



Norfolk County Council at your service

County Council Plan 2007-2010

March 2007

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Introduction by the Leader of the Council and the Chief Executive

"Improve the quality of life for all the people of Norfolk" - This is the simple but powerful vision of the County Strategic Partnership. It is also the guiding principle that shapes the County Council's decision-making and objectives.

The Vision is driven by a number of goals that we hold at the centre of all that we do:

- We focus on our customers and put them at the centre of all that we do. Our goal is to make sure that Norfolk people get the best democratic representation possible and make sure that everyone can access our services when and where they need them. We listen to what local people are saying and involve users in decisions about services.
- We continuously improve in every way we can. Our achievements have been considerable this year but we are constantly striving to deliver excellence by *'improving'* our performance; getting greater value for money; making sure that we stay focussed and don't waste money and that we target resources where they are really needed.
- We invest in our workforce to ensure that they are supported and equipped to provide excellent services to Norfolk.

We are investing in the future of Norfolk - we recognise that our children and our environment are absolutely crucial to Norfolk's long term success both locally and globally. It's right therefore that the County Council acts for Norfolk as a whole by taking the strategic *'big picture'* perspective and investing wisely in Norfolk's assets and infrastructure. We've recognised that the council has an increasingly important role to play in the health of Norfolk people, so this plan includes a new commitment in this area. Another shift within the plan is the inclusion of vulnerable adults as a priority alongside the independence of older people.

However, we also know that we can't do all of this alone - we believe strongly in the principle that *"partners achieve together what none can achieve alone"*. To this end you will see very close links between this County Council Plan and the Norfolk County Strategic Partnership's (NCSP) community strategy - called **Norfolk Ambition**.

The following pages set out our Corporate and Service Objectives and the targets that we have set ourselves for the next 3 years. In June we will publish an appendix, which shows how we achieved against last year's targets (after auditors have verified the results).

We are passionate about Norfolk and are positive that together we can achieve the Vision.



Shaun Murphy
Leader, Norfolk County Council



David White
Chief Executive, Norfolk County Council

March 2007

Overview of Services

Norfolk County Council provides the following services;

Children's Services

- Early years and extended schools
- Secondary Schools development
- Primary Schools development
- Services for vulnerable children
- Corporate parenting
- Safeguarding children
- Family support
- Child and adolescent mental health services
- Children's Centres
- Special educational needs
- Youth and community services
- Community Learning
- Connexions Service

Adult Social Services

- Care for older people
- Learning difficulty services
- Mental health services
- Physical and sensory disabilities services
- Supporting people in the community
- Substance misuse services

Environment and Transport

- Waste management partnership
- Waste reduction

- Countryside access
- Roads maintenance
- Passenger transport services
- Road safety advice and support
- Bridge maintenance
- Strategic planning including transport infrastructure

Cultural Services

- Libraries
- Museums and the archaeological heritage
- Records
- Arts promotion and co-ordination
- Adult Education
- Norfolk Guidance Service

Fire and Community Protection

- Fire and rescue
- Community Safety
- Emergency planning
- Trading Standards
- Youth Offending services

Economic Development

- Tourism
- Regeneration
- Support to businesses

SECTION 1

VISION AND OBJECTIVES

In our role as Community Leader we work with our key partners to identify a shared vision for the future of Norfolk. The following pages set out information on how we identify our Objectives and how we link these through to the budget setting process and to operational plans for delivering services each year

Vision and Objectives of Norfolk County Council

Norfolk County Council and all its partners on the Norfolk County Strategic Partnership are working to achieve the long-term vision set out in the community strategy "**Norfolk** Ambition":

"Improve the quality of life for all the people of Norfolk"

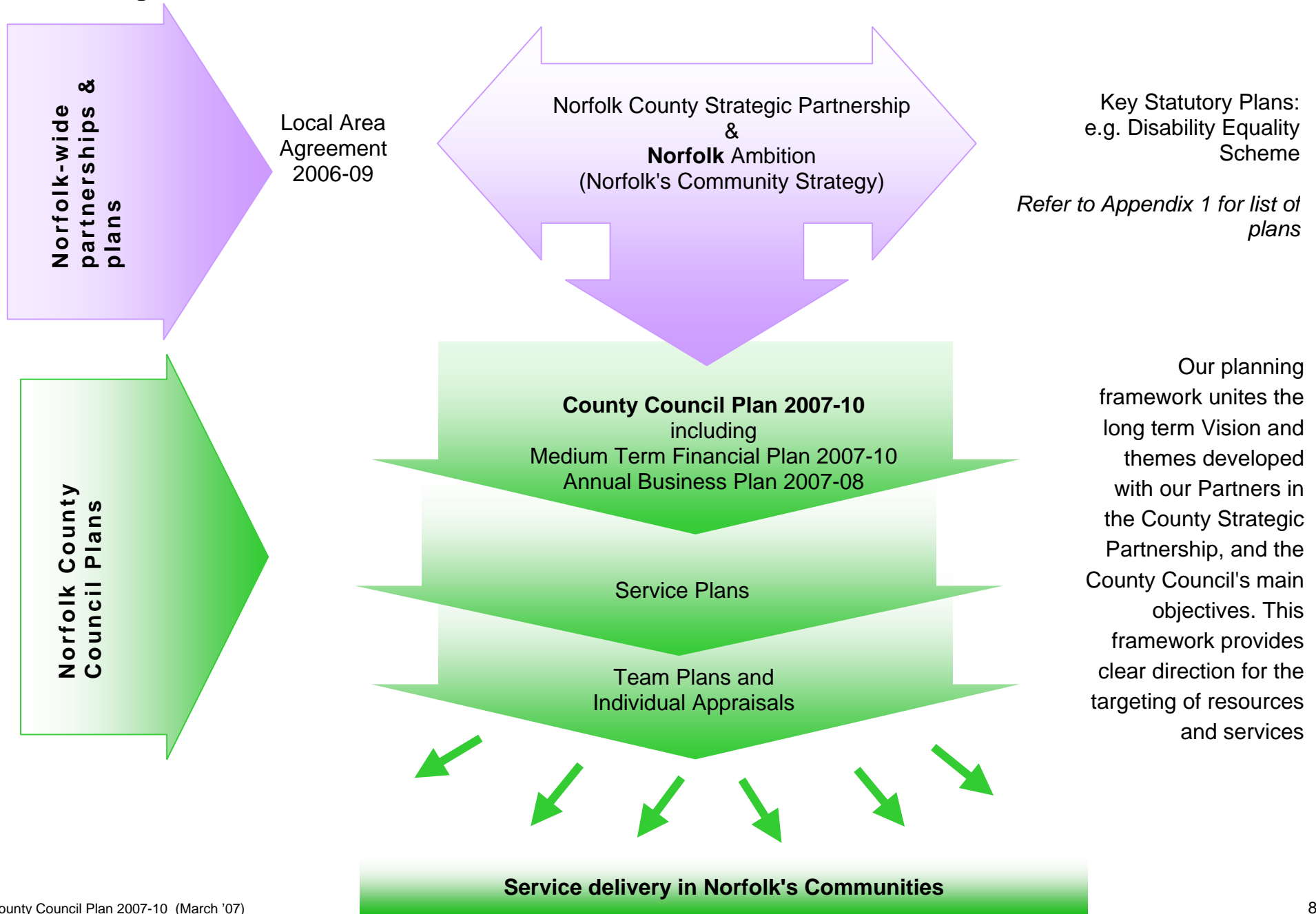
This means that by 2023 Norfolk will be recognised as a county:

- Where all individuals have the opportunity to achieve a good quality of life
- Where people enjoy healthy lifestyles and have equitable access to high standards of health and social care
- Where people in communities feel safe
- With excellent educational attainment and opportunities for learning at all stages throughout life
- Where individuals from all backgrounds can play an active part in community life
- Where the high quality environment is respected and enhanced for everyone's enjoyment and is matched by a strong reputation for renewable energies
- Which is renowned for its culture, creativity and spirituality
- With a distinctive economy characterised by innovative and dynamic businesses
- Where the physical and virtual communications infrastructure meets the needs of a forward looking county

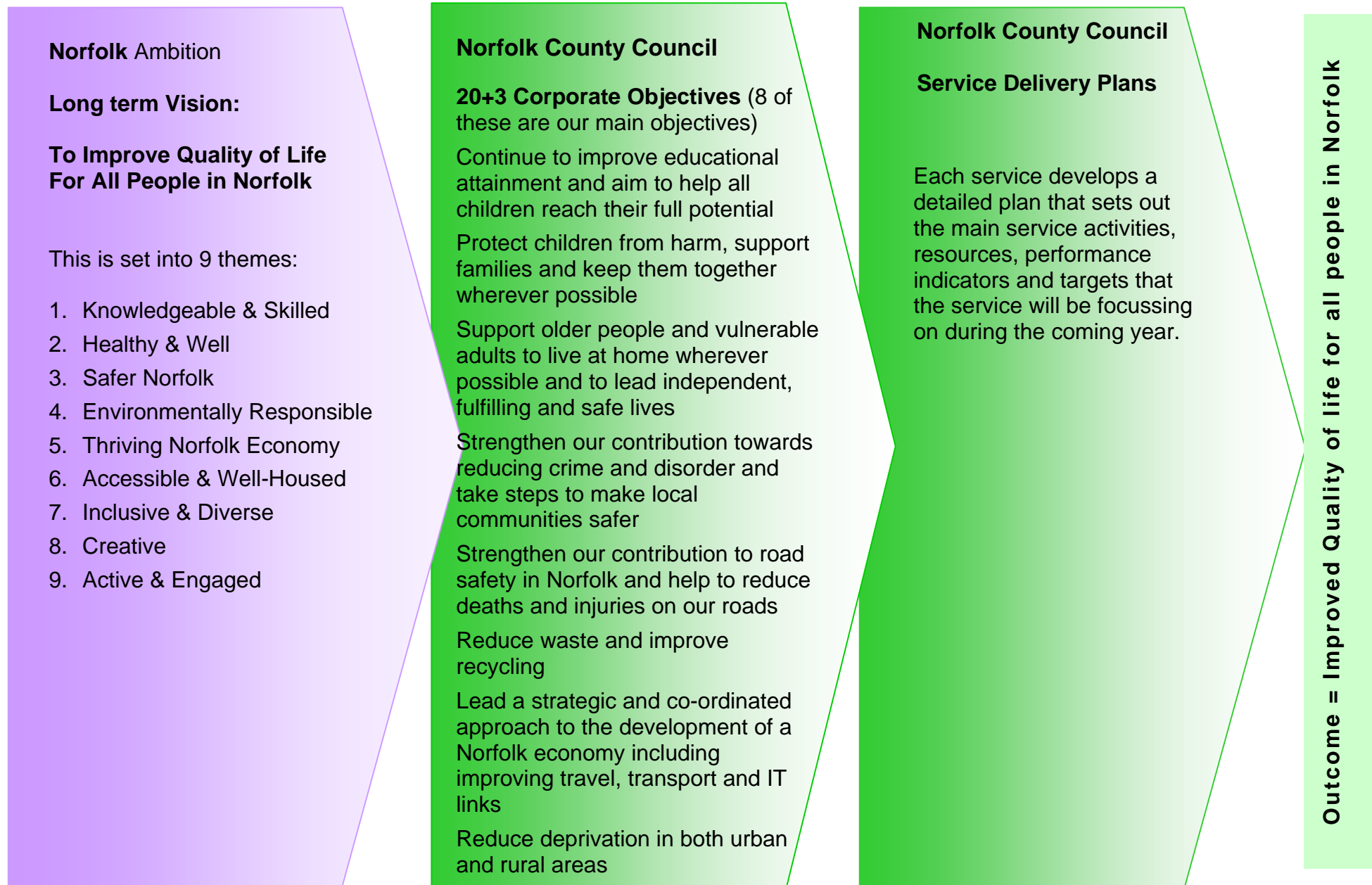
The County Council is doing everything it can to help achieve this vision and has a comprehensive planning framework in place to ensure that we are very clear about our priorities. To this end we have:

- 20 Objectives (of which 8 are our **Main Objectives**)
- 3 Organisational Objectives (which shape the way we work)

Our Planning Framework



Working to Improve Quality of Life in Norfolk



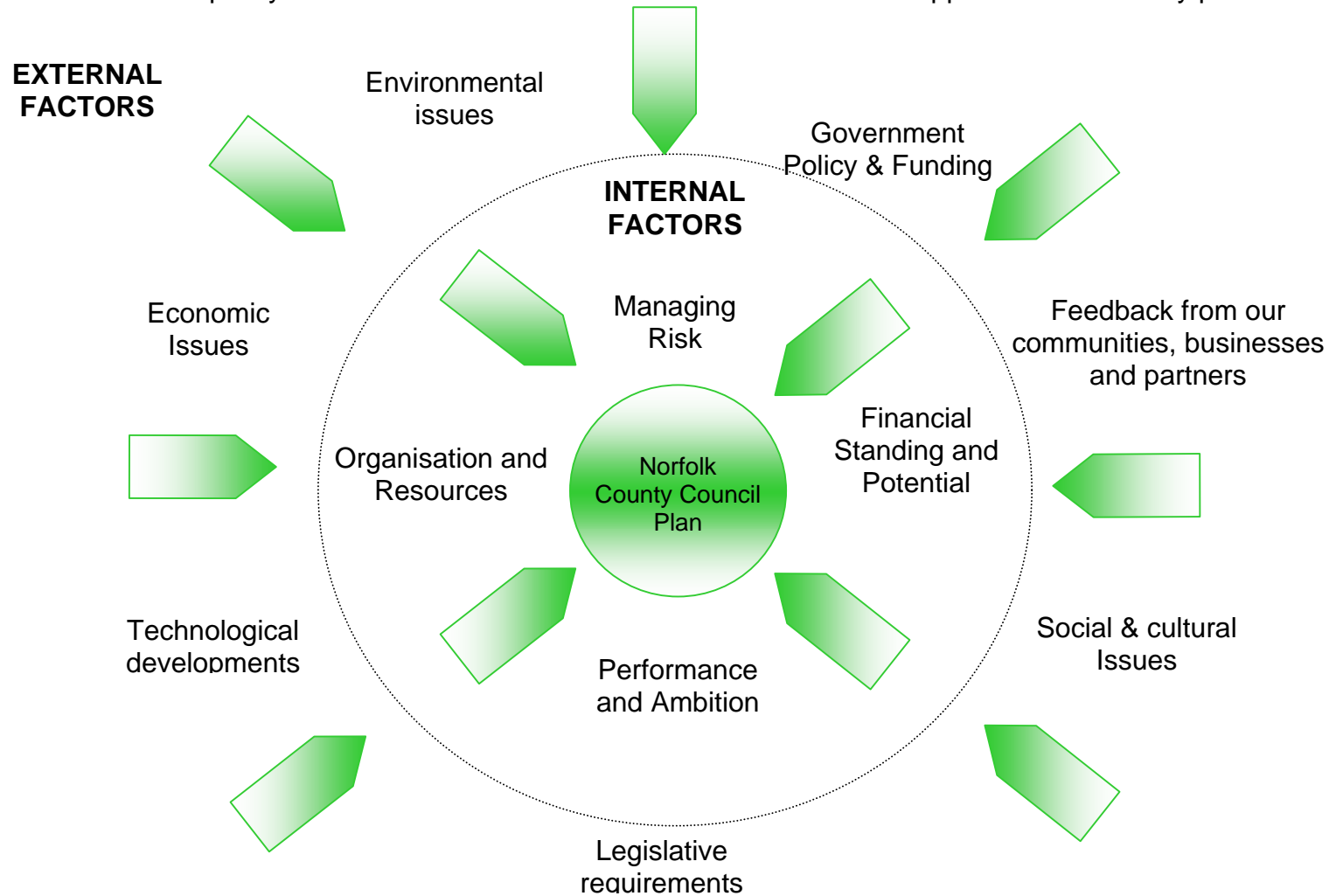
Summary of our Corporate Objectives

Just to summarise, our corporate objectives are set out in the following table with the main 8 highlighted.

| 9 Norfolk Ambition Themes | 20 Corporate and 3 Organisational Objectives |
|--------------------------------------|---|
| Knowledgeable and Skilled | 1 Continue to improve educational attainment and help all children reach their full potential |
| | 2 Increase access to early years education and childcare |
| | 3 Increase opportunities to learn throughout life |
| Healthy and Well | 4 Protect children from harm, support families and keep them together wherever possible |
| | 5 Support older people and vulnerable adults, to live at home wherever possible and to lead independent, fulfilling and safe lives |
| | 6 Contribute to the improved health and well-being of Norfolk's residents and communities |
| | 7 Support informal carers and help improve their quality of life |
| Safer Norfolk | 8 Strengthen our contribution to reducing crime and disorder |
| | 9 Strengthen road safety in Norfolk |
| | 10 Reduce the frequency and impact of fires, and deal with fires |
| Environmentally responsible | 11 Ensure high standards of trade in Norfolk by empowering and protecting consumers and businesses |
| | 12 Reduce waste and improve recycling |
| Thriving Norfolk Economy | 13 Protect and sustain the environment |
| | 14 Lead a strategic and co-ordinated approach to the development of the Norfolk economy... |
| Accessible and well housed | 15 Reduce deprivation in both rural and urban areas |
| Inclusive and diverse | 16 Improve travel and transport |
| Creative | 17 Build vibrant, confident and cohesive communities, promoting the value of diversity |
| Active and Engaged | 18 Improve and develop opportunities for people to enjoy Norfolk's cultural heritage |
| | 19 Ensure that Norfolk People are able to influence services and decisions, and that they feel their views count |
| Our organisational objectives | 20 Build capacity in the voluntary and community sector |
| | A Improve our customer focus |
| | B Deliver excellence and ensure good Value for Money |
| | C Develop and support our workforce |

External & Internal "Drivers" impacting on the County Council Planning Process

Each year, prior to reviewing these objectives and setting our budgets, we take account of the complex and changing world in which we live. In order to do this we consider the key external "drivers" that impact on Norfolk, our communities and the County Council. In a linked exercise we Assess our capacity and resilience to tackle these issues or realise the opportunities that they present.



External "Drivers" impacting on the County Council Plan

- 1. Government Policy & Funding** – Policy direction includes a strengthened role for councils to lead their communities, improved models of local authority leadership, new powers for citizens and their local councillors, a new performance framework, continued drive for efficiency through transformation of local services and greater community participation to promote community cohesion. Changes in the health structure in Norfolk impacts on joint working with health services. The Comprehensive Spending Review 2007, which will be published in the Autumn, will require careful review by the County Council. In addition, the County Council continues to be adversely affected by the ‘damping’ mechanism applied to the distribution of grant (£21 m loss in 2007/08).
- 2. Environmental Issues** - Climate change continues to present major challenges for all local authorities, requiring the County Council to lead a response for Norfolk. There is continued pressure to reduce waste going to landfill, pressure on water resources and a need to be more efficient in use of energy.
- 3. Social and Cultural Issues** -The number of people over 85 is growing substantially. A 10% increase is forecast over the next 4 years, which increases demand for services for elderly mentally infirm people. Similarly, there are continuing increases in demand from people with mental health problems, physical and learning difficulties who are now living longer. Increasing e-skills of key target groups e.g. older people, people with disabilities and young people not in education employment and training. Better use of technology is required to facilitate links to the voluntary and community sector. The need to reduce the growing inequalities in health experienced by Norfolk’s population is a continuing challenge. Norfolk’s growing migrant worker population has implications for services.
- 4. Economic Issues** - Current issue include: the need to create more jobs in knowledge-based industries (KBIs) and in higher value added sectors; a continuing rise in cost of construction materials; the influx of migrant workers bringing economic benefits; loss of ring-fenced EU funding, but opportunity to bid to new streams; and an emerging market for environmental technologies, which will require re-skilling.
- 5. Legislative Issues** - Major pieces of legislation include the Local Government Bill and the White Paper ‘Our Health Our Care Our Say’. The Childcare Act 2006 places requirements on the council to manage the childcare market and regulate childcare settings. The Equalities Act 2006 requires the council to prepare a Gender Equality Scheme.
- 6. Technological Issues** - Extending the use of the latest web and communication technologies to the wider community for example Wi-Fi. Ensuring current ICT continues to be fit for purpose with developments such as Web 2.0, Digital Switch-over, 3G mobile phones. Development of more bio fuel alternatives to fossil fuels.

OUR INTERNAL APPROACH TO DELIVERING THE VISION AND OBJECTIVES

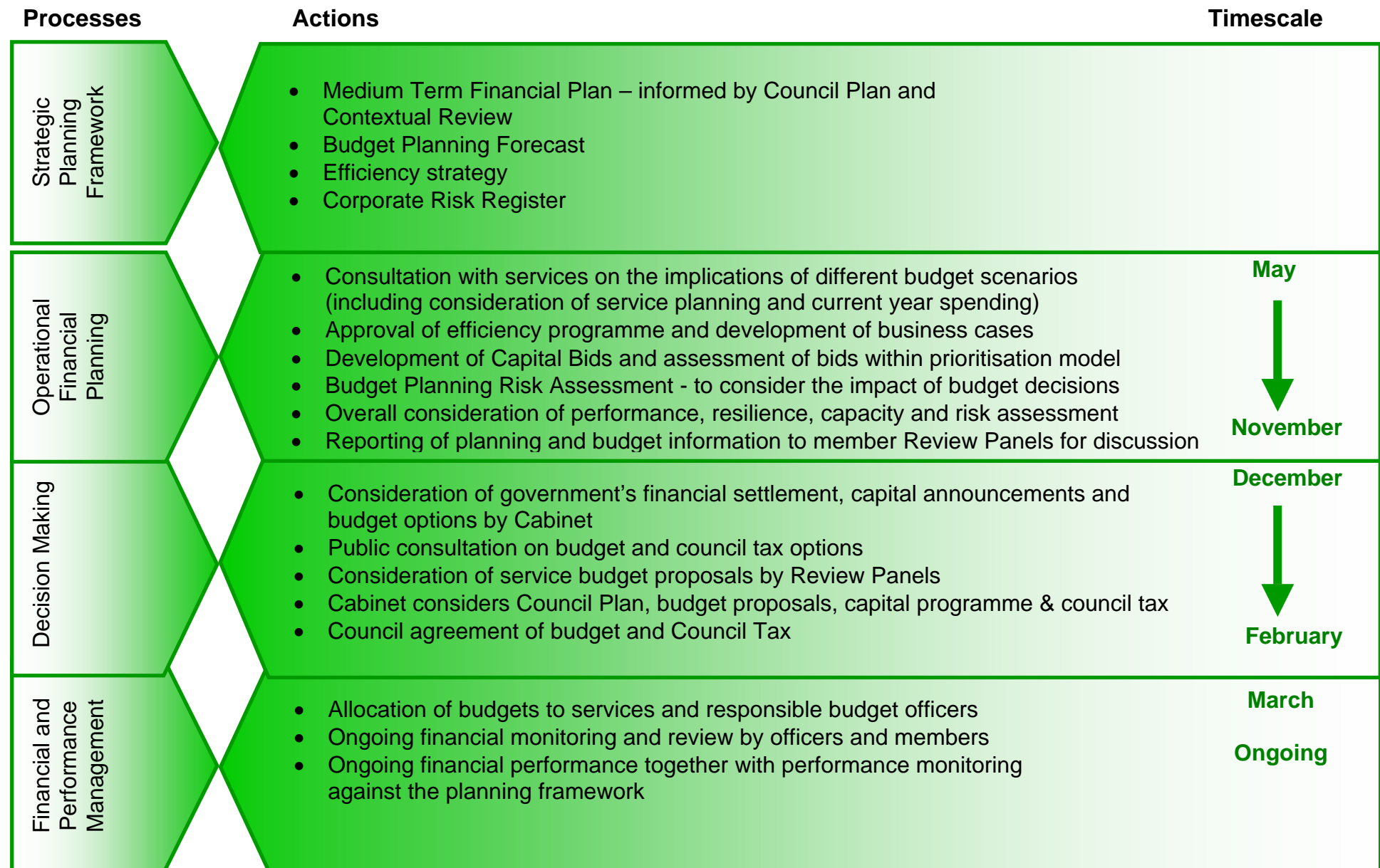
How we approach our vision and objectives

In order to deliver our vision and corporate objectives we continuously shape the way we work together as an organisation. This means that we try to encourage consistent approaches to tackling the wide range of challenges that we face and improve our own capacity to perform in the future.

The kind of behaviours we try to encourage and support throughout the organisation are characterised by the following beliefs:

- We focus on our customers in all that we do. This means that we listen to our customers; we ensure that services are designed to meet their needs and wishes and that we care about the outcome
- We focus on continuously improving, on raising the expectations of ourselves and others around us, and we aim for excellence
- We aim to represent and include all Norfolk's communities, by meeting the various needs, welcoming different views and backgrounds
- We aim to provide the best possible value services, targeting resources where they are most needed and most effective, and we continuously look for opportunities for improvement
- We invest in the future of Norfolk – children, the environment and the economy - to achieve this we invest in and value our workforce, ensuring that they are equipped and supported to provide the best possible services

Our process for preparing our Financial Plans



Summary of the Financial Position and Key Issues

Government Grant

- The Provisional Local Government Finance Settlement for 2007/08 is £181.902m an increase from 2006-07 of £14.022m.
 - Revenue Support Grant £26.14m
 - Business Rate income £155.762m
- This is after a damping adjustment of £20.96m (the difference between the amount the government calculates we should receive and the adjusted funding we actually get). This loss of funding is equivalent to 7% in Council Tax.
- The figures above exclude the Dedicated Schools Grant (DSG). The provisional level of the DSG is £399.606m, however the grant will be amended to take into account actual pupil numbers at January 2007. Based on the latest estimates of pupil numbers the eventual DSG could be £395.038m.

Budget Planning

- Initial budget planning was based upon the previously notified government funding increase and a Council Tax increase of 4%. Services considered their cost pressures within a maximum budget increase of 3.16% and carried out risk assessment of the uncontained pressures and offsetting savings. Budget proposals were further considered based on a 5% council tax and both options were consulted upon with members of the public, businesses and partners.
- Delivery of new pay scales and conditions of employment are being implemented by the Modern Reward Strategy Project. Work is continuing to assess the implications of pay changes, however potential additional costs may arise through back pay, compensation and ongoing costs. Our budget planning for 2007/08 has identified £7.290m, which added to funding already identified, provides £13.5m to meet these potential one-off and on-going costs.
- The budget report and planning information is shown with the Financial Plan 2007-10.

Forward Planning

- Until the Spending Review 2007, due to be announced in the Autumn '07, we do not have a clear picture of the financial position for 2008-09 and beyond.
- Our working assumptions for the budget forecast for 2008-09 and 2009-10 are based on:
 - The governments indication that it will not expect Council Tax rises above 5%
 - Public Sector achievement of 3% cashable efficiency savings from April 2008
 - For planning purposes – expected levels of Government grant and future Council Tax increases of 4%.

Budget Decisions 2007/08

Our budget planning identified options for setting the Council Tax increase at 4% or 5%, against our ability to deliver service priorities and improvement plans set out within this Council Plan. Council Review Panels have examined budget proposals and assessment of risk and performance issues. Consultation on the budget and our priorities helped shape budget decisions. With feedback from the consultation focusing on protecting front line services for children, social care and highways and continuing to maximise efficiency savings and minimise council tax rises.

The 2007/08 budget was approved by the County Council on 19th February 2007.

Key Budget Decisions

- To provide budget protection and investment to adult social services, children's services and essential highways maintenance – in comparison with the 4 % tax option – helping to meet unavoidable costs from above inflation price rises, increased energy costs, higher demand, population growth and tax increases including:
 - Enable the purchase of 91 additional care packages for older people through an additional £1.7m
 - Provide £1.68m to protect the equivalent of 26 front line posts within Children's Services
 - Improve support for schools by providing an additional £31,000 within the Museum service
 - Provide funding of £1.737m to the Highways Maintenance budget to minimise savings required
 - Make necessary financial provision for the Modern Reward Strategy through a reserve of £6.210m in 2006-07 and £7.290m in 2007-08
- Other services will be required to deliver services within the original budget planning assumptions
- Fund additional costs of £44.961M and savings of £14.043M, of which over 60% are efficiency savings.
- Continue to hold general balances of £10M.
- Agree an overall Council Budget for 2007-08 of £487.652M.
- Increase Council Tax by 4.75% in 2007/08, which means a Band D Council Tax of £1,052.10 and Band B Council Tax of £818.30.
- Set the Capital Programme for 2007-08 at the level of £125.634M, allowing additional investment for Homes for the Elderly.

The full budget can be viewed on our web site

Our Capital Budget

The full financial impact of capital investment over the next three years, including ongoing revenue implications, is assessed as part of the annual budget approval process. The revenue and capital budgets are considered together by Cabinet and Council each year. This enables the level of prudential borrowing to be considered in the light of its impact on the Council's revenue budget. The table below summarises the total capital programme recommended for 2007/08 along with the projected programmes for 2008-10:

| | 2007/08 £m | 2008/09 £m | 2009/10 £m |
|---|-----------------------------|-----------------------------|-----------------------------|
| Borrowing | 48.577 | 61.071 | 62.046 |
| Capital Funding Reserve | 1.165 | 1.000 | 0.786 |
| Capital Receipts | 4.000 | 4.000 | 4.000 |
| External / Internal Funding | 71.537 | 33.523 | 16.506 |
| TOTAL AVAILABLE FUNDING | 125.279 | 99.594 | 83.338 |
| Less: | | | |
| Commitments (Confirmed) | 61.214 | 26.607 | 6.423 |
| Commitments (Indicative) | 55.460 | 73.607 | 71.628 |
| New Bids Recommended | 8.960 | 0.902 | 0.275 |
| Balance : Available for New Starts / (Funded from Slippage) | -0.355 | -1.522 | 5.012 |

The Capital Programme including capital schemes, estimates and payments for each service is detailed within the Financial Plan 2007-10.

Our Revenue Budget

Our planning process aims to support the Council's objectives, while recognising the need to balance this with the financial constraints that come from government funding, setting a fair council tax and acceptable fees and charges. The decisions made in setting the revenue budget are therefore often very difficult.

This Council Plan guides our revenue budgets towards delivering the objectives we have agreed with local people and shapes our Medium Term Financial Plan, which shows in more detail how resources are targeted. Based on anticipated grant and our planning assumptions and forecasts for council tax, reserves, efficiencies, income generation and capital borrowing costs, this is the anticipated overall picture for 2007-2010:

| | 2007-2008 | 2008-2009 | 2009-2010 |
|--|------------------|------------------|------------------|
| | £Ms | £Ms | £Ms |
| Base Budget | 456.734 | 487.7 | 504.3 |
| Pay and Price Inflation | 10.319 | 12.3 | 12.6 |
| Additional Capital Financing and Capital Programme costs | 3.200 | 6.0 | 5.0 |
| Other identified pressures | 31.442 | 20.2 | 13.9 |
| Savings | -14.043 | -21.9 | -12.7 |
| Net Revenue Budget | 487.652 | 504.3 | 523.1 |

The Financial Plan 2007-10 provides budget summaries for each service.

SECTION 2

ACHIEVING OUR OBJECTIVES

This section shows the corporate objectives that we have identified. Of our 23 corporate objectives 8 have been recognised as being of extra importance in terms of achieving improved quality of life for people in Norfolk. These are highlighted as our main 8.

Our Objectives 2007 – 2010

| Our priorities for improvement (Corporate Objectives) | Service Objectives | Outcomes for People in Norfolk |
|---|--|--|
| <p>Objective 1 Continue to improve educational attainment and aim to help all children reach their full potential</p> <p><i>NB – this objective is one of our Main 8 - the others will also be shown in bold type-face.</i></p> | <ul style="list-style-type: none"> • Increase the number of children and young people reaching expected levels of attainment at ages 7 and 11 • Increase the number of young people reaching expected levels of attainment at age 14 (Key Stage 3) and 16 (GCSE) • Improve the educational achievement of looked after children • Reduce the number of schools where children and young people’s achievement is inadequate • Increase the number of 19 year olds reaching level 2 qualifications or equivalent • Improve the achievement of young people with learning difficulties and or disabilities • Increase levels of attendance in schools • Increase looked after children’s attendance at school • Maximise participation in learning throughout the 14-19 age group • Increase the proportion of young people (under 19) who are in education, employment or training • Provide better matched SEN provision to ensure that for most children their needs are met in the local area • Develop and improve the range of alternative education programmes for children and young people at risk of exclusion or excluded from school • Improve the early identification of and support to parents struggling with the development and behaviour of their children • Establish a process for developing extended schools in each high school cluster or cluster of clusters (locality) as wider resources for their local communities • Improve access to opportunities for children & young people to achieve in culture, sport and other areas and increase recognition of these achievements • Ensure schools are organised so they have the responsibility to teach whole key stages | <p>Children learn and achieve their full potential</p> |

| Our priorities for improvement (Corporate Objectives) | Service Objectives | Outcomes for People in Norfolk |
|--|---|--|
| <p>Objective 2 Increase access to early years education and childcare</p> | <ul style="list-style-type: none"> • Develop good quality, inclusive early years services for children and their families through pre-schools, nurseries and the establishment of children's centres • Ensure every 3 or 4 year old can access the extended funded entitlement to early education and where possible that this is provided flexibly and integrated with additional childcare provision to meet potential needs • Increase parents' confidence and competence in bringing up their children • Improve support to children and their families at the point of transition to school • Support early years development through cultural activities | <p>Children are excited, curious, engaged and ready for school</p> |
| <p>Objective 3 Increase opportunities to learn throughout life</p> | <ul style="list-style-type: none"> • Increase literacy and numeracy • Engage more adults in learning • Increase learning opportunities by participation in cultural activities | <p>People learn and achieve their full potential</p> |
| <p>Objective 4 Protect children from harm, support families and keep them together wherever possible</p> | <ul style="list-style-type: none"> • Improve co-ordination of existing services and establish new services to prevent children becoming 'at risk' • Reduce the number of children and young people who are victims of maltreatment, neglect, violence and sexual exploitation and increase their confidence to report cases • Reduce the number of looked after children and increase the number of children of all ages who live in a permanent family setting • Reduce the number of children and young people placed out of county • Improve support to parents and carers struggling with the developmental needs and behaviour of their children • Increase children's and young people's confidence to report bullying, harassment, prejudice or discrimination | <p>Children and young people are and feel safe from maltreatment, neglect, violence and exploitation</p> |
| <p>Objective 5 Support older people and vulnerable adults to live at home wherever possible and to lead independent, fulfilling and safe lives</p> | <ul style="list-style-type: none"> • With our partners develop preventative services, improving independence and well-being • Improve the independence of older people through changes to the Home Care service • Help ensure the quality and availability of residential care • Develop services to out of hours support for older people across Norfolk • Develop a joint mental health commissioning strategy to modernise residential and | <p>Older people and vulnerable adults lead independent fulfilling and safe lives</p> |

| Our priorities for improvement (Corporate Objectives) | Service Objectives | Outcomes for People in Norfolk |
|--|---|--|
| | <p>community services</p> <ul style="list-style-type: none"> • Develop and modernise community and support services for older people and vulnerable adults with long term mental health and drug dependency difficulties • Enable more people to live at home by modernising day and support services • Improve supporting people services, through engagement of partners in reviewing the strategy • Help to enrich life for older people and vulnerable adults through cultural activities • Improve transport for older people • Improve care management to focus on tailored outcomes for individuals, using a wide range of services • Develop an integrated equipment store and improve timeliness of adaptations • Increase the choice and control that service users have over care by maximising the take-up of direct payments • Further develop integrated health and social teams in Mental Health and Learning Difficulty services • Develop Modernised Employment Strategy for vulnerable adults | |
| <p>Objective 6 Contribute to the improved health and well-being of Norfolk's residents and communities</p> | <ul style="list-style-type: none"> • Reduce health inequalities in the Norfolk population • Support measures to reduce the impact of cardio vascular disease on Norfolk's population • Reduce the take up of smoking in young people and encourage smoking cessation • Reduce obesity in the Norfolk population • Improve the sexual health of adults and young people • Reduce the harm caused by the misuse of drugs and alcohol in Norfolk • Increase participation in sport, physical activity and recreation • Contribute to strategies to promote the physical health of children and young people • Further develop services to improve the mental well-being of children and young people • Improve the health of looked after children | <p>People enjoy the best possible health</p> |

| Our priorities for improvement (Corporate Objectives) | Service Objectives | Outcomes for People in Norfolk |
|---|---|--|
| | <ul style="list-style-type: none"> • Develop Children with Disability Services to include the promotion and delivery of Every Disabled Child Matters | |
| <p>Objective 7 Support informal carers and help improve their quality of life</p> | <ul style="list-style-type: none"> • Increase the range and number of services for carers to support them in their role • Undertake more carers assessments to support them in their role • Increase the choice and control that service users have over care by maximising the take-up of direct payments • Modernise respite services for people with learning difficulties | <p>Carers are supported to improve their quality of life</p> |
| <p>Objective 8 Strengthen our contribution to reducing crime and disorder, and take steps to make local communities safer</p> | <ul style="list-style-type: none"> • Build respect in communities and reduce anti-social behaviour • Reduce Domestic Violence • Reduce crime and the harm caused by drugs & alcohol • Reduce the number of young people entering into the youth justice system for the first time and the number of young people who re offend • Reassure the public, reducing the fear of crime • Develop best practice in using cultural activities to engage offenders | <p>People feel Norfolk is a safer place</p> |
| <p>Objective 9 Strengthen our contribution to road safety in Norfolk and help to reduce death and injuries on our roads</p> | <ul style="list-style-type: none"> • Reduce death and injury by targeting known accident cluster sites • Reduce death and injury by responding quickly and efficiently to road traffic accidents • Reduce death and injury by targeted road user training, education and publicity campaigns • Promote safe and sustainable journeys to school | <p>People feel safe on roads in Norfolk</p> |
| <p>Objective 10 Reduce the frequency and impact of fires, and deal with fires and other emergencies promptly and efficiently</p> | <ul style="list-style-type: none"> • Prevent fires and other emergencies happening • Reduce the impact of fire and other emergencies on people • Respond efficiently and effectively to calls for assistance • Strengthen our emergency planning arrangements | <p>People feel safe from fires and other emergencies</p> |
| <p>Objective 11 Ensure high standards of trade in Norfolk by empowering and protecting</p> | <ul style="list-style-type: none"> • Ensure fair trading in Norfolk, contributing to people's safety, health, economic and environmental well being • Enable people in Norfolk to be informed, confident and successful consumers | <p>People feel Norfolk is a safer place</p> |

| Our priorities for improvement (Corporate Objectives) | Service Objectives | Outcomes for People in Norfolk |
|---|---|--|
| consumers and businesses | <ul style="list-style-type: none"> Support businesses in Norfolk to be informed and successful | |
| Objective 12 Reduce waste and improve recycling | <ul style="list-style-type: none"> Minimise the amount of waste collected through education, awareness raising and the provision of service Maximise the amount of waste recycled through education, awareness raising and the provision of service Disposal of waste in a sustainable way through additional recycling and recovery of value whenever possible | Norfolk has a sustainable approach to waste management |
| Objective 13 Protect and sustain the environment | <ul style="list-style-type: none"> Promote, maintain and improve “access land” and public rights of way, and promote access to the countryside Sustain and enhance Norfolk's bio-diversity, habitats and the historic environment Support the development and delivery of climate change strategy for Norfolk in partnership with other authorities Ensure new development is as safe and sustainable as possible | Our environment is protected and sustained |
| Objective 14 Lead a strategic and co-ordinated approach to the development of the Norfolk economy, including improving travel, transport and Information and Communications technology (ICT) | <ul style="list-style-type: none"> Improve business performance and encourage creativity, innovation and entrepreneurship Promote learning and skills, and raise aspirations to meet the future needs of Norfolk Make Norfolk an exemplar of environmentally sustainable prosperity Develop an infrastructure (including transport and ICT) that supports sustainable economic growth and maintains the quality of the county Effectively promote Norfolk in order to increase trade and investment Ensure strategies deliver environmental benefits for Norfolk on a local, regional, national and international level Make regional planning strategies work for Norfolk Minimise congestion and disruption on the highway network to support sustainable economic growth | We act strategically to protect the local economy |
| Objective 15 Reduce deprivation in both rural and urban | <ul style="list-style-type: none"> Reduce deprivation and social exclusion, especially by increasing access to and the quality of employment and training through regeneration Develop joint team visitors to ensure better take up of benefits | Everybody has a reasonable opportunity to |

| Our priorities for improvement (Corporate Objectives) | Service Objectives | Outcomes for People in Norfolk |
|---|---|---|
| areas | <ul style="list-style-type: none"> • Develop rural travel and transport • Increase the proportion of households with at least one working parent or carer | enjoy a minimum standard of living |
| Objective 16 Improve travel and transport | <ul style="list-style-type: none"> • Maintain and improve Norfolk transport infrastructure through effective asset management • Increase the use of bus services by increasing quality and user confidence • Provide a realistic choice of travel options for as many journeys as possible • Provide travel arrangements for children and young people to enable them to maximise learning opportunities • Improve street lighting and the condition of stock | People in Norfolk can get around and have decent homes to live in |
| Objective 17 Build vibrant, confident and cohesive communities, promoting the value of diversity | <ul style="list-style-type: none"> • Promote and strengthen Norfolk's market towns • Support the development needs of communities • Promote race, disability and gender equality • Enable the integration of newcomers to Norfolk • Develop a cultural sector that engages with all communities • Promote positive relationships between travelling and settled communities, through implementation of the Norfolk Protocol for Managing Gypsy and Traveller Encampments • Increase ranges of places for young people (11 to 19) to go and positive activities for them to engage in | Norfolk has strong and diverse communities |
| Objective 18 Improve and develop opportunities for people to enjoy Norfolk's cultural heritage and resources | <ul style="list-style-type: none"> • Widen and increase participation in cultural activities • Improve access to and quality of arts, libraries, museums and records • Look after and enhance Norfolk's cultural heritage • Deliver cultural activities that people value | People enjoy and engage in cultural and recreational activities |
| Objective 19 Ensure that Norfolk people are able to influence services and decisions, and that they feel their views count | <ul style="list-style-type: none"> • Increase Norfolk people's trust and participation in democratic processes • Engage young people as active citizens • Increase the involvement of people not traditionally listened to, including people from BME groups • Increase Norfolk people's access to, and influence over NCC decisions making through enhanced scrutiny and improved locality working | People engage in their communities and feel able to influence decisions |

| Our priorities for improvement (Corporate Objectives) | Service Objectives | Outcomes for People in Norfolk |
|--|---|--|
| | <ul style="list-style-type: none"> • Increase the number of people who feel that the council listens and responds to their views and concerns | |
| Objective 20 Build capacity in the voluntary and community sector | <ul style="list-style-type: none"> • Support the VCS to develop their capacity to stimulate engagement in the local community • Support development and implementation of the LAA with a range of partners (including the voluntary sector) | The voluntary sector is developed and equipped to increase active citizenship within Norfolk communities |

| Our Organisational Objectives 2007-2010 | | |
|--|--|---|
| Our priorities for improvement (Corporate Objectives) | Service Objectives (key priorities only – further detail on website) | Outcomes for People in Norfolk |
| Objective 'A' Improve our customer focus | <ul style="list-style-type: none"> • Keep Norfolk people well informed about the council's activities and services and how they can access and influence them • Listen to, involve and respond to all local people • Ensure easy access to our information and services for all who need them however they choose to get in touch • Provide consistently high standards of customer care (both internal and external customers) • Ensure that the design and delivery of services are shaped by customer views and are responsive to their needs and preferences (both users and non users) | People feel that the Council listens, cares and responds to people's needs and wishes |
| Objective 'B' Deliver excellence and achieve good value for money | <ul style="list-style-type: none"> • Deliver the right quality services as efficiently as possible, keeping council tax rises to a minimum • Safeguard and make the most economical use of our financial resources and assets | People receive value for money in the service provided by |

Our Organisational Objectives 2007-2010

| Our priorities for improvement (Corporate Objectives) | Service Objectives (key priorities only – further detail on website) | Outcomes for People in Norfolk |
|---|---|---|
| | <ul style="list-style-type: none"> • Maximise the efficiency of our services and ensure that key business processes and activities are as productive as possible • Deliver effective services that continually meet user needs • Embed a culture of VFM and continuous performance improvement | Norfolk County Council |
| Objective 'C' Develop and support our workforce | <ul style="list-style-type: none"> • Ensure Norfolk County Council is a good employer • Be a learning organisation so that we continuously improve service delivery • Ensure the workforce and the organisation develops to sustain and improve performance and meet future service delivery needs | People feel that the Council's staff are well trained and resourced to deliver excellent services |

SECTION 3

OUR TARGETS FOR 2007-10

This section sets out information on our main targets. We are continuously challenging ourselves to get better results. One way of doing this is by setting targets (3 years in advance) and by monitoring our performance against those targets.

We also compare how we are doing with other authorities that deliver similar services. Our councillors review and challenge our performance on a regular basis.

NOTE - The targets in this table were set in 2006 for the 2006-09 Plan; they are drawn only from the Best Value framework. Targets for 2007-10 are currently under review and as part of the review process we will be drawing on other frameworks. The revised targets will be included in this plan in June.

Targets for 2007/10

Note – NR = Not required by the Best Value Framework. Local targets are being developed

| Reference | Indicator | Baseline Actual 05/06 | Target 07/08 | Target 08/09 | Target 09/10 |
|--|---|-----------------------|--------------|--|--------------|
| Norfolk Ambition Theme – Knowledgeable & Skilled | | | | | |
| County Council Plan Objective 1: Improve Educational Attainment | | | | | |
| BV038 | Percentage of 15 year olds gaining 5 or more A*-C GCSEs | 52.4% | 58.0% | N/R (Not Required by the Best Value framework) | |
| BV039 | Percentage of 15 year olds gaining 5 A*-G GCSEs inc Eng & Maths | 89.0% | 91.0% | N/R | |
| BV040 | Percentage of Pupils reaching Level 4 or above at Key Stage 2 Maths | 73.1% | 81.0% | N/R | |
| BV041 | Percentage of Pupils reaching Level 4 or above at Key Stage 2 English | 77.5% | 83.0% | N/R | |
| BV043a | Percentage of Special Educational Needs (SEN) statements prepared within 18 weeks (excluding those with exceptions) | 95.7% | 98.0% | 99.0% | |
| BV043b | Percentage of SEN as above (but including those with exceptions) | 55.3% | 70.0% | 75.0% | |
| BV050 | Children looked after – who gain at least 1 A*-G GCSE | 58.0% | 60.0% | N/R | |
| BV181a | Pupils reaching Level 5 or above at Key Stage 3 English | 73.9% | 76.0% | N/R | |
| BV181b | Pupils reaching Level 5 or above at Key Stage 3 Maths | 74.9% | 78.0% | N/R | |
| BV181c | Pupils reaching Level 5 or above at Key Stage 3 Science | 70.7% | 75.0% | N/R | |
| BV181d | Pupils reaching Level 5 or above at Key Stage 3 Information Technology | 71.2% | 75.0% | N/R | |
| BV194a | Pupils reaching Level 5 or above at Key Stage 2 English | 23.0% | 33.0% | N/R | |
| BV194b | Pupils reaching Level 5 or above at Key Stage 2 Maths | 28.0% | 34.0% | N/R | |

| Reference | Indicator | Baseline Actual 05/06 | Target 07/08 | Target 08/09 | Target 09/10 |
|--|---|-----------------------|--------------|--------------|--------------|
| BV045 | Half days of absence in secondary schools | 8.36% | 7.94% | 7.65% | |
| BV046 | Half days of absence in primary schools | 5.68% | 5.51% | 5.38% | |
| BV221a | Young people participating in youth work with recorded outcomes (e.g. achievements) | 23.0% | 40.0% | 50.0% | |
| BV221b | Young people participating in youth work with accredited outcomes | 11.0% | 17.0% | 20.0% | |
| County Council Plan Objective 2: Increase access to early years education and childcare | | | | | |
| BV222a | Early Years and childcare leaders qualified to Level 4 or above | 12.0% | 26.0% | 35.0% | |
| BV222b | Early Years and childcare with input from graduate staff | 8.0% | 20.0% | 35.0% | |
| County Council Plan Objective 3: Increase opportunities to learn throughout life | | | | | |
| Indicators under development | | | | | |

| Reference | Indicator | Baseline - Actual 05/06 | Target 07/08 | Target 08/09 | Target 09/10 |
|---|---|-------------------------|--------------|--------------|--------------|
| Norfolk Ambition Theme – Healthy & Well | | | | | |
| County Council Plan Objective 4: Protect children from harm, support families and keep them together wherever possible | | | | | |
| BV049 | Children looked after who have 3 or more different placements in year | 12.10% | 12.00% | 11.00% | 11.00% |
| BV161 | Care leavers aged 19 in employment, education or training, compared to all 19 year olds (ratio) | 0.66 | 0.75 | 0.80 | 0.80 |
| BV162 | Child protection cases reviewed | 100% | 100% | 100% | 100% |
| BV163 | Adoptions of children looked after | 8.7% | 7.4% | 8.0% | 8.5% |

| Reference | Indicator | Baseline - Actual 05/06 | Target 07/08 | Target 08/09 | Target 09/10 |
|---|---|-------------------------|--------------|--------------|--------------|
| County Council Plan Objective 5: Support older people and vulnerable adults to live at home wherever possible and to lead independent, fulfilling and safe lives | | | | | |
| BV053 | People aged 65+ with intensive home support (per 1,000 of all 65+) | 8.84 | 8.90 | 9.00 | 9.10 |
| BV054 | People aged 65+ helped to live at home (per 1,000 of all 65+) | 92.10 | 93.00 | 94.00 | 95.00 |
| BV056 | Equipment delivered within 7 working days | 87% | 86% | 87% | 88% |
| BV195 | Assessments for adult social services completed within acceptable waiting time | 80.1% | 85.0% | 86.0% | 87.0% |
| BV196 | Acceptable time taken for care packages | 87.3% | 90.0% | 91.0% | 92.0% |
| BV201 | Adult social service users receiving Direct Payments (per 100,000 of all 18+) | 124 | 130 | 140 | 150 |
| County Council Plan Objective 6: Contribute to the improved health and well being of Norfolk's residents and communities | | | | | |
| BV197 | Conceptions in females under 18 per 1,000 of all females aged 15-17, compared with 1998 | -3.2% | N/R | N/R | N/R |
| | Mental health referrals in young people | | | | |
| County Council Plan Objective 7: Support informal carers and help improve their quality of life | | | | | |
| Indicators under development | | | | | |

| Reference | Indicator | Baseline - Actual 05/06 | Target 07/08 | Target 08/09 | Target 09/10 |
|---|---|-------------------------|--------------|--------------|--------------|
| Norfolk Ambition Theme – Safer Norfolk | | | | | |
| County Council Plan Objective 8: Strengthen our contribution towards reducing crime and disorder, and take steps to make local communities safer | | | | | |
| BV126 | Domestic burglaries per 1,000 households | 4.98 | 4.67 | 4.55 | |
| BV127a | Violent offences by a stranger per 1,000 population | 17.49 | 16.40 | 16.40 | |

| Reference | Indicator | Baseline - Actual 05/06 | Target 07/08 | Target 08/09 | Target 09/10 |
|---|--|-------------------------|--------------|--------------|--------------|
| BV127b | Violent offences in a public place per 1,000 population | 0.37 | 0.37 | 0.37 | |
| BV128 | Vehicle crimes per 1,000 population | 6.42 | 6.18 | 6.02 | |
| County Council Plan Objective 9: Strengthen our contribution to road safety in Norfolk and help to reduce deaths and injuries on our roads | | | | | |
| BV099ai | People killed or seriously injured (KSI) | 557 | 520 | 496 | |
| BV099aai | Percentage change in KSI over last year | +2.0% | -8.3% | -4.6% | |
| BV099aiii | Percentage change in KSI compared to average for 1994-98 | -35.4% | -39.7% | -42.5% | |
| BV099bi | Children killed or seriously injured (KSI) | 38 | 36 | 35 | |
| BV099bii | Percentage change in children KSI over last year | -5.0% | -5.3% | -2.8% | |
| BV099biii | Percentage change in children KSI compared to average for 1994-98 | -57.8% | -60.0% | -61.1% | |
| BV099ci | People slightly injured | 3194 | 3132 | 3132 | |
| BV099cii | Percentage change in slight injuries over last year | +5.9% | -2.4% | 0.0 | |
| BV099ciii | Percentage change in slight injuries compared to average for 1994-98 | +2.0% | 0.0% | 0.0% | |
| County Council Plan Objective 10: Reduce the frequency and impact of fires, and deal with fires and other emergencies promptly and efficiently | | | | | |
| BV142iii | Accidental fires per 10,000 population | 9.4 | 8.3 | 7.9 | |
| BV143i | Deaths from accidental fires in dwellings per 100,000 population | 0.61 | 0.49 | 0.37 | |
| BV143ii | Injuries from accidental fires in dwellings per 100,000 population | 6.25 | 5.88 | 6.63 | |
| BV144 | Accidental fires confined to room of origin | 84.3% | 88.0% | 90.0% | |
| BV146i | Malicious false alarms per 1,000 population (not attended by Fire Service) | 0.4 | 0.5 | 0.5 | |

| Reference | Indicator | Baseline - Actual 05/06 | Target 07/08 | Target 08/09 | Target 09/10 |
|--|---|-------------------------|--------------|--------------|--------------|
| BV146ii | Malicious false alarms per 1,000 population (attended by Fire Service) | 0.2 | 0.2 | 0.2 | |
| BV149i | False alarms Caused by Automatic Fire Detection equipment (AFD) per 1,000 non domestic premises | 102.3 | 96.2 | 93.3 | |
| BV149ii | Properties at 149i with more than one attendance | 494.0 | 445.0 | 422.0 | |
| BV149iii | Percentage of false alarms at 149i with more than one attendance | 52.8% | 42.0% | 37.0% | |
| BV150 | Expenditure on fire service per head of population (£) | 36.32 | 38.53 | 39.69 | |
| BV206i | Deliberate primary fires per 10,000 population (excluding vehicles) | 3.9 | 3.5 | 3.4 | |
| BV206ii | Deliberate primary fires per 10,000 population (vehicles) | 5.3 | 4.8 | 4.6 | |
| BV206iii | Deliberate secondary fires per 10,000 population (excluding vehicles) | 15.3 | 13.8 | 13.1 | |
| BV206iv | Deliberate secondary fires per 10,000 population (vehicles) | 1.0 | 0.9 | 0.9 | |
| BV207 | Fires in non-domestic premises per 1,000 population | 7.6 | 7.1 | 6.9 | |
| BV208 | People in domestic fires who escape with Fire Service help | 93.6% | 94.5% | 95.0% | |
| BV209i | Attended dwelling fires where smoke alarm activated | 33.0% | 39.0% | 42.0% | |
| BV209ii | Attended dwelling fires where smoke alarm fitted but not activated | 10.1% | 8.0% | 7.0% | |
| BV209iii | Attended dwelling fires where smoke alarm not fitted | 56.8% | 50.0% | 47.0% | |
| BV142ii | Primary fires per 10,000 population | 19.8 | 18.9 | 18.4 | |
| County Council Plan Objective 11: Ensure high standards of trade in Norfolk by empowering and protecting consumers and businesses | | | | | |
| BV166b | Checklist of best practice compliance for Trading Standards | 100.00% | 100.00% | 100.00% | |

| Reference | Indicator | Baseline - Actual 05/06 | Target 07/08 | Target 08/09 | Target 09/10 |
|-----------|--|-------------------------|--------------|--------------|--------------|
| BV226a | Advice & Guidance Services – expenditure on services provided by external organisation (£) | 452,579 | N/R | N/R | |
| BV226b | Advice & Guidance Services – percentage of expenditure at 226a (above) to organisations holding CLS Quality Mark | 76.57% | N/R | N/R | |
| BV226c | Advice & Guidance Services – expenditure on services provided by the County Council (£) | 301,352 | 232,212 | 239,178 | |

| Reference | Indicator | Baseline - Actual 05/06 | Target 07/08 | Target 08/09 | Target 09/10 |
|--|--|-------------------------|--------------|--------------|--------------|
| Norfolk Ambition Theme Environmentally Responsible | | | | | |
| County Council Plan Objective 12: Reduce Waste and Improve Re-cycling | | | | | |
| BV082ai | Percentage of household waste recycled | 23.75% | 25.0% | 26.00% | |
| BV082aai | Tonnage of household waste recycled | 94,300.40 | 98,000.00 | 101,400.00 | |
| BV082bi | Percentage of household waste composted | 11.07% | 13.0% | 13.00% | |
| BV082bii | Tonnage of household waste composted | 43,942.50 | 50,960.00 | 50,700.00 | |
| BV082ci | Percentage of household waste used to recover energy | 0.65% | 1.0% | 1.00% | |
| BV082cii | Tonnage of household waste used to recover energy | 2,562.78 | 3,920.0 | 3,900.00 | |
| BV082di | Household waste sent to landfill | 64.54% | 61.0% | 60.00% | |
| BV082dii | Tonnage of household waste sent to landfill | 256,270.20 | 239,20.00 | 234,000.00 | |
| BV084a | Household waste collected per head (kg) | 486.3 | 478.0 | 475.0 | |
| BV84b | Percentage change in household waste collected | -5.10% | -0.83% | -0.63% | |
| BV087 | Cost of waste disposal per tonne (£) | 51.75 | 57.00 | 61.00 | |

| Reference | Indicator | Baseline - Actual 05/06 | Target 07/08 | Target 08/09 | Target 09/10 |
|--|-----------|-------------------------|--------------|--------------|--------------|
| County Council Plan Objective 13: Protect and sustain the environment | | | | | |
| Indicators under development | | | | | |

| Reference | Indicator | Baseline - Actual 05/06 | Target 07/08 | Target 08/09 | Target 09/10 |
|---|--|-------------------------|--------------|--------------|--------------|
| Norfolk Ambition Theme Thriving Norfolk Economy | | | | | |
| County Council Plan Objective 14: Lead a strategic and co-ordinated approach to the development of the Norfolk economy, including improved travel, transport and Information & Communications Technology | | | | | |
| BV215a | Average number of days taken to repair street lights under council control | 10.53 | 7.00 | 7.00 | |
| BV215b | Average number of days taken to repair street lights not under council control | 31.74 | 21.00 | 21.00 | |
| BV223 | Principal roads where structural maintenance should be considered | 3.47% | 3.47% | 3.47% | |
| BV224a | Non-principal roads where structural maintenance should be considered | 14.78% | 14.78% | 14.78% | |
| BV224b | Unclassified roads where structural maintenance should be considered | 40.35 | 38.08 | 38.06 | |
| County Council Plan Objective 15: Reduce deprivation in both urban and rural areas | | | | | |
| Indicators under development | | | | | |

| Reference | Indicator | Baseline - Actual 05/06 | Target 07/08 | Target 08/09 | Target 09/10 |
|---|---|-------------------------|--------------|--------------|--------------|
| Norfolk Ambition Theme Accessible & Well Housed | | | | | |
| County Council Plan Objective 16: Improve travel and transport | | | | | |
| BV100 | Number of days of road works on traffic sensitive roads per km | 0.6 | 0.7 | 0.7 | |
| BV102 | Passenger journeys on buses | 25,732,981 | 27,004,000 | 27,328,000 | |
| BV165 | Pedestrian crossings suitable for disabled people | 94.1% | 99.0% | 100.0% | |
| BV178 | Footpaths and rights of way easy to use | 72.5% | 76.0% | 78.0% | |
| BV187 | Footways (pavements etc.) where structural maintenance should be considered | 36% | 36% | 35% | |
| BV200a | Development Plan in place | Yes | Yes | Yes | |
| BV200b | Local Development Scheme milestones met | No | Yes | Yes | |
| BV200c | Annual monitoring report for plan making | Yes | Yes | Yes | |
| BV109a | Major planning applications determined within 13 weeks | 60.61% | 64.00% | 66.00% | |

| | | | | | |
|--|---|-----|------|------|--|
| Norfolk Ambition Theme Inclusive & Diverse | | | | | |
| County Council Plan Objective 17: Build vibrant, confident and cohesive communities, promoting the value of diversity | | | | | |
| BV002a | Level reached in Equality Standard for Local Government | 2 | 3 | 3 | |
| BV002b | Compliance with checklist for promoting race equality | 89% | 100% | 100% | |

| | | | | | |
|-------|--|-------|---------|---------|--|
| BV174 | Racial incidents reported per 100,000 population | 35.03 | N/R | N/R | |
| BV175 | Racial incidents where further action taken | 98.95 | 100.00% | 100.00% | |

| Reference | Indicator | Baseline - Actual 05/06 | Target 07/08 | Target 08/09 | Target 09/10 |
|--|---|-------------------------|--------------|--------------|--------------|
| Norfolk Ambition Theme Creative | | | | | |
| County Council Plan Objective 18: Improve and develop opportunities for people to enjoy Norfolk's cultural heritage and resources | | | | | |
| BV170a | Visits to museums – total usage per 1,000 pop | 576 | 595 | 638 | |
| BV170b | Visits to museums – visits in person per 1,000 population | 385 | 381 | 413 | |
| BV170c | Visits to museums by school pupils | 35,520 | 38,700 | 39,000 | |
| BV220 | Library Standards Checklist | 8 | 8 | 8 | |

| Reference | Indicator | Baseline - Actual 05/06 | Target 07/08 | Target 08/09 | Target 09/10 |
|---|-----------|-------------------------|--------------|--------------|--------------|
| Norfolk Ambition Theme Active and Engaged | | | | | |
| County Council Plan Objective 19: Influence services and decisions | | | | | |
| Indicators under development | | | | | |
| County Council Plan Objective 20: Build capacity in the Community and Voluntary sector | | | | | |
| Indicators under development | | | | | |

| Reference | Indicator | Baseline - Actual 05/06 | Target 07/08 | Target 08/09 | Target 09/10 |
|---|--|-------------------------|--------------|--------------|--------------|
| Our Organisational Objectives 2007-10 | | | | | |
| County Council Plan Organisational Objective "A": Customer Focus | | | | | |
| BV003 | Satisfaction overall with the Council | 57.00% (tracker) | N/R | N/R | |
| BV156 | Council buildings open to public that are accessible for disabled people | 69.40% | 90.00% | 95.00% | |
| County Council Plan Organisational Objective "B": Deliver Excellence and Value for Money | | | | | |
| BV008 | Invoices sent to Council that are paid on time | 86.60% | 100.00% | 100.00% | |
| County Council Plan Organisational Objective "C": Support Workforce | | | | | |
| | BV011a – Women in Council staff's top 5% of earners (excluding Fire) | 41.15% | 41.75% | 42.00% | |
| | BV011b – Council staff from ethnic minorities in top 5% of earners (excluding Fire) | 0.57% | 0.85% | 1.00% | |
| | BV011c – Disabled Council staff in top 5% of earners (excluding Fire) | 2.55% | 3.12% | 3.39% | |
| | BV012 – Average staff sickness per year (days) | 8.77 | 8.40 | 8.30 | |
| | BV014 – Early retirements among Council staff (not for ill health) | 0.52% | 0.45% | 0.35% | |
| | BV015 - Early retirements among Council staff (ill health) | 0.30% | 0.20% | 0.17% | |
| | BV016a – Council staff with a disability | 1.94% | 2.30% | 2.60% | |
| | BV016b – Disabled people who are economically active in Norfolk (to compare with 16a) | 14.60% | N/R | N/R | |
| | BV017a – Council staff from ethnic minorities | 1.0% | 1.2% | 1.3% | |
| | BV017b – Ethnic minority population who are economically active in Norfolk (to compare with 17a) | 1.56% | N/R | N/R | |
| (Uniformed Fire Staff) | | | | | |

| Reference | Indicator | Baseline - Actual 05/06 | Target 07/08 | Target 08/09 | Target 09/10 |
|-----------|--|-------------------------|--------------|--------------|--------------|
| | BV011a (f) – Women in F&R service staff's top 5% of earners | 3.33% | 6.67% | 6.67% | |
| | BV011b (f) – People from ethnic minorities in F&R staff's top 5% of earners | 3.33% | 3.33% | 3.33% | |
| | BV011c (f) – Disabled people in F&R service staff's top 5% of earners | 0.00% | 0.00% | 0.00% | |
| | BV012 (f) – Average F&R service staff sickness per year (days) | 8.77 | 8.50 | 8.30 | |
| | BV015a (f) - Early retirements among uniformed F&R service staff (ill health) | 0.34% | 0.34% | 0.34% | |
| | BV015b (f) - Early retirements among non-uniformed F&R service staff (ill health) | 0.00% | 0.00% | 0.00% | |
| | BV016a (f) – Percentage of disabled wholetime /retained fire fighters | 0.00% | 0.00% | 0.00% | |
| | BV016a (f) ii – Percentage of disabled control/ non-uniformed staff | 0.68% | 2.00% | 2.60% | |
| | BV016b – Disabled people who are economically active in Norfolk (to compare with 16a) | 14.60% | N/R | N/R | |
| | BV017a (f) – F&R service staff from ethnic minorities | 0.9% | 1.4% | 1.8% | |
| | BV017b – Ethnic minority population who are economically active in Norfolk (to compare with 17a) | 1.6% | N/R | N/R | |

Norfolk County Council List of Countywide Plans 2007

Partnership Plans

Norfolk Ambition – the Community Strategy

Local Area Agreement

Shaping Norfolk's Future

Norfolk Regeneration Strategy

Norfolk Older People's Strategy

Children and Young People's Plan

Youth Justice Plan

Supporting People Strategy

Norfolk Live - Cultural Strategy

Crime and Disorder Reduction Strategy

Regional Spatial Strategy (the County Council will also be contributing to the joint Local Development Framework for Norwich Broadland and South Norfolk; this joint planning was recommended by the Regional Inspector)

Norfolk Emergency Response Strategy

Norfolk County Council Plans

County Council Plan (three year horizon)

Annual Business Plan (one year horizon)

Medium Term Financial Strategy (three year horizon)

Local Transport Plan

Safety Plan

ICT Strategy (incorporating the E-government Strategy)

People Management Strategy

Asset Management Plan

Value for Money Strategy

Customer Services, Public Involvement and Corporate Communications Strategies

Emergency Response Plan

Business Continuity Plan

Glossary of terms

| | |
|-------|--|
| BME | Black and Minority Ethnic (groups) |
| BVPI | Best Value Performance Indicators: a series of national measures of local authority performance, set by central government. |
| CPA | Comprehensive Performance An external Audit Commission led assessment to measure the overall performance assessment of a local authority, with a focus on ensuring better services are delivered to local communities. |
| DOT | Direction of Travel Direction of travel assessments provide public information about whether councils are complying with their duty to make arrangements to secure continuous improvement. Each year the council will be told whether it is: <ul style="list-style-type: none"> • Improving strongly • Improving well • Improving adequately • Not improving adequately or Not improving |
| DSG | Dedicated Schools Grant |
| GCSE | General Certificate in Secondary Education |
| ICT | Information and communications technology |
| LAA | Local Area Agreement: an agreement between partners through the LSP with government to deliver local and national priorities over a three-year period (2006-2009). |
| LPI | Local Performance Indicators: performance measures set by individual local authorities, not prescribed by government. |
| LPSA | Local Public Service Agreement: a voluntary agreement negotiated between a local authority and central government to improve the delivery of local public services by focusing on targeted outcomes with support from government. |
| LSP | Local Strategic Partnership: the Norfolk County Strategic Partnership is working together to improve significantly the quality of life in Norfolk and to meet local needs. Its membership includes councils and other organisations together with a wider membership of other community bodies. |
| NCC | Norfolk County Council |
| NCSP | Norfolk County Strategic Partnership |
| N/R | Not required by the Best Value regime in the year indicated. Local targets will be developed. |
| QoL | Quality of Life Indicators: nationally set performance measures designed to show performance against measures that are deemed to be a predictor of quality of life. |
| Wi-Fi | A technology to deliver wireless broadband access to the Internet. |
| 3G | Latest generation of mobile phones with additional services such as access to the Internet. |