



Committee: BUDGET AND PERFORMANCE PANEL

Date: WEDNESDAY, 13 DECEMBER 2017

Venue: LANCASTER TOWN HALL

Time: 6.10 P.M.

A G E N D A

1. **Apologies for Absence**

2. **Minutes**

Minutes of the Meeting held on 14th November, 2017 (previously circulated).

3. **Items of Urgent Business authorised by the Chairman**

4. **Declaration of Interests**

To receive declarations by Members of interests in respect of items on this Agenda.

Members are reminded that, in accordance with the Localism Act 2011, they are required to declare any disclosable pecuniary interests which have not already been declared in the Council's Register of Interests. (It is a criminal offence not to declare a disclosable pecuniary interest either in the Register or at the meeting).

Whilst not a legal requirement, in accordance with Council Procedure Rule 9 and in the interests of clarity and transparency, Members should declare any disclosable pecuniary interests which they have already declared in the Register, at this point in the meeting.

In accordance with Part B Section 2 of the Code Of Conduct, Members are required to declare the existence and nature of any other interests as defined in paragraphs 8(1) or 9(2) of the Code of Conduct.

5. **Performance and Service Accounts – Resources** (Pages 1 - 34)

Oral report of the Chief Officer (Resources).

6. **Performance and Service Accounts - Regeneration and Planning** (Pages 35 - 55)

Oral report of the Chief Officer (Regeneration and Planning).

7. **Work Programme Report**

To consider any items the Panel may want to add from the meeting.

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Susan Sykes (Chairman), Tim Hamilton-Cox (Vice-Chairman), Tracy Brown, Nathan Burns, Kevin Frea, Jean Parr, John Reynolds, Peter Williamson and (one Labour vacancy)

(ii) Substitute Membership

Councillors Dave Brookes, Claire Cozler, Ron Sands, John Wild, Nicholas Wilkinson and Phillippa Williamson

(iii) Queries regarding this Agenda

Please contact Tessa Mott, Democratic Services - telephone 01524 582074 or email tmott@lancaster.gov.uk.

(iv) Changes to Membership, substitutions or apologies

Please contact Democratic Support, telephone 582170, or alternatively email democraticsupport@lancaster.gov.uk.

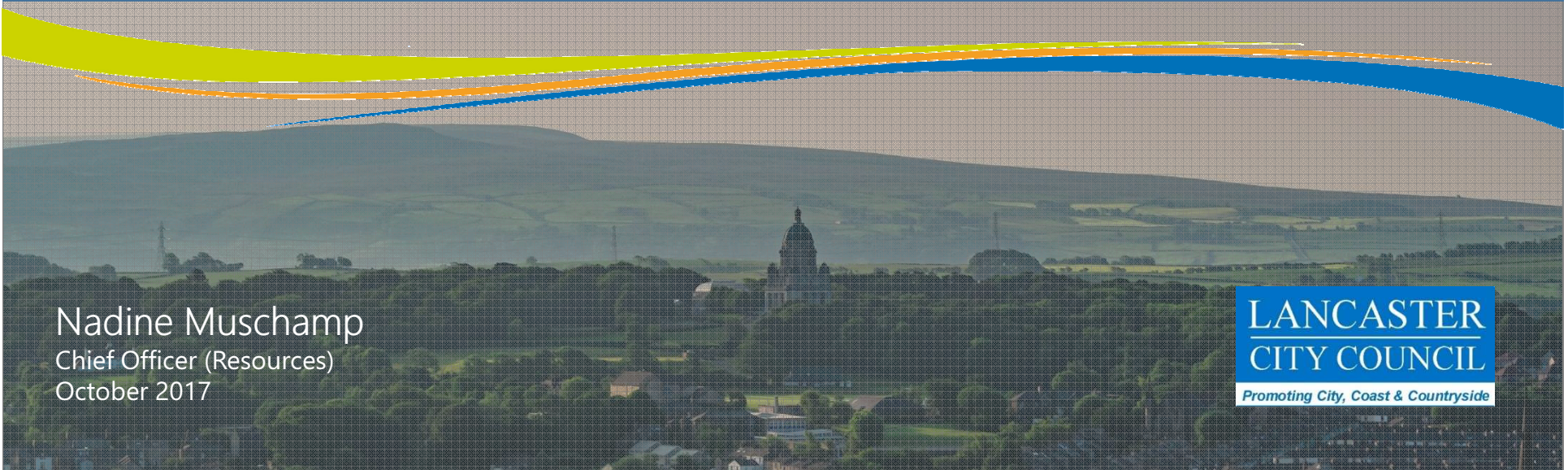
SUSAN PARSONAGE,
CHIEF EXECUTIVE,
TOWN HALL,
DALTON SQUARE,
LANCASTER LA1 1PJ

Published on Monday 4th December, 2017.



Lancaster City Council

Resources



Nadine Muschamp
Chief Officer (Resources)
October 2017



Presentation Purpose

Departmental Overview

Opportunity for Challenge

Generate further options for the budget

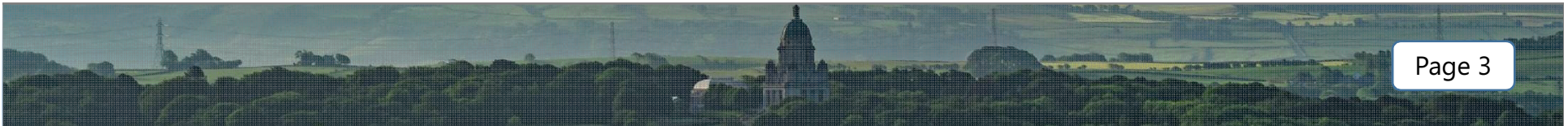
Inform Corporate Plan



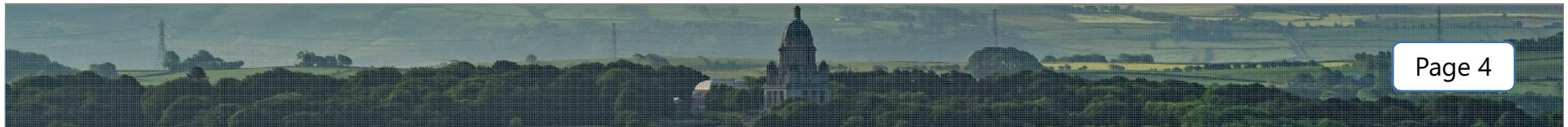
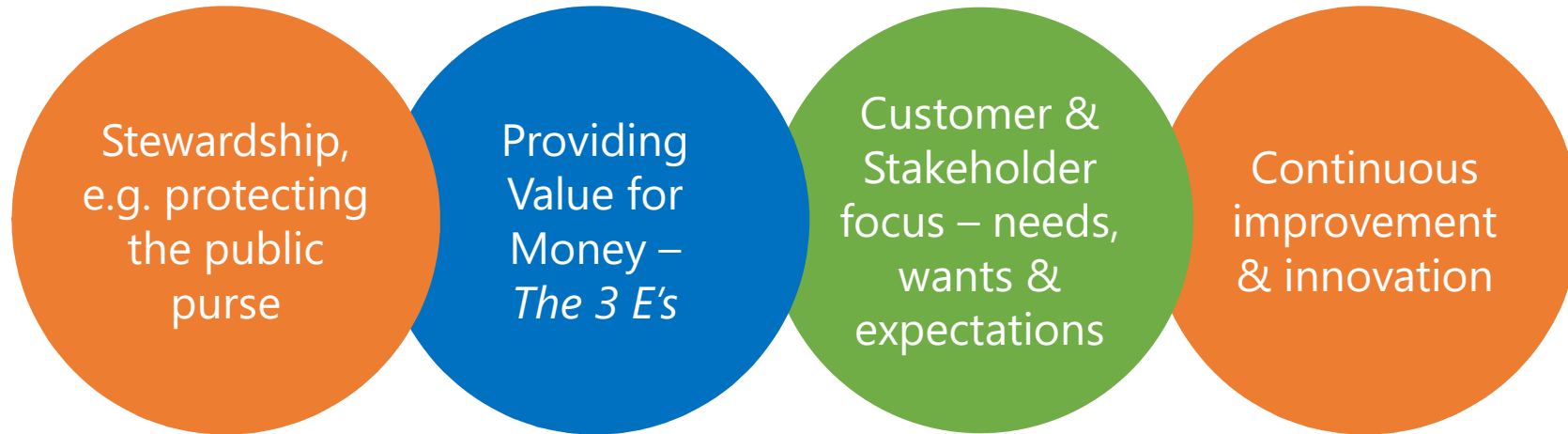
Strategic Fit



Corporate Plan



Key Drivers

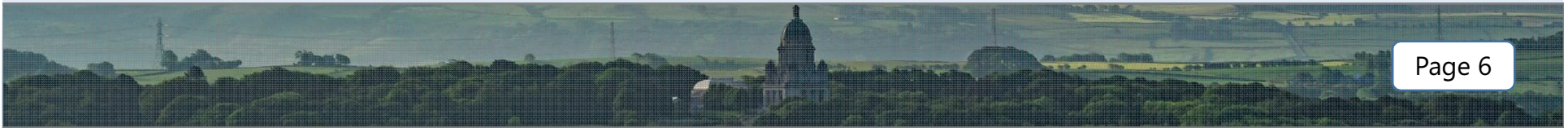


Previous Year Review

ON A JOURNEY:

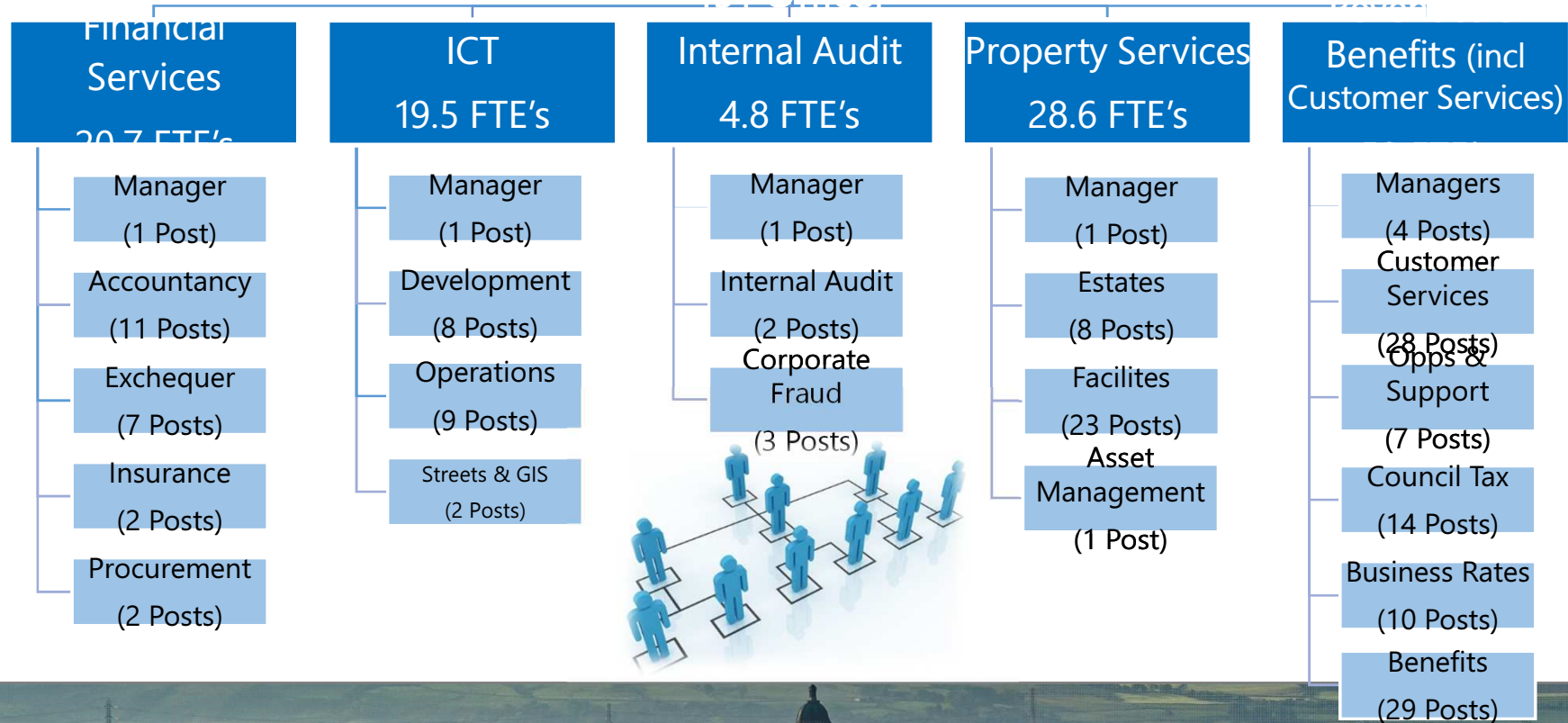
- Digital
- Customer Focus
- Asset Management and Planning
- Financial Management and Planning
- Welfare Reforms and Local Taxation
- Gaining investment in key areas

On A Journey.....



Structure

Chief Officer (Resources) & Section
151 Officer



Resources

2017/18 Budgets	Employees £	Premises £	Transport £	Supplies and Services £	Benefit Payments £	Recharges In £	GROSS EXPENDITURE £	Income £	Recharges Out £	GROSS INCOME £	Transfers to/(from) Reserves £	NET EXPENDITURE £
Financial Services	778,900	-	2,500	190,700	-	325,200	1,297,300	(4,600)	(1,292,700)	(1,297,300)	-	-
ICT	620,200	700	2,600	428,100	-	122,400	1,174,000	(1,000)	(1,173,000)	(1,174,000)	-	-
Internal Audit	188,300	-	600	139,000	-	50,100	378,000	-	(313,800)	(313,800)	-	64,200
Property Services	430,000	-	3,600	142,600	-	361,200	937,400	(937,400)	(937,400)	(1,874,800)	-	(937,400)
Management & Admin	454,500	-	3,600	52,500	-	361,200	871,800	(31,900)	(839,900)	(871,800)	-	-
Estates Management	156,300	776,300	-	104,200	-	222,100	1,258,900	(1,501,500)	-	(1,501,500)	(60,000)	(302,600)
Facilities Management	198,300	792,100	300	82,500	-	1,001,600	2,074,800	(49,000)	(1,973,600)	(2,022,600)	-	52,200
Revenues & Benefits	521,800	-	300	2,598,600	32,905,800	1,997,000	38,023,500	(35,837,600)	(887,800)	(36,725,400)	(170,300)	1,127,800
Customer Services	521,800	-	300	31,000	-	153,000	706,100	(700)	(705,400)	(706,100)	-	-
Operations & Support	-	-	-	76,600	-	105,800	182,400	-	(182,400)	(182,400)	-	-
Council Tax	-	-	-	894,900	-	176,600	1,071,500	(306,000)	-	(306,000)	-	765,500
Business Rates	-	-	-	600,100	-	54,100	654,200	(612,900)	-	(612,900)	(170,300)	(129,000)
Benefits	-	-	-	996,000	32,905,800	1,507,500	35,409,300	(34,918,000)	-	(34,918,000)	-	491,300
	2,539,200	700	9,600	3,499,000	32,905,800	2,855,900	41,810,200	(36,780,600)	(4,604,700)	(41,385,300)	(170,300)	254,600
% of Gross Expenditure (excluding Benefit Payments)	29%			39%		32%	8,904,400					

Note: Notional capital charges have been excluded from the above analysis

Financial Services

Functions / Purpose

Accountancy

- Budget co-ordination & preparation
- Monitoring & reporting
- Closedown
- Treasury Management
- Collection Fund Accounting
- Financial Regulations
- Support & Advice
- Projects
- VAT



Exchequer

- Payroll
- Creditors
- Debtors
- Income Management
- Support & Advice



Insurance

- Claims Handling
- Liaising with Insurers
- Annual Renewals
- Support & Advice



Procurement

- Contract Management
- EU Compliance
- Support & Advice
- Transparency Data
- Procurement Cards Administration



Financial Services

Performance / Benchmarking

- Closure & Publication of Accounts by Statutory Deadlines – achieved
- Unqualified Audit Opinion – achieved
- Positive VFM Conclusion - achieved
- Payment of invoices within 30 days – currently 94% Council wide
- Timely Publication of Transparency Data – target met quarterly
- Insurance Benchmarking – review due to start this month
- External Benchmarking – previously undertaken with mixed results, due to be reviewed again



Financial Services

Key Issues / Challenges

COMPLIANCE

- Faster Closedown Requirements - statutory
- Legislative Changes – Payroll / VAT / Accounting Requirements / Procurement

ENABLING

- Support for Key Projects – Canal Corridor, Salt Ayre etc
- System Replacements / Upgrades / Enhancements – improved user experiences
- Centralisation of Payroll Function – efficiency improvements
- Insurance Review – Wyre BC
- Succession Planning & Resilience
- Proactive v Reactive Demands – need to manage expectations

Internal Audit

Functions/ Purpose

- Statutory function – Local Government Act (S.151) / Account & Audit Regulations
- Purpose of Internal Audit / Corporate Fraud Team
- Annual Internal Audit Opinion / Annual Governance Statement
- Formulating the Audit / Corporate Fraud Plans



Internal Audit

Performance / Benchmarking

- What does “good performance, effectiveness and added value” look like?
- Customer feedback
- Performance Indicators
- Improvements to services
- Benchmarking with peers / sharing best practice
- Corporate Fraud Team 2016/17 performance



Internal Audit

Key Issues / Challenges

- Small Internal Audit Team / managing expectations
- Building resilience / developing skills / qualifications / shared knowledge
- Lack of IT Auditors
- Budget reductions / impacting on internal controls
- Different ways of working / taking more risks / complex audits
- Counter fraud awareness / increasing referrals

Information, Communications & Technology

Functions/ Purpose

Strategy

- ICT Strategy
- Digital Strategy
- Security Policies
- Budget
- Account Management
- Programme Management
- Major incident response

Development

- Customer Experience Mapping
- Business Analysis
- Project Management
- Specification of Requirements
- Design
- Procurement
- Development
- Testing
- Implementation
- Change Management
- Security

Operations

- Service Desk
- Incident Management
- Problem Management
- Systems Maintenance
- Provisioning
- Guidance / advice
- Telephony
- Communications

Streets & GIS

- Street Naming
- Building Numbering
- Geographic Information Systems
- Data science



Information, Communications & Technology

Benchmarking / Performance

Performance Indicators	Actual 2016 / 2017	Target 2017 / 2018	Frequency
Number of services with fully transactional online self service capability	Data not available 2016/17	Baseline – new measure 2017/18	Quarterly
Number of services with fully transactional online self service capability available via the iLancaster app	Data not available 2016/17	Baseline – new measure 2017/18	Yearly

- Digital awareness
- User experience
- ICT service provision

Information, Communications & Technology

Key Issues / Challenges

- Increasing demand
- Rate of change of technology
- Reduced funding
- Increased regulation / compliance requirements
- Increased complexity of technology
- Digital awareness across the organisation
- Cloud – getting the greatest benefit to the organisation
- Increasing automation of processes
- Increasing productivity of staff using modern tools
- Seeking to work with other Districts in common areas
- Tapping into University skills
- Cultural change



Property Services

Functions / Purpose

Estates Management

- Acquisitions
- Disposals
- Hiring and Lettings
- Valuations
- Commercial Property

Asset Management

- Property Strategy
- Property Review

Facilities Management

- Planned Maintenance
- Reactive Maintenance
- Facilities Support
- Courier
- Hospitality
- Print Room

Restructure – Main Changes

- Asset Manager
- Hospitality Team
- Facilities Support Officer Contracts
- Maintenance Technician (Handyperson)
- Business Support



Property Services

Performance / Benchmarking

Percentage occupancy of commercial buildings (half-yearly)

Number of Commercial Properties	32	
Total Floor Area		13,246m ²
Total Occupancy Level	96%	
Total Income during 2016/17		£1.3M
Total Expenditure during 2016/17	£777K	
Balance during 2016/17		£523K



Property Services

Performance / Benchmarking

Amount of energy used across all Council property (half-yearly)

Amount spent on Gas in 2016/17

£269K

Amount spent on Electricity in 2016/17

£523K

Amount spent on Water in 2016/17

£286K

Average consumption of Gas and Electricity over last 3 years

3.7M kWh p.a.



Property Services

Performance / Benchmarking

The repairs identified in the 2012 condition survey were categorised as follows:

- A (Good) – 47%
- B (Satisfactory) – 32%
- C (Poor) – 16%
- D (Failed) – 5%

Since the 2012 Condition Surveys we have invested £7.3M to address required maintenance across the portfolio:

- 2012/13 - £0.8M
- 2013/14 - £0.8M
- 2014/15 - £1.4M
- 2015/16 - £1.9M
- 2016/17 - £2.4M



Property Services

Key Issues / Challenges

- Complete implementation of new structure and develop cultural change and customer focus
- Work with the Services to complete our overarching Corporate Property Strategy and Accommodation Strategy including assessing our assets for:
 - Condition - New surveys being commissioned this year
 - Suitability – Measure the fitness for purpose of our buildings
 - Sufficiency – Measure the utilisation in our buildings and set standards
- Complete a review of the commercial property portfolio (targets to be informed / confirmed through review) and develop the Group's commercial skills and approach
- Ensure the provision of sound property services support to key projects, such as Canal Corridor North, Bailrigg Garden Village and other strategic projects



Customer Services

Functions/ Purpose

For Our Residents

- Provide a prompt response, an understanding ear and reliable advice.
- Enable them to access a wide range of Council services.
- Deliver a consistent experience across multiple channels – over the phone, via email and face to face visits at Lancaster and Morecambe town halls.

For Our Stakeholders

- Aim to be pioneering frontline representatives of the Council's corporate values and behaviours.
- Facilitate their customer interactions.
- Feedback how processes can be improved and simplified.

Customer Services

Demand / Performance

Average figures per week 2016/17

Service	Telephone	LTH Visits	MTH Visits
General Switchboard (Tel. 582000)	959		
Council Tax, Benefits including UC Support (Tel. 582965)	476	232	194
Parking (Tel. 582972)	18	133	18
Environmental Services (Tel. 582491)	632	29	18
Elections (Tel. 582905)	146	20	5
Housing (Tel. 582005, 582257)	276	125	53
Other (Markets, Licensing, Planning, TH Visitors)		246	115
Totals	2,509	784	404

Average customer transaction cost per channel

Face to face £8.62
 Telephone £2.83
 Web self-service £0.15

How do we do?

92% of calls are answered
 Average phone wait – 2 mins
 Average TH wait – 4 mins

Customer Services

Key Issues / Challenges

Where do we want to be?

- Work with our colleagues to refine processes so they are efficient, cost effective and crucially, meet our residents' needs
- Explore the huge scope of opportunity to offer our residents digital alternatives to access our services.
- Join up with internal and external partners so that access to services is convenient, seamless and transparent for our residents.

What's happening now?

- New technology – 'Customer Experience Platform' (increasing self-service).
- Supporting benefit customers through the transition to UC.
- Review of the corporate Customer Service Strategy.



Revenues & Benefits (Shared Service)

Functions/ Purpose

Operating as a Shared Service with Preston City Council (started 1 July 2011)

Statutory Services:

Billing, collection and recovery of Local Taxation:

- Council Tax 64,234 properties (Net Debit £68.8M)
- Business Rates 5,233 businesses (Net Debit £66.1M)

Administration of Benefits:

- Housing Benefits 6,692 current live cases
- Council Tax Support 10,735 current live cases
- Administer Welfare reforms and work in partnership with DWP to roll out Universal Credit
- Minimising Housing Benefit Overpayment and maximising the recovery of those that occur

Billing collection and recovery of the two BIDS (Lancaster (£243K) & Morecambe (£125K).



Revenues & Benefits (Shared Service)

Performance / Benchmarking

Value for Money:	2010/11	2016/17
Staffing Resources (Shared Service)	177.76 FTE's	94.6 FTE's
Benefits - Cost per Claim	£75.90	£47.56
Council Tax - Cost per account	£10.74	£4.45

Performance:		2015/16	2016/17
Collection Rates:	Council Tax	96.4%	96.4% (in year)
	Business Rates	98.8%	99.0% (in year)
Benefit processing:	New Claims	24 days	24 days
	Change of Circs	9 days	8.1 days

Shared Service Budget: £3.59M **Budget savings generated since introduction: £5M**
Self Serve / E-solutions: 5,667 emails issued incorporating 24,000 pages of correspondence

Revenues & Benefits (Shared Service)

Key Issues / Challenges

- **To ensure that staffing structures and resources remain fit for purpose** in our ever changing environment, shifting resources to areas of greatest need to achieve optimum results.
- **To maintain a good standard of Benefits processing with ever reducing resources;** given ongoing welfare reforms and the difficulties created in the continued roll out of Universal Credit.
- **To progress and embrace new technology** by developing and introducing e-solutions, mobile working, digital performance management and e-capture technology, in order to achieve further efficiencies.
- **To maintain stretching in-year collection targets for both Council Tax & Business Rates;** given welfare reform and the high rise in consumer debt, coupled with the technical changes imposed in Council Tax, and the increased propensity to adopt rate avoidance tactics in Business Rates.

Value for Money

Shared Service / Collaborative Arrangements – Savings heading towards £1M per year

Providing the same or improved levels of service to the customer with fewer resources

Improving internal processes, reducing time spent on tasks and improving efficiency

Improving financial management and asset management, corporately and at service level

Reviewing and re-negotiating contracts to produce savings and procure better products/services

Developing/replacing systems and infrastructure to improve security, resilience and deliver improvements

Providing assurance internally, and gaining an independent view – External Auditor



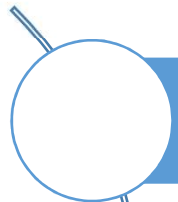
SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">• Professional, dedicated staff• Expertise and knowledge• Responsive and accessible• A corporate view of organisation• Willingness to learn and improve, take things on, come up with ideas – we care• Financially sound	<ul style="list-style-type: none">• Prioritisation & programming• Capacity• Succession planning (incl. recruitment)• Managing expectations• Marketing ourselves, not recognising achievements• How best to demonstrate VFM?
Opportunities	Threats
<ul style="list-style-type: none">• Technology developments• Asset review• Cultural change• Business planning• Business intelligence• Working smarter	<ul style="list-style-type: none">• Loss of resources – funding, skills, experience• Legislative changes• Conflicting workloads & demands• Other organisations' decisions• Not being able to keep all the plates spinning

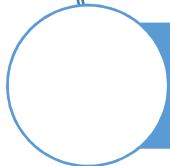




Community Empowerment/ Partnership working



Customer Access to Services – iLancaster, Self Service



Assets of Community Value – Right to Bid, Asset Transfers



Shared / Collaborative Working – Other Local Authorities etc



Climate Change/ Environmental Impact

- Mainly Supporting Role
- Property Angle:
 - Refurbishment
 - Renewable Energy Schemes
 - Energy Efficiency



Customer Needs

External &
Internal

Reactive Responsive Planned
Proactive

- Understanding & managing, expectations, needs and wants
- Making the most out of data / business intelligence
- Equality and Diversity
- Accessibility

On A Journey.....





Lancaster City Council

Regeneration and Planning



Andrew Dobson
Chief Officer (Regeneration and Planning)
May 2017



Presentation Purpose

What we must do

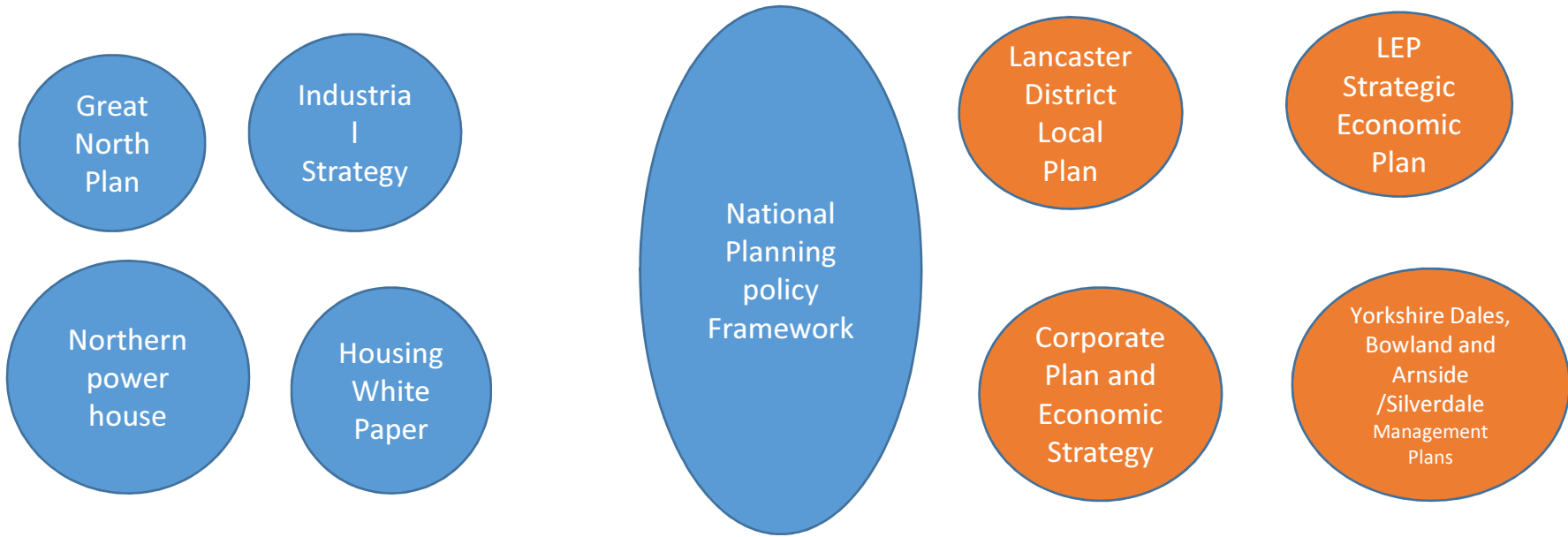
- Development Management
- Planning Policy
- AONB

What we should also do

- Economic Development
- Regeneration Projects

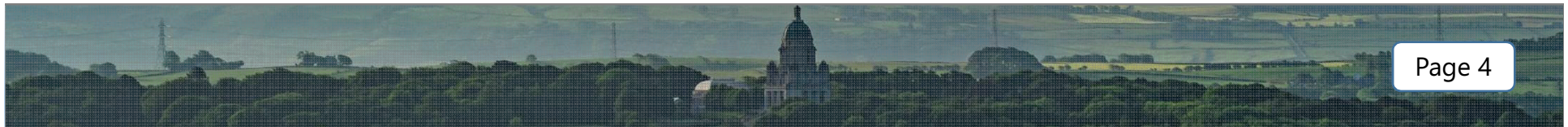
- Corporate Comms and Marketing, Equality.

Strategic Fit



Key Drivers

- Anticipating **future change** in the district and around Morecambe Bay, adapting actions to safeguard the sustainability of place and communities, ensuring the Council has the most up to date evidence on how to manage that change positively.
- Providing strong and robust services, **resilient to challenge**, and delivered with high **ethical** standards. Delivering major projects designed to advance change and growth.
- Delivering **value for money** services directly aligned to the Corporate Plan and national policy requirements.
- **Intervening in the local economy** only where the Council can add value
- Ensuring that current generations in the local community through their decision making do not adversely prejudice the needs of **future generations**.
- Acting as **custodian** of and managing the high quality natural and build environments which characterise **Lancaster District**
- **Primarily statutory** but also significant discretionary activities without which implementation of our plans would remain incomplete.



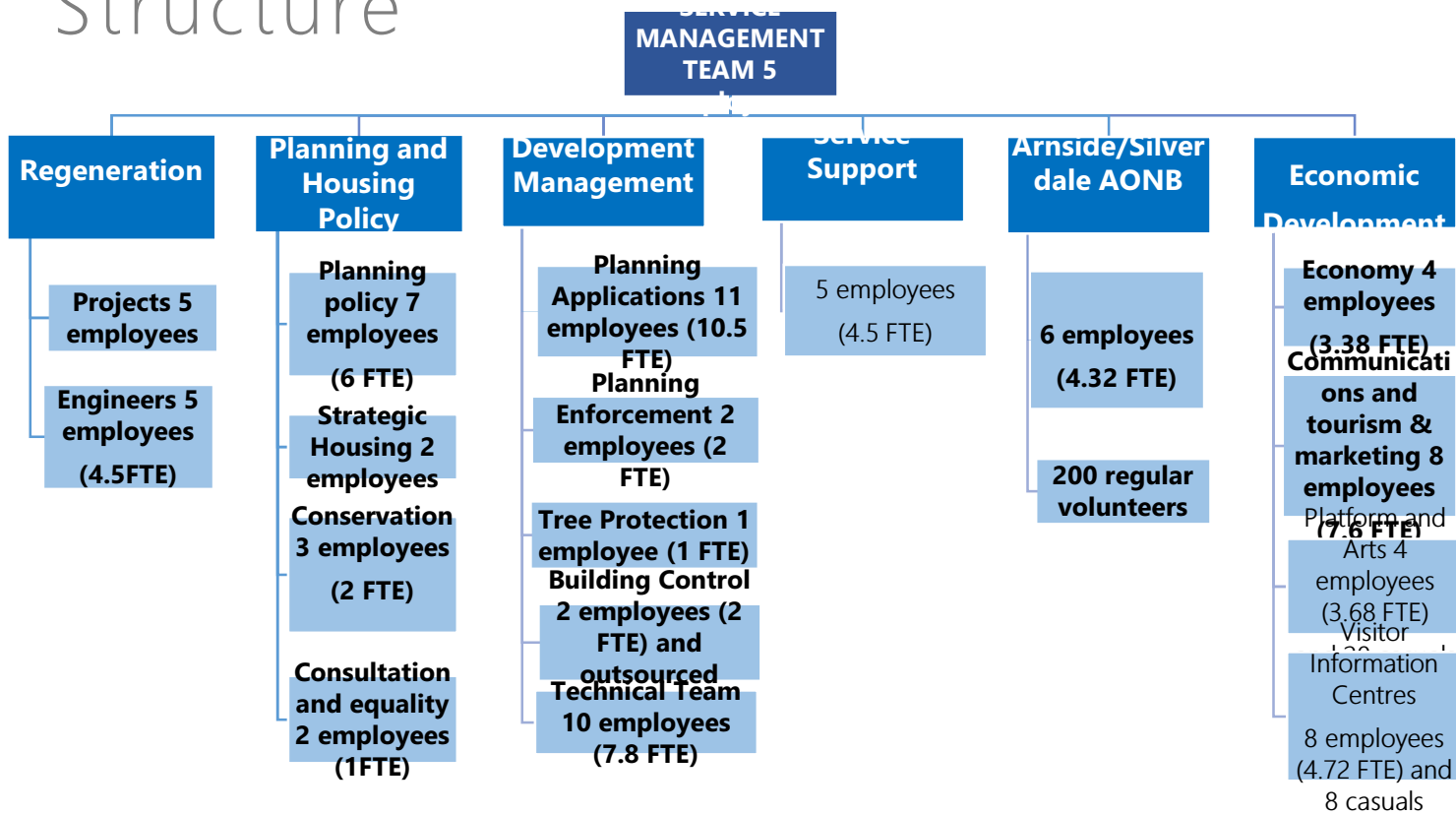
Functions/ Purpose

“To implement the Development Plan”

Regeneration	Development Management	Economic Development	Service Support
<ul style="list-style-type: none">•Planning and Housing Policy•Responding to national and regional policy change•Protected Landscapes policies•Local Plan preparation•Specialist private housing delivery•Regeneration Projects•Engineering projects•Coastal protection and flood protection cooperation•Conservation Services	<ul style="list-style-type: none">•Planning Applications•Pre application advice•Planning appeals and legal challenges•Planning Enforcement•Tree Preservation•Conditions and development monitoring•Building Regulations Applications•Dangerous Buildings and Structures	<ul style="list-style-type: none">•Economic Strategy and strategic cooperation with Lancashire Enterprise partnership.•Sourcing External funding•Visitor Economy•Business Growth inc BIDs•Platform/Storey•Visitor Information Centres•Arts and Culture inc Festivals•Marketing and Communications•Museums•Distribution of Flood Grants for business.•Arnsdale/Silverdale AONB	<ul style="list-style-type: none">•Financial monitoring•Project Management support•Invoicing and Debt management•Procurement•HR and Health and Safety monitoring•Office systems•Publicity & Promotion•Information Management



Structure



Resources

Regeneration & Planning - Analysis of Net Expenditure

		Employees	Premises	Transport	Supplies and Services	Recharges In	GROSS EXPENDITURE	Income	Recharges Out	GROSS INCOME	Appropriations	NET EXPENDITURE
		£	£	£	£	£	£	£	£	£	£	£
Development Management	Development Control	629,300	100	3,300	53,000	573,200	1,258,900	(749,200)	(11,200)	(760,400)	-	498,500
	Building Control Regulations	68,000	-	3,200	84,400	245,200	400,800	(130,000)	(255,300)	(385,300)	-	15,500
	Building Control (Non-Chargeable)	-	-	-	-	109,800	109,800	-	-	-	-	109,800
	Sub-Total	697,300	100	6,500	137,400	928,200	1,769,500	(879,200)	(266,500)	(1,145,700)	-	623,800
Economic Development	The Platform	97,800	97,700	100	244,600	31,600	411,900	(273,700)	-	(273,700)	-	138,100
	Lancaster VIC	80,800	29,500	200	20,700	-	131,000	(26,100)	-	(26,100)	-	104,900
	Morecambe VIC	65,200	34,600	200	20,200	14,200	134,400	(32,100)	-	(32,100)	-	102,300
	Other Economic Development Activity ¹	417,800	700	1,400	985,100	156,100	1,561,100	(19,600)	(313,000)	(332,600)	-	1,228,500
	AONB	142,100	8,800	4,800	23,700	15,700	193,100	(173,200)	-	(173,200)	2,000	21,900
Sub-Total	803,500	111,300	6,700	1,294,300	215,600	2,431,400	(524,700)	(313,000)	(837,700)	2,000	1,595,700	
Regeneration	Planning & Housing Policy (incl Conservation)	450,800	-	1,900	273,500	240,800	947,000	(33,500)	-	(33,500)	(87,400)	826,100
	Regeneration ²	214,900	115,500	1,300	274,500	290,800	897,000	(321,000)	-	(321,000)	900,000	1,476,000
	Engineers	229,200	283,400	5,000	45,800	375,700	919,100	(344,200)	-	(344,200)	-	574,900
Sub-Total	874,900	378,900	8,200	593,800	907,300	2,763,100	(698,700)	-	(698,700)	812,600	2,877,000	
Service Support	R&P Management & Administration ³	191,800	900	900	98,500	169,300	461,400	-	(353,000)	(353,000)	-	108,400
	Service Support ³	137,200	1,100	200	6,500	232,900	377,900	(1,000)	(485,300)	(486,300)	-	(108,400)
	Conservation & Environment	-	-	-	41,700	17,800	59,500	-	-	-	-	59,500
	Local Nature Reserve	6,700	11,000	-	5,500	-	23,200	(16,500)	-	(16,500)	-	6,700
	Sub-Total	335,700	13,000	1,100	152,200	420,000	922,000	(17,500)	-	(855,800)	-	66,200
		2,711,400	503,300	22,500	2,177,700	2,471,100	7,886,000	(2,120,100)	(579,500)	(2,839,200)	814,600	5,162,700

Notes to above

¹ Other Economic Development Includes £520.2K management fee payable to Lancashire County Council for the Lancaster Museums Partnership and £200.9K Grants to the Arts Organisations under Supplies and Services.

² Includes £400K contribution into the Canal Corridor Reserve and £500K into the Economic Growth Reserve under Appropriations.

³ Expenditure and Income have been split out pro-rata to total number of FTE's within the R&P M&A account to show indicative totals for the Service Support team.

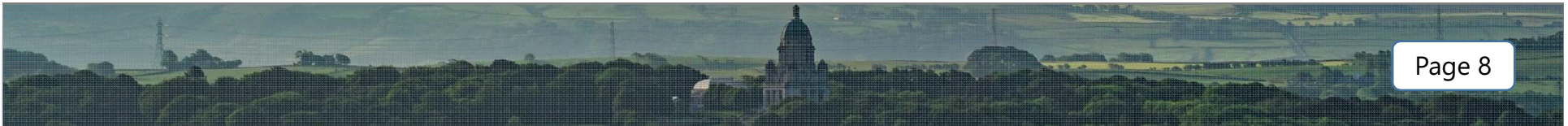
All the above figures exclude all notional capital charges



Savings Schedule

Potential savings/income generation for 2018/19 and beyond

- £140k (approximate) from the soon-to-be-introduced 20% national increase in planning fees. Ring-fenced to be spent “entirely on planning functions”.
- Using Council assets in key locations as potential income generators as values rise. Property Review/Car Parking review leads to opportunities.
- Investing in the potential to generate more income from current assets such as the Platform i.e separate bar area to increase income from sales and reduce subsidy. Clear links to project Eric.
- The potential for growth and efficiencies associated with the review of the Councils Museums offer (which could include potential for Visitor Information rationalisation)



Projects

Project	Lead Service	Frequency	High / Low / Neutral	Corporate / Operational
Lancaster Centre Vision Plan	Regeneration & Planning	Quarterly	Neutral	Corporate
Lancaster Canal Corridor (North)	Regeneration & Planning	Quarterly	Neutral	Corporate
Heysham Gateway	Regeneration & Planning	Quarterly	Neutral	Corporate
Garden Village	Regeneration & Planning	Quarterly	Neutral	Corporate
Local Plan prepared and adopted	Regeneration & Planning	Quarterly	Neutral	Corporate
Morecambe Bay Destination Development Plans	Regeneration & Planning	Quarterly	Neutral	Operational
Lancaster Destination Development Plans	Regeneration & Planning	Yearly	Neutral	Operational
Development of an Economic Growth Strategy	Regeneration & Planning	Yearly	Neutral	Corporate



Projects

Project	Lead Service	Frequency	High / Low / Neutral	Corporate / Operational
Marketing and promotion strategy to encourage commercial/business investment in the district will be developed and delivered	Regeneration & Planning	Yearly	Neutral	Operational
Develop proposals for an arts and cultural offer that adds value to the Canal Corridor (North) scheme	Regeneration & Planning	Yearly	Neutral	Operational
Area of Natural Beauty (AONB) Management Plan	Regeneration & Planning	Yearly	Neutral	Operational
Digital workplace	Regeneration & Planning	Yearly	Neutral	Corporate
Repairs and Maintenance Service Development Programme	Regeneration & Planning	Yearly	Neutral	Operational



Value for Money

Inward Investment

Over three years

£51m Public external funding attracted

From £2.5m City Council match funding

Stimulating Housing completions

Lancaster Moor Hospital

Chatsworth Gardens

Luneside East and West

200 Affordable Homes

Volunteering and Partnership

3420 volunteer hours
AONB

Lancaster and Morecambe BIDs

Mary Portas Pilot

LEP/University

Sanction busting

Retaining New Homes Bonus

Preventing direct applications to DCLG

Local Plan default powers to County Council

Income

Estimated £800k

Planning Fees

Estimated £80k

Building Regs Fees

£166K fees to run

AONB

£72K professional

fees

£ 49K Pre app fees

Special payments i.e

£230 K Garden

Village

£155K special

burdens

Challenge is move

towards Self

Sufficiency.

Benchmarking

In 2016 the service processed :

1480 applications for planning permission

160 applications to works on protected trees

158 submissions for pre application advice

26 Planning appeals

363 Enforcement complaints

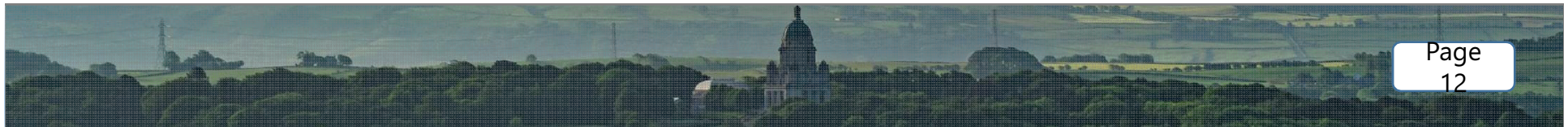
It advanced the Local Plan to Consultation Draft

Major Planning Application Performance

Performance Indicator – The % of Major planning decisions determined within 13 weeks (or other mutually agreed timescale).

Government Intervention rate is 50%.

1	Lancaster	83.2%
2	Chorley	82.7%
3	South Ribble	82%
4	West Lancashire	81.6%
5	Pendle	80.4%
6	Preston	78.2%
7	Hyndburn	77.5%
8	Blackburn with Darwen	76.2%
9	Fylde	75.4%
10	Burnley	73.3%
11	Wyre	71.3%
12	Ribble Valley	67.1%
13	Blackpool	48.6%
14	Rossendale	26.7%



Future for Benchmarking

MEASURING OUR IMPACT ON ECONOMIC GROWTH i.e. BUSINESS TAKE UP

DEVELOPING PLACE MAKING MEASURES TO HELP US UNDERSTAND OUR EFFECTIVENESS

COUNCIL ACTIVITY LEADING TO JOB CREATION MEASURES.

LOCAL PLAN ADOPTION AND COVERAGE : NATIONAL COMPARISONS

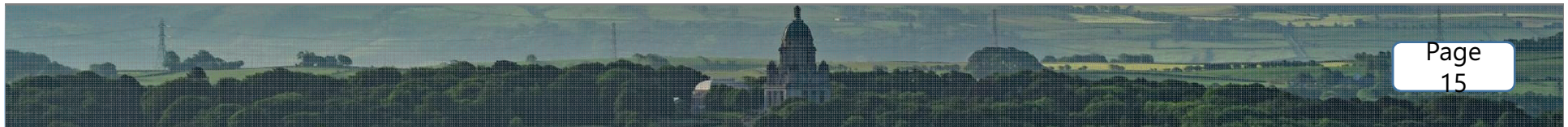
Performance Plan

Performance Indicators	Frequency	*High / Low / Neutral	Corporate / Operational
Number of people attending events and performances at council run facilities	Yearly	High	Operational
Amount of income generated at council run facilities	Yearly	High	Corporate
Number of people attending festivals and events managed and supported by the council	Yearly	High	Operational
Economic impact of festivals and events managed / supported by the council	Half-yearly	High	Corporate
Number of people attending external art programmes supported by the council	Yearly	High	Operational
Amount of leverage (match funding) resulting from council investment in external Arts Programmes	Yearly	High	Operational
Total number of new homes built	Quarterly	High	Corporate
Number of student housing completions	Half-yearly	High	Operational
Number of affordable homes delivered	Quarterly	High	Corporate



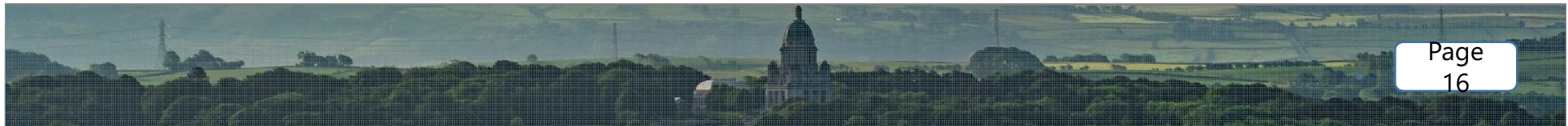
Performance Plan

Performance Indicators	Frequency	*High / Low / Neutral	Corporate / Operational
Number of empty properties brought back into use	Quarterly	High	Corporate
Percentage of minor planning applications determined within 8 weeks (Speed of Decision)	Quarterly	High	Operational
Percentage of other planning applications determined within 8 weeks (Speed of Decision)	Quarterly	High	Operational
Percentage of major planning applications determined within 13 weeks (Speed of Decision)	Quarterly	High	Operational
Percentage quality of decisions of major planning applications	Quarterly	High	Operational
Percentage quality of decisions of major planning applications	Monthly	High	Operational
Percentage quality of decisions of non-major planning applications (From 2018)	Monthly	High	Operational
Percentage of total planning applications approved	Monthly	High	Corporate
Number of businesses accessing resilience and growth support services	Monthly	High	Operational



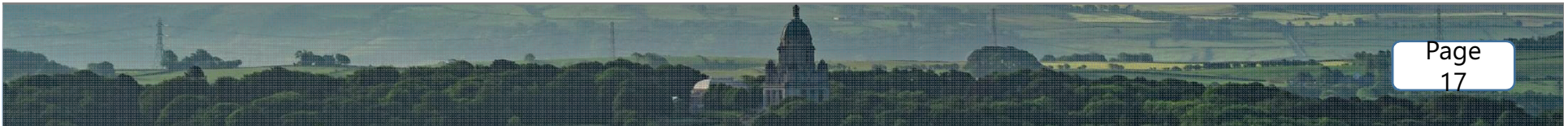
SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Talented individuals • Expertise and compliance • Sense of fairness • Managed ability for risk taking • Clear vision • Respected at national level • Sound financial management 	<ul style="list-style-type: none"> • Capacity v workload balance • Delayed Local Plan • Open target for housing appeals • Under siege from complaints • Not trusted publically at present • Lacking legal support for resilience • Senior staff retirements looming • Recruitment problems in key areas • Data Protection vulnerabilities
Opportunities	Threats
<ul style="list-style-type: none"> • Good reputation for attracting external funding • Flexible workforce adaptable to projects • Partnership with Morecambe Bay authorities • Growing young talent • Engineering expertise could attract project income • Potential for mobile working • Key to delivering growth in sub region 	<ul style="list-style-type: none"> • Malicious/tactical complaints and challenges • Increasing threat of litigation • Reputational damage • Constant side winders affect productivity • Exhaustion from battling • Disillusionment when initiative criticised • Succession planning fails • Senior Officer creative time reducing • Intervention in Local Plan preparation

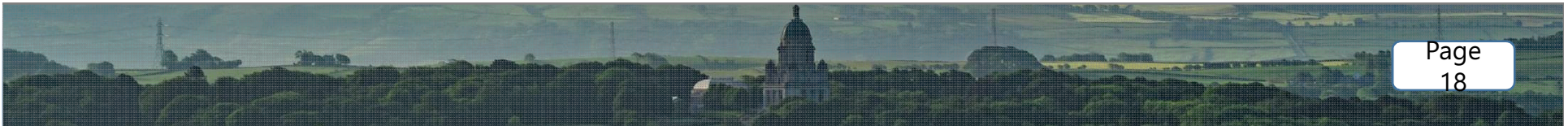
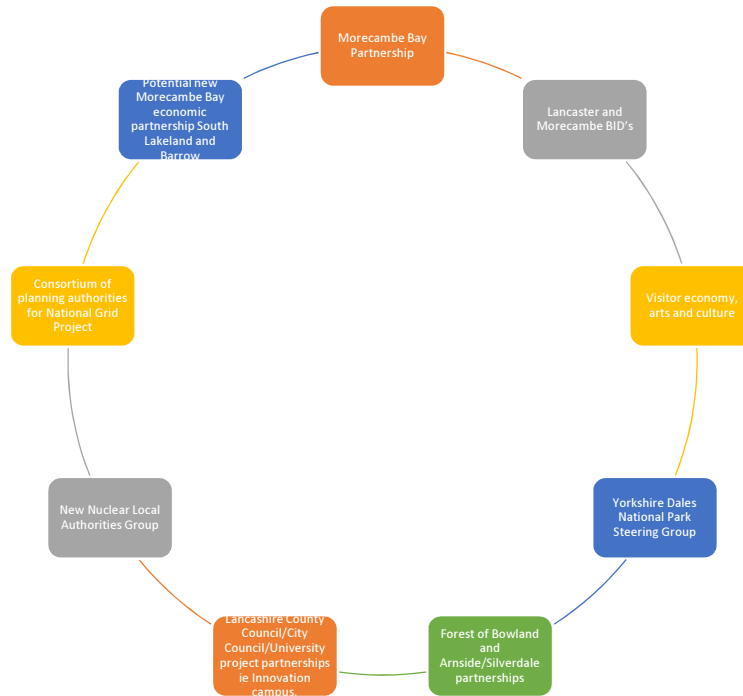


Equality and Diversity

- Corporate support expertise housed within this service
- Decision making has potential for considerable impacts on groups
- Future change within district must show proper consideration for all groups in society
- Intergenerational inequality relating to economic growth and housing need is a particular tension in local decision making
- Local Plan and Growth needs predominantly challenged by older age groups with potential to prejudice future prospects of young people

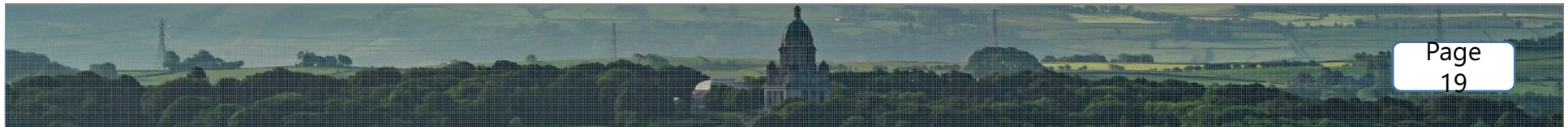


Community Empowerment/ Partnership working



Climate Change/ Environmental Impact

- All Planning and Regeneration decisions must consider wide range of environmental impacts. Major flood impacts now to update evidence base.
- Strategic Environmental Assessment/ Sustainability appraisals for policy making
- Protected areas and landscaped major influence on policy making
- Environmental Impacts are a “Golden Thread” through much of our work
- Always shaped by national and international policy
- Occasional tensions between ambition and regulatory restrictions ie Energy saving requirements on new development
- Regular tension between community aspirations to protect and districts need to grow
- Over urbanised policy approach to sustainability has difficult fit with sustaining rural areas



Customer Needs

- Communication and engagement
- Absolute confidence in the integrity of decision making
- Prompt and efficient service for decision making and development monitoring
- Adequate resources for enforcement of rules
- High quality and accessible background information for decisions
- Fair and effective consultation and notification
- Effective intervention in the local economy where needed, and evidence to show why we do so.



Previous Year Review

Local Plan to
consultation
stage

Development
Management
stabilised

Economic
Development
prioritised

Garden Village
awarded

Morecambe
Wave reflection
wall built

