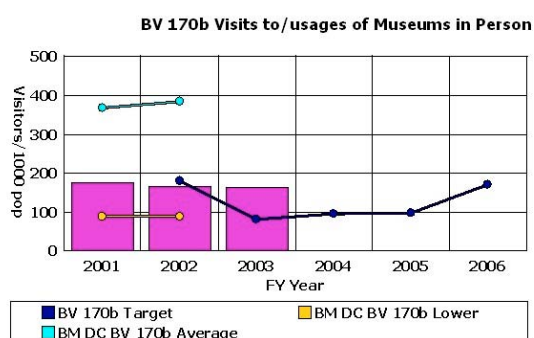
During 2004 further measures will be developed and actions decided upon to ensure that the objectives within these priority areas are achieved. For 2004/05 the Best Value Performance Indicators below will be used to assess whether or not the Council is achieving the objectives in some of these areas.

All year round tourism

To support the local tourism industry through promotion of the district as an all year round destination for visitors and tourists.

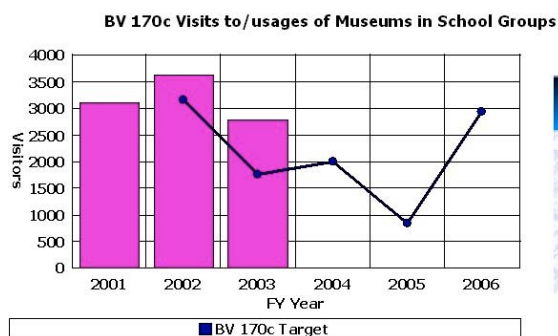
BVPI no.	Description	2002/03 Outturn	2003/04 Target	2003/04 Outturn	2004/05 Target	2005/06 Target	2006/07 Target
170a	Visits to/use of museums per 1000 population	172	83	168.5	97.2	101	176.9
170b	Visits that were in person per 1000 population	168	81	163.1	94.8	97.1	171.2
170c	The number of pupils visiting museums & galleries in organised school groups	3640	1766	2804	1995	849	2944

 The information is not required.



The Museum is due to close for redevelopment from Sept 04 - Aug 05. The targets for the next two years reflect this.





The museum had told schools that it would be closing for redevelopment over winter 03/04, so no bookings were taken, but the project was delayed by 12 months.



The Museum is due to close for redevelopment from Sept 04 - Aug 05 the targets for the next two years reflect this.

A clean and tidy district

To encourage local people and visitors to respect the beauty of the area and to keep it clean and tidy.

BVPI no.	Description	2002/03 Outturn	2003/04 Target	2003/04 Outturn	2004/05 Target	2005/06 Target	2006/07 Target
89	% people satisfied with the cleanliness standard in their area.	76*	76	71	#	#	
199	The proportion of relevant land having combined deposits of litter & detritus		15	19	18	16.5	15

* Result for satisfaction survey carried out in 2000.

Satisfaction surveys are carried out every three years.


The information is not required.

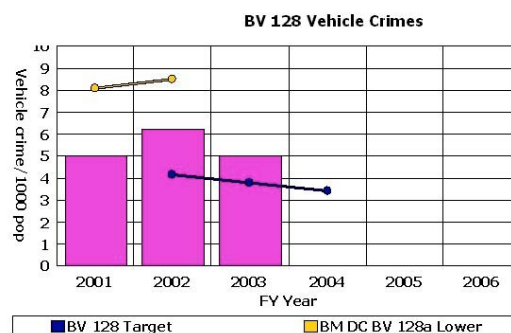
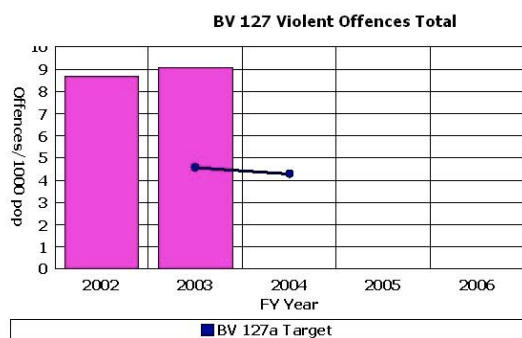
A safe district

To play a leading role in the Crime and Disorder Partnership, to do all we can to drive out crime and anti-social behaviour and reduce the fear of crime, and to ensure that North Norfolk remains one of the safest places in the country.

BVPI no.	Description	2002/03 Outturn	2003/04 Target	2003/04 Outturn	2004/05 Target	2005/06 Target	2006/07 Target
126a	Domestic burglaries per 1000 households **	3.36	3.1	3.54	2.80		
127a	Violent offences by a stranger	0.86	4.56	1.29	4.3		
127b	Violent offences in a public place	6.45		6.29			
127c	Violent offences in connection with licensed premises	0.44		0.61			
127d	Violent offences committed under the influence	0.96		1.47			
128a	Vehicle crimes per 1000 population ***	6.27	3.79	5.01	3.43		
174	Racial incidents recorded by the Council per 100,000 population	0	0	1.02	0	0	0
175	% of racial incidents that resulted in further action	0	0	100	100	100	100
176	Domestic violence refuge places per 10,000 population	0	0	0	0	0	0

BVPI no.	Description	2002/03 Outturn	2003/04 Target	2003/04 Outturn	2004/05 Target	2005/06 Target	2006/07 Target
177	% of Council expenditure on Community Legal Services	0	0.5	0.18	0.2	0.2	0.2

 The information is not required.



** This is a shared priority with other public services. The target is to reduce domestic burglary by 25% from 1998/9 to 2005. North Norfolk figure for 1998/9 was

*** This is a shared priority with other public services. The target is to reduce vehicle crime by 30% from 1998/9 to 2004. North Norfolk figure for 1998/9 was

These indicators on crime are part of the Crime and Disorder Strategy and the targets reflect those determined in co-operation with our partners. Out-turn figures for 2003/2004 have been the subject of influence as a result in a change in the way violent crime is now recorded. These changes have influenced the recorded pattern of crime across the country.


Leisure and recreation

To improve quality of life by promoting and developing more informal leisure and recreational options to complement existing sports and leisure facilities.

BVPI no.	Description	2002/03 Outturn	2003/04 Target	2003/04 Outturn	2004/05 Target	2005/06 Target	2006/07 Target
119a	% satisfied with sports and leisure	41*	41	45	#	#	
119b	% satisfied with libraries		n/a	72	#	#	
119c	% satisfied with museums	44*	47	45	#	#	
119d	% satisfied arts & activities	53*	41	51	#	#	
119e	% satisfied with parks and open spaces	65*	65	72	#	#	

* Result for satisfaction survey carried out in 2000.


Satisfaction surveys are carried out every three years.

 The information is not required.

Partnership working

To ensure that the Community Partnership demonstrates synergy through generating better community outcomes and to participate in and facilitate other partnership working where it delivers added value and benefit.

BVPI no.	Description	2002/03 Outturn	2003/04 Target	2003/04 Outturn	2004/05 Target	2005/06 Target	2006/07 Target
1a	Community Strategy?	No	Yes	Yes	Yes	Yes	Yes
1b	By when will a full review of the strategy be completed?	Dec 2003	Dec 2003	May 2004	May 2004	May 2005	May 2006
1c	Has progress been reported to the wider community?	Yes	Yes	Yes	Yes	Yes	Yes
114	Local cultural strategy	No	No	No			

 The information is not required.

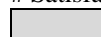
Better access to council services

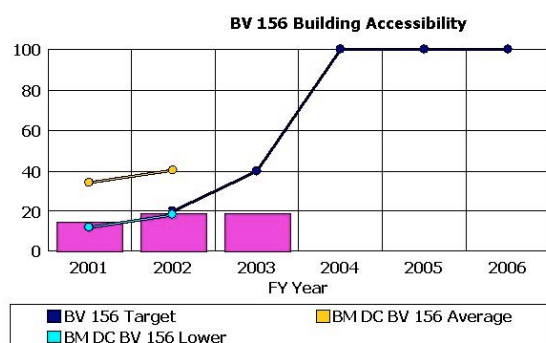
To improve customer service through all access channels and to move towards a fully integrated front office with multi-agency enquiry handling capacity.

BVPI no.	Description	2002/03 Outturn	2003/04 Target	2003/04 Outturn	2004/05 Target	2005/06 Target	2006/07 Target
80a	Satisfaction with contact/access with the benefit office	73.6*	80	77	#	#	85
156	Council buildings open to the public accessible by disabled	19.2	40	19.2	100	100	100

* Result for satisfaction survey carried out in 2000.

Satisfaction surveys are carried out every three years.

 The information is not required.



During the past year work has concentrated on surveying these premises to enable the preparation of schemes of work to improve the premises to meet the requirements of the Disability Discrimination Act. As the Act requires that all public buildings are made accessible, or have schemes of work in place, by October 2004 it was felt that this work should take priority. Consequently next years figures should show a dramatic improvement.

CHALLENGE THEMES

The Corporate Plan sets out five Challenge Themes that the Council will deliver in 2004-2009. These are:

- Organisational restructuring and development aimed at creating corporate cohesiveness, maximising effectiveness and improving internal communications – the *one council* culture shift.
- Business planning and budget process review – achieving budget sustainability and moving to a priority and service led budgeting framework.
- Consolidating our role within the North Norfolk Community Partnership, and reviewing and strengthening partnership working and our relationship with the wider community.
- Embedding performance management – moving performance management centre-stage within both the management and democratic arenas.
- Driving up service standards and performance outturns – bringing service benefits to our customers in
 - housing management services
 - strategic housing services
 - benefits service
 - domestic waste and recycling services
 - planning service

During 2004 further measures will be developed and actions decided upon to ensure that the objectives within these Challenge Themes are achieved. For 2004/05 the Best Value Performance Indicators below will be used to assess whether or not the Council is achieving the objectives in some of the themes.

Embedding performance management

Move performance management centre stage within both the management and democratic arenas. The aim is to be transparent and open with our performance information so all can see how we are performing.

Performance management is a key issue for ourselves and most local authorities. It was consistently one of the lowest scores in the CPA process. We recognise that to introduce performance management properly requires a culture change. Therefore a group, led by the Chief Executive, has been tasked with fostering the performance management culture and also with introducing a new system to capture the data. The support and enthusiasm of all staff is critical in achieving this change.

Performance management will eventually link in with budget monitoring, service planning and risk assessment. However, initially the system will show the key indicators and these will begin to be available on the Councils Intranet and Internet website during 2004, so that anyone can see how we are performing. We aim to link all parts of the Council, both officers and members, so that ultimately we are all able to see how our own performance is helping to achieve the overall goals.

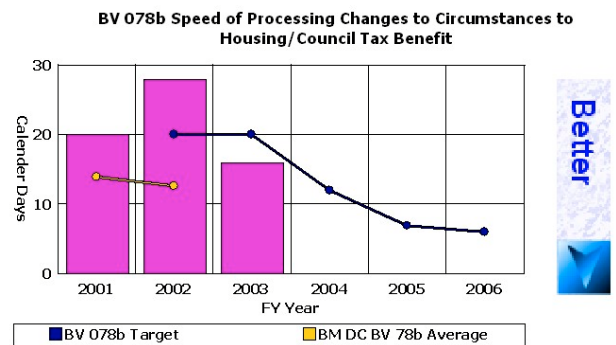
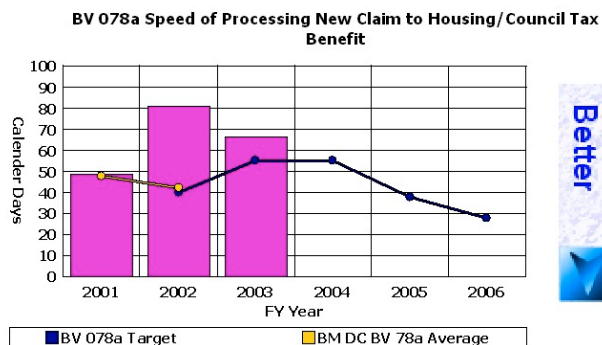
BVPI no.	Description	2002/03 Outturn	2003/04 Target	2003/04 Outturn	2004/05 Target	2005/06 Target	2006/07 Target
3	% citizens satisfied with the overall services provided	72*	75	57	#	#	
4	% claimants satisfied with the handling of their complaint	45*	50	45	#	#	

* Result for satisfaction survey carried out in 2000.
 # Satisfaction surveys are carried out every three years.
 [] The information is not required.

Driving up service standards and performance outturns in the benefits service

BVPI no.	Description	2002/03 Outturn	2003/04 Target	2003/04 Outturn	2004/05 Target	2005/06 Target	2006/07 Target
78a	Average time for processing new claims	81	55	66.5	55	38	28
78b	Average time for processing change of circumstances	28	20	16	12	7	6
78c	% of renewal claims processed on time	92.8	85	91			
79a	% accuracy of calculation	95.6	96.5	96	98	99	99
79b	% of recoverable overpayments due that were collected	85	85	79	86	87	88
80b	Service in benefit office	79.8*	85	84	#	#	88
80c	Telephone service	69.7*	80	73	#	#	85
80d	Staff in benefit office	81.4*	85	80	#	#	87
80e	Clarity of forms	51.3*	60	58	#	#	70
80f	Time taken for decision	53.6*	65	64	#	#	80
80g	Overall satisfaction		75	78	#	#	85

* Result for satisfaction survey carried out in 2000.
 # Satisfaction surveys are carried out every three years.
 [] The information is not required.



While there has been a significant improvement in the time taken to process new claims it was not sufficient to achieve the target for 2003/2004, and still places the authority in the bottom quartile.

The improvement in processing changes of circumstances has meant the service achieved its target for 2003/2004, albeit this still places the authority in the bottom quartile.

It is anticipated that there will be a similar level of performance in 2004/2005 because of the implementation of new systems. However, 2004/2005 will be a pivotal year with new systems and processes enabling the service to move towards meeting the National Performance Standard by 2006/2007.

User Satisfaction Surveys

User satisfaction surveys are carried out nationally every three years. The first set of surveys was carried out in 2000/01 and the second set in 2003/04. These were carried out in the form of postal questionnaire surveys.

A total of five surveys provide information for a range of indicators. Four of those surveys provide indicator information relevant to North Norfolk District Council. The results for the Best Value indicators derived from those surveys are shown in the relevant sections of this plan.

Further information from the surveys will be published separately. The results of the Tenants Satisfaction Survey were presented to Members and Tenant Representatives at the District Panel Meeting on 25th May 2004. A summary of the results of the Tenants Satisfaction Survey will be given to all tenants through a future addition of the Housing Services Tenants Newsletter.

Survey for Collection	Indicator	Page	Number of Respondents	Sample Size	Response Rate
General Survey	BV 3	23	1562	3000	52%
	BV 4	23			
	BV 89	19			
	BV 90	14			
	BV 119	20			
Benefits Survey	BV 80	21 & 23			
	1 st wave		636	1000	63.6%
	2 nd wave		601	983	61.1%
	Total		1237	1983	62.4%
Planning Survey	BV 111	12	331	465	71.2%
Tenants Survey	BV 74	11	917	1250	73.4%
	BV 75	11			

Contracts

There were no contracts awarded during the past year (2003/2004) which involved a transfer of staff.

For further information contact the Chief Executive, Philip Burton at North Norfolk District Council, Council Offices, Holt Road, Cromer, Norfolk NR27 9PZ, Tel. 01263 516000, or Minicom (01263) 516005 or view our web site at www.northnorfolk.org