

**Lancaster City Council's
Corporate Plan 2008/09**

V1.20 8 January 2008

**Foreword by the
Leader of the Council
and the Chief Executive**

To be drafted -

:

- Purpose of the Corporate Plan
- Any adjustments to medium term strategic objectives
- Local Government White Paper – rebalancing the relationship between local government and local people
- Partnerships / Sustainable Community Strategy
- Rising public expectations and a challenging financial climate requiring the Council to continue driving forward the transformation of local services, combining greater responsiveness with continuing improvements in efficiency

COUNCILLOR ROGER MACE
Leader of the Council

MARK CULLINAN
Chief Executive

OUR VISION:

Ambitious for our Communities by:-

“Promoting city, coast and countryside, we will achieve lasting opportunities for all in a safe and prosperous community that’s proud of its natural and cultural assets.”

- **In Morecambe** this means a seaside town recognised as vital and vibrant in an exceptional natural setting with a sustainable economy and a stable resident community.
- **In Lancaster** this means being recognised as an historic important University city with an envied quality of life, rich heritage, strong economic opportunity
- **In our rural areas** this means a sustainable quality of life that protects communities and landscapes while providing the economic opportunity to flourish.

What Matters to our Community?

A Shared vision?

This section will set out our commitment to providing leadership through our key partnerships and contribution to the LSP and Sustainable Community Strategy objectives. It will show the “golden thread link” between The Community Strategy and our Corporate Plan.

To be drafted once revised Community Strategy has been further developed.

What is our role?

Lancaster City Council's is ambitious for its communities. Its role is:

- to provide community leadership to help the district address the major issues it faces;
- to provide the services that we are responsible for that contribute to meeting people's needs.

We aim to ensure all our activities fit with this role and to that end, each of our policies, spending decisions and work programmes, as well as every course of action we take, should clearly contribute to at least one of the following:

1. Representing our communities' interests within the district, regionally, nationally and in Europe.
2. Bringing communities and agencies together to work in partnership to address the major issues affecting the district.
3. Providing a range of customer focused services, within the City Council's remit, that meet the needs of people who live, work and visit the district.
4. Improving, on a continuing basis, the services that the Council provides.
5. Maintaining a cohesive community by ensuring we understand the needs of our communities and provide equality of access to our services and employment opportunities

The Council's Core Values

Our core values are ones shared by everyone in our organisation. We have recently revisited these shared values and have restructured them into three clear and explicit principles that guide everything that we do.

Committed to the customer / Putting the customer first

We value our customers and put them at the heart of everything we do. We will listen to and respect their views, using them to shape our services.

Community Leadership and Partnership

We will bring communities together to deal with the major issues facing us and work with our partners to deliver real improvements to quality of life for those in our district.

An excellent employer

We are proud of our skilled and professional employees. We want our people to feel valued, proud to serve our communities and be our ambassadors in the community..

Our Medium Term Objectives

We are a large organisation with an immense range of activity. Our Corporate Plan, aligned to our Medium Term Financial Strategy, sets our ambitions for the next three years, the issues we have decided to prioritise and what key actions we commit to undertake in order to make sure that those ambitions are achieved. To measure our success against these priorities, we have indicated a number of milestones and targets upon which our performance may be judged.

The Plan's ambitions and priorities demonstrate our commitment to playing our part in contributing to the Local Strategic Partnership's Sustainable Community Strategy and the wider Local Area Agreement.

The things we will do have been grouped together under 7 medium term objectives set out below. The essence of what we are trying to achieve within these objectives are spelled out more clearly in the pages that follow.

| | |
|---|--|
| Deliver cost effective services that provide value for money | |
| Provide customer focused, accessible services | |
| Make our district a cleaner and healthier place | |
| Contribute to a safer society | |
| Lead the regeneration of our District | |
| Support sustainable communities | |
| Ensure that local communities have more influence and involvement in the way services are delivered and decisions that affect them are made. | |

Lancaster City Council's Draft Corporate Priorities for 2008/11

Our priorities, as proposed to be set out in our medium term Corporate Plan, are to continue to improve the Council, as follows:-

Deliver cost effective services that provide value for money

1.1 Continue to evaluate our services to ensure they are delivered in the most efficient and cost effective way

Secure efficiency savings of £736k for 2009/10

Secure efficiency savings of £1,556k for 2010/11

(Need to ensure that these targets meet the CSR07 targets)

1.2 Improve further the Council's effective and efficient use of resources

Improve the council's use of resources judgement

Target(s) about relocating council staff in 2 town halls

Identify and generate capital receipts target in capital programme

(Include totals when capital programme approved)

1.2 Keep the City Council element of Council Tax increase to acceptable levels.

2009/10 council tax increase below 4.0%

2010/11 council tax increase below 4.0%

Provide customer focused, accessible services

2.1 Continue to improve service accessibility

Integrate Phase 2 services into the Customer Service Centres by March 2009

Integrate Phase 3 services into the Customer Service Centres by March 2010

2.2 Continue to implement Workforce Planning and Development

Target(s) for WP& D strategy

Target for Homeworking

Target for Hot Desking

2.3 Develop a service culture that embraces transformational change

Service targets for transformational change

Make our district a cleaner and healthier place

A Cleaner Place

3.1 To improve the cleanliness of our streets and public spaces

Targets relating to high standards of street cleanliness

Targets relating to Street Pride scheme

Target linked to Cemeteries Improvement programme

3.2 Take a tougher approach to enforcement

Targets to be developed (Fixed Penalty Notices/Fly Tipping?)

3.3 Complete the recycling and waste management programme

Target relating % of household waste recycled

3.4 Continue to develop the recycling of commercial waste.

Targets to be developed ...

A Healthier Place

3.5 To contribute to health improvement and reduce health inequalities through both delivery of our own services and our work with partners

A number of specific outcomes and targets could be developed from e.g. Cultural Services, Environmental Health, Strategic Housing, Corporate Strategy, CDT project etc

4 Contribute to a safer society

4.2 Work with partners in the Community Safety Partnership to deliver the Partnership's crime reduction targets.

Targets that contribute to CSP targets that include reducing crime and the fear of crime

4.3 Influence the County Council to implement a continuing programme of road safety improvements

Develop targets

5 Lead the regeneration of our District

5.2 Continue to develop throughout the district the sustainable regeneration programme based on the economic vision and strategy.

Targets relating to job creation

Targets relating to business creation

Targets from within the Vision and strategy

5.2 Implement the Tourism Strategy

Targets from the Tourism Strategy
Target linked to Festivals Innovation Fund

5.3 Continue to seek external funding to deliver the economic vision and strategy

Target/outcome linked to external funding
Target linked to Townscape Heritage Initiative

6 Support sustainable communities

6.1 Develop local responses to mitigate and adapt to Climate Change

Develop targets relating to the Climate Change strategy

Develop energy efficiency targets/outcomes

6.2 ~~Seek to~~ Provide affordable housing in accordance with the Housing and Homelessness Strategies.

Develop targets relating to the Housing & Homelessness strategies

6.3 Work to maintain a cohesive community where respect for our diverse communities is valued and celebrated.

Develop targets relating to Community Cohesion

Develop targets relating to Equality and Diversity

Develop Civic Pride targets

7 Ensure that local communities have more influence and involvement in the way services are delivered and decisions that affect them are made.

7.1 Develop Neighbourhood Management arrangements for the District

Develop Neighbourhood Mgt targets/outcomes

7.2 Improve effectiveness of current two tier local government arrangements

Develop Locality Planning targets

7.3 Increase the Council's responsiveness to local concerns by improving consultation and communication procedures. ~~in a consistent manner~~

Develop Community Engagement targets

7.4 Work with members of the LSP on joint initiatives to implement the Sustainable Community Strategy.

Develop targets relating to the Sustainable Community Strategy **and the Children and Young People Strategic Plan**