



## Work starts on **new link road** to hospital

**A turf-cutting ceremony** with a modern twist officially marked the start of major work in Cringleford in Norwich. Work includes a new link road to the

Norfolk and Norwich University hospital, a sixth park and ride site for Norwich, a development of 750 new houses and community facilities, and improvements to the Thickthorn roundabout.

The work is being carried out all at the same time to get the best value for money for the people of Norfolk and to minimise the overall disruption to motorists, local residents and businesses.

The Leader of Norfolk County Council, Alison King, who is also the county councillor for Cringleford, was at the wheel of the mechanical digger that cut the first turf for the new link road.

### **NCC Sports and Social Club**

- December 11th Christmas Extravaganza with Sue Brookes and Wayne  
Champagne and 3 course meal – £10
- December 24th Children's Christmas Eve party
- December 31st New Year's Eve party  
Tickets £10 including buffet
- January 29th Burns Night

## **A New Company** ...from 1st April

**Cabinet** has recently decided to create another wholly owned company, along the lines of NPS and NCS, which will include the following services:

- ICT functions within Charles House Services
- Exchequer functions within Charles House Services
- The Customer Service Centre

Further services will be developed to follow these i.e. a centralised HR and payroll service using the IHRIS system, and central payments and debt recovery.

For more information contact Alan Tidmarsh by email or on 01603 222200

## **Holt Hall Country House** *Weekends* **2005**

**18, 19, 20 March**

Sculpture for Beginners. (Mike Hitchins)

Some More Norfolk Church Histories. (Theo Fanthorpe)

Decorative, Painted and Stained Glass Work for Beginners.

**22, 23, 24 April**

Victorian Murder Weekend. (Dreamstone Productions)

£130 per person, per course includes weekend accommodation, all meals, tuition/entertainment, tea, coffee and a sherry reception on the Friday night

Please contact David or Louise, Holt Hall Field Study Centre, Kelling Road, Holt NR25 7DU 01263 713117 or fax 01263 712396 or email [office@holthall.norfolk.edunet.gov.uk](mailto:office@holthall.norfolk.edunet.gov.uk) for full details and booking form.

If you need 'Norfolk Agenda' in an alternative format please contact the Communications Unit on (01603) 222843 (minicom 223833) and we will do our best to help.



G16325

# Norfolk Agenda

The newsletter for Council Staff

**The appointment of Lisa Christensen as Director of Children's Services marks a significant step forward for 'Every Child Matters' in Norfolk.**



### **Although no date**

has yet been set for the start of the new service, Tim Byles, our chief executive has said his aim is for people to move across to the new service and new management structure before the start of the new financial year in April. But this is still the subject of further discussion over the coming weeks.

While Lisa's appointment has been grabbing the headlines, work still forges ahead with phase 3 of the programme which includes work in eight sub-project groups. They have been tasked with making sure the new Director has a clear overview of where



*The hunt is on to find the best young musicians in Norfolk to rebuild the County Youth Orchestra five years after its last performance. Our Music Education Service is recruiting for the orchestra, with their first concert already scheduled. July. Auditions are underway. The next ones will be held in January for brass and woodwind players - if you know of a young person who would be interested contact Diane Dann on 01603-433276.*

## A significant **step** for every **child**

we are now, together with the vision and options for the future.

As part of this work schools, children and young people are involved alongside professionals in developing proposals for the future. The process will continue with all staff and stakeholders having their say.

- If you have any questions you would like answered please contact the Every Child Matters team on 01603 228851 or email [everychildmatterscommunications@norfolk.gov.uk](mailto:everychildmatterscommunications@norfolk.gov.uk)

If you would like more information go to the county council website on [www.norfolk.gov.uk](http://www.norfolk.gov.uk) and follow the links to Every Child Matters.

- See page 3 for an update on work towards a revised structure for Adult services.

## Taking the **stress** out of **work**

**New guidance** on HR@norfolk is available to address the issue of stress and provides access to a range of information, resources and contacts. This guidance addresses what can be done - and is being done to prevent and control work-related stress. The guidance can be used as a stand alone document or can work in partnership with NCC's Well-Being Programme.



## Second consultation on NRD routes

The County Council is asking for people's views on revised route options for a Northern Distributor Route (NDR) for Norwich.

78 per cent of responses were in favour of an NDR and it is now included in the revised NATS strategy adopted by the County Council. Many people suggested alternative routes during the consultation. These have been thoroughly investigated and a number of revised route options have been drawn up.

In November, 137,000 consultation leaflets are being sent to the same people as before and a few other parishes which have asked to be included.

Four staffed exhibitions are planned. Leaflets will also be available from County Hall, libraries and on the website at [www.norwichareatransport.org](http://www.norwichareatransport.org).

Cabinet will take all comments into account, along with environmental, economic, traffic and other issues, when it makes a decision on a preferred route in spring 2005.

You can find out more by:

- Coming to one of the exhibitions
- Calling the helpline on **0844 800 8010**
- Visiting the NATS website at [www.norwichareatransport.org](http://www.norwichareatransport.org)
- Sending an email to [norwich.transport@norfolk.gov.uk](mailto:norwich.transport@norfolk.gov.uk)

## Most appropriate

Thirty law students from the University of East Anglia have signed up to our Appropriate Adult Scheme in just one day.

The incredible response came after scheme co-ordinator Janet Dean went to talk to students at the UEA Norwich Law School. It brings the total number of volunteers across Norfolk to over a hundred for the first time ever.

The Norfolk scheme is nationally recognised as being one of the most effective in the country. Volunteers act as 'appropriate adults', supporting vulnerable people who may have been arrested as a crime suspect, or be a victim or witness to a crime. They help them understand what is happening, aid communication, advocate when necessary and make sure that the due process of law is followed.

The new recruits will cover the Norwich area but there is a need for Appropriate Adults across Norfolk. Anyone interested can contact Elizabeth Halford, the scheme's assistant co-ordinator, on 01603 495103.



Mike Britch has won the 2004 Award for Excellence in Property Management awarded by the Association of Chief Estates Surveyors and Property Managers in Local Government (ACES). Mike, Managing Director of NPS Property Consultants, gained the award for identifying an innovative model to provide property services to the public sector, and for gaining national recognition for the development of NPS as a successful company.

Presentation of the award took place at the Guildhall, London, on 5 November 2004 and Mike is to speak about his work at the ACES Spring Conference in 2005.



## NCC lorries go greener

Eight new P&T Partnership lorries, which will be used for construction work and gritting, are now more environmentally-friendly, thanks to new exhaust emission reduction equipment that has been fitted. The 'particulate traps' have been partly funded by a EST (Energy Savings Trust) clean up grant and a reduction in Vehicle Excise Duty of £370 per year.

## Adult Services

Cabinet has agreed on the next steps of the Adult Services review, which is now well underway.

A Director of Adult Social Care will be appointed, while Adult Education and Adult Guidance functions will move across to the current Corporate Resources Directorate. Sport will operationally remain in Children's Services with strong links and planning to Cultural Services.

The changes fit with what is happening with Children's Services and are very timely:

- Our services can reflect on and benefit from the Government's consultation on a new vision for social care services for adults.
- There are new national expectations of inspirational learning for all
- We want to continue improving our services to make sure that they are focused on the needs of the people we serve and have positive outcomes for them.

A small project team is being set up to take forward the next phase of the review in more detail.

## Manager of the Year announced

**Maureen Begley**, principal planning officer in Social Services, has been named Norfolk County Council Manager of the Year 2004.

A presentation will be made on January 12th to Maureen, with the other shortlisted managers also invited to attend.

14 managers were nominated by their teams for this inaugural award and, says Chris Cleary, from Corporate Training and Development, which ran the award as part of our Investors in people activities the standard was high and judging difficult.

*"Management seems to get harder every day, and having the skills and attributes to manage, motivate and develop a team of people successfully is a major achievement. When, after all of that, the nominated managers find out their staff value the hard work and personal commitment to them both individually and as a team, it must be very pleasing."*

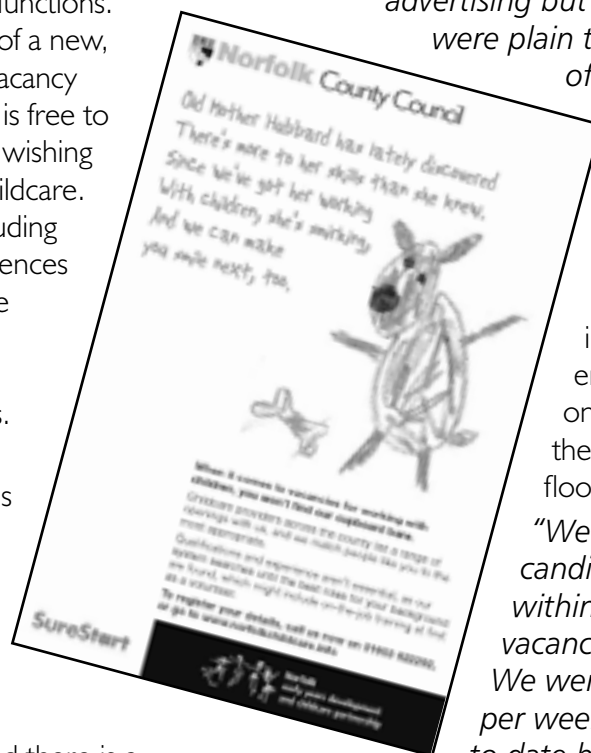




# In the Spotlight for recruitment

**Our Early Years and Childcare** have scooped/ were runners up in an award for Best Recruitment Advertising Campaign in the Norfolk Recruitment Awards run by the EDP.

The campaign had two functions. To make people aware of a new, free service called the Vacancy Matching Service which is free to perspective job seekers wishing to pursue a career in childcare. Essential key details including qualifications and experiences are stored on a database from which they can be matched against existing and upcoming vacancies. Secondly it was to raise the awareness and status of childcare as a career and promote the idea of working with children as an option to all sorts of people. Nationally the childcare sector is understaffed and there is a huge demand for new workers. This national



position is strongly reflected in Norfolk where the urban/rural mix makes travelling difficult and lower salaries than other sectors adds to the problem. *"It's not often you see such direct results from advertising but the results from this campaign were plain to see and it must rank as one of the most successful regional campaigns we have ever run,"* said Vicki Hall, recruitment manager from the EY&CP team.

The media schedule began with radio ads and the first day immediately drew telephone enquiries. This was followed up on the second day with the start of the press campaign and the enquiries flooded in.

*"We now have nearly 400 candidates actively looking for work within childcare and carry over 50 vacancies on the matching service. We went from taking around 20 calls per week to nearly 100. The feedback to date has been very positive from candidates and providers alike."*

## BUSINESS NEWS UPDATE ☆ BUSINESS NEWS UPDATE ☆ BUSINESS NEWS UPDATE ☆ BUSINESS

**NPS Property Services**, one of our two wholly owned companies has signed a 10-year partnership deal with Wakefield Metropolitan District Council which will see the creation of a new provider of property services in the North East.

generate up to £50 million of work during the term of the contract. More than 100 Wakefield Design Services staff who currently provide design and building survey services for schools and other council buildings Have transferred to a new company NPS North East Ltd.

**Norfolk County Services Ltd (NCS)** has ventured 'over the border' for the first time to enter a new partnership providing

front-line council services in the Suffolk Coastal district. NCS - wholly owned by Norfolk County Council - is already operating two successful agreements in Norfolk - providing street cleansing, grounds maintenance and other services in North Norfolk and refuse collection and street cleaning in Great Yarmouth.



**NPS were named winners** in the EDP Business Development Award, sponsored by Eersheds on Friday 8th October 2004.

**Norfolk County Services** has recently won a contract to provide services including catering, cleaning, portering and estate management at Cromer Hospital.



The partnership could

# Life-saving on the cards

**A ground-breaking** translation card designed to help Norfolk firefighters when dealing with the Portuguese community has helped in at the scene of an accident.

The card, which was launched in April in a pilot scheme in a selected number of stations, was designed mainly for fighting fires. On one side are a series of questions in English like *"Is anyone still in the building?"* and *"Where in the building are they?"* and on the other side is the Portuguese translation.

The idea was to allow firefighters to break through any language barriers and gather vital, potentially life-saving information quickly at an emergency scene.

There are an estimated 25,000 Portuguese residents in Norfolk with thousands attracted to the region to take up jobs in agriculture and the food industry.

Recently the card proved invaluable when a minibus hit a tree at Wendling overturned and caught fire. Using the card firefighters were able to quickly establish that there had been six people on board and all had been rescued.

Dereham Station Officer Paul Davey said: *"We don't normally publicise accident like this but on this occasion the card helped us rescue these people. It helps as we are not going into a situation blind, and also helps the Portuguese as it makes a difficult situation a little bit easier."*

Following the successful pilot the service is looking to amend the card, to include a section on road traffic accidents, distribute it more widely and is exploring the possibilities of cards in other languages.

Watch out for new information leaflets for staff about using the INTRAN translation and interpretation service in your work, which are being distributed during December. Check the website now at <http://www.itsupport.com/intran/> or from the front page of the corporate website.

In early October this year, Anna Stubbings from the Communications team at County Hall raised £2500 and trekked the Inca Trail for Oxfam.

*"There were 44 other trekkers in my group, representing 14 different charities and we raised about £140K between us. Sincere thanks to all NCC staff that generously supported me in this mission"*



**CPRE (Campaign to Protect Rural England)** has presented an award to Norfolk County Council in recognition of the creation and management of the Burlingham Woodland Walks.

Over the last 5 years NPS Property Consultants, our wholly owned company, has been developing a network of permissive paths and planting new woods on the Burlingham Estate with the co-operation of the County Farm tenants, and the help of Gerry Barnes and his colleagues in P & T and financial support from Broadland District Council, DEFRA and the Forestry Commission. We are continuing this process with another new wood this winter, which will be planted with the help of volunteers from Acle. These new woods are "community woods" which attract additional grant funding and are open to the public.

# Norfolk's services seeking your views

**Norfolk County Council** takes its responsibilities for providing value for money extremely seriously.

We campaign for a fair funding for Norfolk' campaign because in common with other counties in the south we lose out to northern, urban councils owing to changes in central government grants. This year we will lose again. Despite our representations the government will use 1991 census figures to calculate grants, rather than those for 2001 which will cost us £4million

There are always more demands than we can afford and difficult choices must be made.

Our staff are an important part of this process - and we would like you to give us your views on what priority you give to the various duties and services we provide

I do hope you will find time to make your views known by completing this questionnaire and returning it to X or you can go online and do this at [www.norfolk.gov.uk](http://www.norfolk.gov.uk).

**Alison King** - Leader of Norfolk County Council.

## Education

A top priority for us is to make sure the 180,000 children in Norfolk get the most out of their school years. We pass all Government funding for schools directly to them, and for the last decade, we have topped this up from Council Tax. Last year, spending on education took up 52% of our total budget.

Q1. Assuming we were spending the same amount next year, which one or two areas should we give more priority to, and which one or two should we give less priority to?

	More priority	Less priority
● Pre school education	<input type="text"/>	<input type="text"/>
● Primary education	<input type="text"/>	<input type="text"/>
● Secondary education	<input type="text"/>	<input type="text"/>
● Special education	<input type="text"/>	<input type="text"/>

## Social Services

Protecting and helping the most vulnerable in our community is a top priority for us. Last year, spending on these issues took up 26% of our total budget.

Q2. Assuming we were spending the same amount overall on this department next year, which one or two areas should we give more priority to, and which one or two should we give less priority to?

	More priority	Less priority
● Children and families	<input type="text"/>	<input type="text"/>
● Adults, including older people and those with disabilities	<input type="text"/>	<input type="text"/>
● Other (including services for carers)	<input type="text"/>	<input type="text"/>

## Cultural services

Thousands borrow books, music and films from our libraries and mobiles. We have put Norfolk on the museum's map nationally by becoming a regional centre. Last year, spending on these issues took up 2.2% of our total budget.

Q3. Assuming we were spending the same amount overall on this department next year, which one or two areas should we give more priority to, and which one or two should we give less priority to?

	More priority	Less priority
● Library services	<input type="text"/>	<input type="text"/>
● Arts service and grants	<input type="text"/>	<input type="text"/>
● Museums	<input type="text"/>	<input type="text"/>
● Records	<input type="text"/>	<input type="text"/>

## Other services

We are responsible for providing other services for instance trading standards, the coroners service and register offices in Norfolk. Our legal, insurance and finance teams, our Council information staff and Communications staff dealing with public and media. Our economic development team supporting business, tourism and bringing millions of grant aid into Norfolk each year. Last year, spending on these and other support services took up 8.3% of our total budget.

Q4. Assuming we were spending the same amount overall on this department next year, which one or two areas should we give more priority to, and which one or two should we give less priority to?

	More priority	Less priority
● Trading Standards	<input type="text"/>	<input type="text"/>
● Registrars/coroners	<input type="text"/>	<input type="text"/>
● Legal/Financial services	<input type="text"/>	<input type="text"/>
● Customer information	<input type="text"/>	<input type="text"/>
● Economic development	<input type="text"/>	<input type="text"/>

## Fire service

Our fire and rescue service helps make Norfolk a safer place providing a swift response to more than 11,000 incidents each year. The number of fire deaths and injuries is lower than the national average, but we have rise in arson and hoax calls.

Last year, spending on these issues took up 3.5 % of our total budget.

Q5. Assuming we were spending the same amount overall on this department next year, which one or two areas should we give more priority to, and which one or two should we give less priority to?

	More priority	Less priority
● Fire fighting	<input type="text"/>	<input type="text"/>
● Rescue at road accidents/other emergencies	<input type="text"/>	<input type="text"/>
● Preventing fires	<input type="text"/>	<input type="text"/>
● Preparing for major disasters	<input type="text"/>	<input type="text"/>

Please tell us your department.



## FIMS goes live

FIMS (Financial Information Management System) went live on October 4. Transition was smooth for such a big implementation project, although there were one or two teething problems. Thanks go to all staff involved for helping to achieve our deadline and also to FIMS users for their patience and support through the 'go-live' period.

**FIMS Helpdesk**  
**telephone** 01603 495850  
**email** [fimshelpdesk@norfolk.gov.uk](mailto:fimshelpdesk@norfolk.gov.uk)  
**FIMS website** [http://intranet.norfolk.gov.uk/new\\_fims](http://intranet.norfolk.gov.uk/new_fims)

### The current state of play:

- Over 800 users have had FIMS training.
- All FIMS modules are now fully operational.
- Most data was transferred from Norbas (our old financial system) to FIMS as expected.
- General Ledger information for April to September is now available through FIMS, as is data for October onwards, which has been captured directly into the new system.
- The first month's budget monitoring reports have been produced from FIMS and circulated to budget officers.
- We have successfully raised and despatched invoices to our customers and are now doing so on a daily basis.
- i-Procurement is available to users earmarked for initial release and we are now raising electronic purchase orders.
- We have added some supplier data that was not initially transferred from Norbas and have overcome the teething problems we experienced in generating payments.
- BACS payments are being processed on a daily basis and cheque payments twice a week.

Attention will now focus on getting the most out of our new processes and the Oracle software.



# Norfolk County Council @ your service

December 2004

## Norfolk Hosts County Councils' Network Conference

### Norfolk hosted the seventh annual County Councils' Network (CCN) Conference at De Vere Dunston Hall in mid November.

This prestigious event for Chief Executives and Council Leaders was in the county for the first time.

The theme of the conference was 'Working with our Communities'. It was launched by The Rt. Hon. Charles Clarke MP and included a joint presentation by Council Leader, Alison King and Chief Executive, Tim Byles on how we are responding to our communities' needs, most notably through the Norfolk Strategic Partnership, Shaping the Future and the Customer Contact Strategy.

Sandra Dinneen, Head of Economic Development, said: "We had to prove, in a very competitive environment, that Norfolk was the ideal location for the conference. Once we had secured the event, we were determined to show our guests that the county has a vibrant economy and is a great tourist destination. We are planning to develop our conference market and the Dunston Hall event was a superb way to promote our message."

Over 200 delegates attended the conference and 40 booked on the partner programme - a CCN record. Partners went on a Nelson themed tour with a trip to the Burnhams and visits to the Forum and the Cathedral.

The conference welcome pack was used to showcase the best of Norfolk and featured a commemorative paperweight created by Langham Glass, a Jarrold Norfolk calendar, a copy of EDP Norfolk, a bag of Kettle chips and a Stream Foods fruit bar.

## Your Online Phone Directory needs you **NOW!**

**It is vital** that the online phone directory is both up to date and has a complete record of all staff. Without it, our Customer Service Centre cannot function properly. Only around 50% of the Council's employees have so far filled out their entry in the directory properly.

The Service Centre uses the directory, with its key responsibilities search function, to route calls. It will also support the new visitor authentication system, which enables Norfolk residents to check that they have bona fide Council visitors.

We no longer have a switchboard for internal calls. The online directory is the most important resource for finding

the right colleague.

All Members' details are now included in the directory.

Clare Metcalf, CSC Operations Manager, commented

*"The online phone directory is a key tool in our drive to improve customer service. If it is up to date, it means that we can direct calls without delay, instead of having to waste both our time and the relevant department's time as they track down the correct person, which of course gives the wrong impression to the caller."*

### Need help?

Contact your Departmental Administrator.  
**Intranet**: click on the online phone directory link from the home page.

## Downham Market Council Information Centre

**The Rt. Hon. Gillian Shephard MP** launched Downham Market's Council Information Centre on October 15. This new enterprise, located at The Priory Centre, is a joint venture by the County Council and King's Lynn and West Norfolk Council.

Downham Market residents can get help and information about all council services at The Priory Centre, which is also home to the local library and tourist information centre.

Wendy Mitchell, one of the information officers who works at the centre, said: *"We hope to make council services more accessible to all. We talk to people face-to-face and provide a friendly point of contact that people can return to with confidence, knowing that their enquiries will be dealt with as quickly and efficiently as possible."*



We also have information centres at Aylsham, Fakenham, Gorleston, Norwich and Wroxham, with more planned over the coming months.

## ★ Customer Service Centre Update ★ Customer Service Centre Update

Education Service general enquiries are now being handled by the CSC on 0844 800 8001.



## Chief Officers Launch ..... Customer Care Standards

Tim Byles, Chief Executive, along with other chief officers, experienced front-line roles to celebrate the launch of the new Customer Care Standards during National Customer Service Week, October 4 to 8.



Tim Byles spent the afternoon on main reception at County Hall. *"I really enjoyed working on the front desk, even for just one afternoon. Getting out and experiencing customer service on the front line is something I intend to do more often. It reminded me of things too - like how stressful dealing with our customers can be, and how, with a fresh pair of eyes, some easy changes can be made to improve things. For instance, there is nowhere at the main reception to make a private phone call to a department, and sometimes people are wanting to discuss sensitive information. I will be feeding that back to Mike Britch to take into account when changes are made to the reception area soon."*

Richard Elliott Chief Fire Officer worked at Bethel Street Fire Station. *"It is always good to remind yourself of the high level of knowledge skill and commitment on display across our service day in, day out. The role of the modern firefighter is a broad one and it was reassuring to see the level of professionalism displayed by individuals on all fronts; sensitive and approachable whilst displaying the highest degree of technical and operational expertise."*



Lisa Christensen Director of Social Services, spent time at Nelson House in Great Yarmouth. *"I was on reception and quickly realised what a busy and important job it is. The people ringing us are often feeling very anxious or concerned and it's important to provide a friendly and welcoming response, and to make sure people get the information or help they need. For that to happen, you also need the effective systems and back up, which the public might not see, but which are very important to providing a seamless service."*

Joanna Hannam Head of Communications spent an afternoon as a council information officer at Gorleston Library. *"It was a really interesting time, and I now have a much better appreciation of the sheer range of information required by the staff at all our council information centres - you can be, and are, asked about anything. Our staff need to be supported to help those who need information and advice."*

Daniel Poulter Service Improvement Officer, added: *"The back to the floor week demonstrated our chief officers' commitment to the Customer Care Standards specifically and to improving customer service generally. It was also a fun way of experiencing at first-hand what it is like to work at the coal face delivering our services."*

☆ Customer Care Standards Update ☆ Customer Care Standards Update ☆ Customer Care Standards Update ☆ Customer Care Standards Update

*"Implementation work will continue for some time," said Daniel Poulter. "The Customer Care Standards are here to stay and it is important for everyone to think seriously about their individual contribution."*



### Some recent developments:

- **Planning & Transportation began piloting a Visitor Authentication Line in November. This allows Norfolk residents to telephone and check the credentials of Council visitors. All departments will be able to take advantage of this service.**
- **A review of County Hall reception has been started to ensure that we provide the facilities our customers and staff need.**
- **A corporate acknowledgement for letter and fax for enquiries that cannot be answered within five days has been developed, and allows us to give contact details of the person dealing with the enquiry.**
- **The Museums Service has tackled the problem of response deadlines for artefacts that may take several months to date by producing a leaflet explaining the process.**
- **The Customer Care Standards leaflet has been translated into several languages and audio tapes are also available for those with reading difficulties or visual impairments.**
- **A series of laminated welcome and information posters is being designed for display at all our fire stations to ensure that the service has a consistent 'public face'.**

The Customer Care Standards and our performance against them will be monitored to ensure that progress is being made in each department and will include mystery shopping exercises in the new year.

### Customer Care Standards - Key Contacts

Customer Care Standards Implementation Coordinator,  
Daniel Poulter 01603 222739

#### Service Representatives

Chief Executive: Howard Collins 01603 228899

Cultural Services: Vera Cooke 01603 223341

Education: Katherine Attwell 01603 223397

Finance: Peter Shackley 01603 222916

Fire Service: Martin Barsby 01603 819759

Planning & Transportation: Graham Tennant 01603 228904

Social Services: Karen Knight 01603 638599

#### Performance Monitoring

Policy & Performance Unit: Alison Smith 01603 223047

#### Intranet link

[http://intranet.norfolk.gov.uk/eServices/Content/News/setting\\_the\\_standard.asp](http://intranet.norfolk.gov.uk/eServices/Content/News/setting_the_standard.asp)