



**LATE REPORTS, URGENT BUSINESS and SUPPLEMENTARY INFORMATION**

Council Business Committee

Thursday, 3 April 2008

*The following reports were received too late to be included on the main agenda for this meeting. They are now enclosed, as follows:*

Agenda Item Number	Page	Title	Reason for Late Report	Officer Responsible For Late Report
5	1 - 13	CORPORATE PLAN 2008/09	Updated information to replace previously published report	Corporate Director (Finance & Performance)
		Report of Corporate Director (Finance and Performance)		

**COUNCIL BUSINESS COMMITTEE****SUPPLEMENTARY REPORT  
Policy Framework – 2008/09 Corporate Plan  
3 April 2008****Report of Corporate Director (Finance and Performance)****PURPOSE OF REPORT**

To agree a version of the Corporate Plan that can be recommended to Council for approval. In particular to agree preferred priority outcomes and Key Performance Indicators (KPIs) for inclusion in the Corporate Plan.

**This report is public**

**RECOMMENDATIONS**

- (1) **That Council Business Committee agrees a version of the Corporate Plan that can be recommended to Council for approval meeting for approval**

**1.0 Introduction**

- 1.1 The Council is required to approve its Corporate Plan each year in order to meet its statutory obligations under the requirements of the Budget and Policy Framework. Cabinet has already considered its priorities for the coming year and has now asked this Committee to develop a further version for the Corporate Plan for approval by full Council.

**2.0 Priority Outcomes and KPIs**

- 2.1 Attached as an appendix is the latest version of the draft Corporate Plan 08/09. **This supersedes the document sent to members on the 28 March 2008**
- 2.2 The current draft presents a range of priorities that reflect both internal and public consultation and the allocation of resources to deliver them is consistent with the budget approved by Council at its meeting of 27<sup>th</sup> February 2008.
- 2.3 In order to retain focus and clarity it is recommended that Members consider this long list of options with a view to selecting a reduced number of key priority outcomes. These should be those which are considered to be most critical to the achievement of each of the objectives in the Corporate Plan. Members are also asked to consider related KPI's that will enable delivery to be effectively monitored.

- 2.4 At this stage of the development of the Corporate Plan, targets are still being developed for some of the the proposed KPI's included in the list. These will be considered by Directors and Service Heads and will be included in the version to be distributed to 16 April 2008.
- 2.5 It is worth remembering that targets always need to be set with regard to customer feedback, national and local priorities, previous performance and comparison with other public, private or voluntary sector organisations. It is essential that when setting targets that they are SMART

- SPECIFIC** - Do our targets say what it is we need to do?  
**MEASURABLE** - Can we show proof that we have achieved our target?  
**ACHIEVABLE** - Is it possible to achieve our targets within the time available?  
**REALISTIC** - Are our targets things we can really do something about?  
**TIMEBOUND** - Have we decided dates for achieving our targets?

**3.0 Details of Consultation**

- 3.1 The attached draft document presents a range of priorities that reflect both internal and extensive consultation with the public and key council partners.

<b>RELATIONSHIP TO POLICY FRAMEWORK</b>	
The Corporate Plan is an integral part of the Council's Policy Framework documents.	
<b>CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)</b>	
None arising directly from this report	
<b>FINANCIAL IMPLICATIONS</b>	
Council has now approved the revenue and capital budgets for 2008/09, any proposals regarding KPIs should be in line with and deliverable from within those approved resources. A similar principle applies to targets covering a time-scale span greater than the current financial year, although it is acknowledged that at this stage these are less certain. This is because only financial targets are in place at present; actual budget levels have not been fixed.	
<b>SECTION 151 OFFICER'S COMMENTS</b>	
The Section 151 Officer has been consulted and has no comments to add	
<b>LEGAL IMPLICATIONS</b>	
Legal Services have been consulted and have no further comments.	
<b>MONITORING OFFICER'S COMMENTS</b>	
The Monitoring Officer has been consulted and has no additional comments.	
<b>BACKGROUND PAPERS</b>	<b>Contact Officer:</b> Richard Tulej <b>Telephone:</b> 01524 582079 <b>E-mail:</b> rtulej@lancaster.gov.uk <b>Ref:</b> HoCS

## TO DELIVER COST EFFECTIVE SERVICES THAT PROVIDE VALUE-FOR-MONEY

Priority Outcomes	What we will do	Key Performance Indicators
<p><b>1. Continue to evaluate our services to ensure they are delivered in the most efficient and cost effective way</b></p>	<p>Achieve the Corporate Improvement and Efficiency Plan targets (MTFS and CSR07) delivered through service business plans.            Deliver service improvement targets through business plans</p> <p>Reduce sickness absence</p> <p>Continue to improve the Council's financial management arrangements</p> <p>Review all the Council's marketing and promotion activity with a view to making efficiencies.</p> <p>Council Housing to implement new arrangements for the procurement of building materials.</p> <p>Agree a five year partnering contract for the delivery of the Housing Revenue Account capital project</p>	<p>cashable savings achieved in 2008/09.            cashable savings achieved in 2009/10.            cashable savings achieved in 2010/11.</p> <p>NI 159 – processing of planning applications against major, minor and other targets.</p> <p>Reduce to average of 10 days</p> <p>Improved Use of Resources Judgement</p> <p>Cashable savings achieved</p> <p>Purchasing cards in use by December 2008.</p> <p>Contract awarded by February 2009</p>
<p><b>2. Keep the City Council element of Council Tax increase to acceptable levels.</b></p>	<p>Keep annual Council Tax increases to a minimum in 2009/10 and 2010/11 by achieving efficiency targets in the Medium Term Financial Strategy (MTFS) and the cash savings targets set out in the Comprehensive Spending Review (CSR 07).</p>	<p>2009/10 Council Tax increase below 4.0%</p> <p>2010/11 Council Tax increase below 4.0%.</p> <p>£699K of MTFS target savings by March 2009, and £1,155K cumulative savings by March 2010.</p> <p>NI 179 Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year.</p>
<p><b>3. Provide customer focused accessible services.</b></p>	<p>Progress the Access to Services programme by moving the customer facing element of more services into the new face to face centres.</p>	<p>Service Delivery – percentage of services where initial access can be via Customer Service Centres – either face to face, via the telephone or electronically.</p>

Priority Outcomes	What we will do	Key Performance Indicators
<p><b>4. Develop a service culture that embraces transformational change</b></p>	<p>Integrate appropriate computer systems to improve and rationalize service delivery.</p>	<p>March 2009 – 47% March 2010 – 85%</p>
	<p>Reduce avoidable contact from citizens.</p>	<p>NI 114 – proportion of contacts that signify poor use of customers' and officers' time across all service channels, across key service areas Year 1 – establish a baseline for NI 14. Year 2 – reduce NI 14 by 25%. Year 3 – reduce NI 14 by 50%.</p>
	<p>Relocate all staff identified in the Access to Services Review to both Lancaster and Morecambe Town Halls.</p>	<p>Deliver the targets included in the Home Working and Hot Desking projects.</p>
	<p>Continue to implement Workforce Planning and Development improvements</p>	<p>Achieve and maintain IIP accreditation for the whole Council.</p>
	<p>Complete Fair Pay appeals</p>	<p>Have new pay and grading structure implemented by November 2008 Meets twice yearly</p>
	<p>Establish Workforce Planning Laboratory to analyse and discuss people strategy and workforce planning issues</p>	<p>Level 2 – March 2009 Level 3 – March 2011</p>
	<p>Improve score against Equality Standard for Local Government</p>	<p>Completion of Council A to Z with service standards published by July 2008.</p>
	<p>Publish consistent, measurable service standards.</p>	<p>100% of customer facing staff trained by March 2009</p>
	<p>Provide training for all customer facing staff</p>	<p>Percentage increase in consultation respondents.</p>
	<p>Trial texting facility for consultation commissioned for September 2008.</p>	<p>Annual increase in number of video conferencing within year.</p>
	<p>Video conferencing between the two town halls for at least one customer facing service by June 2008.</p>	<p>Agencies in place.</p>
	<p>Co-locating staff from partner and voluntary</p>	

Priority Outcomes	What we will do	Key Performance Indicators
	<p>organisations in our Customer Service Centres – at least two partner organisations regularly by June 2008 – at least four by June 2009.</p> <p>Align our telephone provision with the County Council allowing seamless call transfer between the two authorities by April 2009.</p> <p>Increase staff awareness of the need for and purpose of change.(Measured next in 2010 in internal Comms Survey)</p>	<p>Increase in annual numbers of call transfers achieved.</p> <p>In 2010/11, 5% increase over baseline.</p>

# TO MAKE OUR DISTRICT A CLEANER AND HEALTHIER PLACE

Priority Outcomes	What we will do	Key Performance Indicators
<p><b>5. Cleaner streets and public open spaces</b></p>	<p>Improve the cleanliness of our streets and public spaces</p>	<p>NI 195 – improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting). Litter – 2008/09 – 15%, 2009/10 – 12%, 2010/11 – 10%. Detritus – 2008/09 – 7%, 2009/10 – 6%, 2010/11 – 5%. Fly-posting – 2008/09 – 1%, 2009/10 – 1%, 2010/11 – 1%. Graffiti – 2008/09 – 3.5%, 2009/10 – 12%, 2010/11 – 10%.</p>
<p><b>6. Reduce waste in the district by recycling and re-use</b></p>	<p>Take a tougher approach to enforcement on fly-tipping and dog fouling</p> <p>Improve our services to the bereaved</p> <p>Complete the recycling and waste management programme.</p> <p>Continue to develop the recycling of commercial waste.</p>	<p>NI 196 – improved street and environmental cleanliness – fly tipping. Increase number of dog-fouling prosecutions Achieve Green Flag Award for Torrisholme Cemetery Improve ranking on Charter for the Bereaved by 20% in 2011 NI 191 – residual household waste per head. NI 192 – household waste recycled and composted. Target 2008/09 – 33% Target 2009/10 – 36% Target 2010/11 – 40% NI 193 Municipal waste land filled. Target 2008/09 – 5% Target 2009/10 – 15% Target 2010/11 – 25%.</p>

Priority Outcomes	What we will do	Key Performance Indicators
7. To contribute to health improvement and reduce health inequalities through both delivery of our own services and our work with partners	Increase adult participation in sport	NI8 – adult participation in sport (Baseline 07/08 – 21.8% target is to increase by 1% year-on-year)
	Provide support for young volunteers to provide an increase in community involvement and retention in sport	Volunteering to support sport (Baseline 07/08 4.3% target is to increase by 1% year on year)
	Improve the quality of activity and raise the standards of delivery of PE and out of hours opportunities across the district	NI157 – Children and Young People's participation in high quality PE and sport (independent provided by DCFS)
		NI 110 Young People's participation in positive activities (reported via DCFS)
		Progression rates in council swimming development programme (% of children attaining Key Stage 2 - target achieve and thereafter sustain at 80%)
	Improve the offer of competitive opportunities for children and young people and support the School Sport Partnership to reduce childhood obesity	NI156 obesity amongst school age children in year 6 (collected and reported by PCT)
	Use the baseline year of Place Survey to track 10% difference in life expectancy between our most deprived ward and the least deprived ward	NI 119 – self-reported measure of people's overall health and wellbeing. NI 137 – health life expectancy at age 65.
	Achieve prioritisation of all potentially contaminated land sites identified by the Council	Completion of all planned site inspections
	Operate a comprehensive inspection, enforcement and regulation service.	NI 184 – food establishments in the area which are broadly compliant with food hygiene law. NI 182 Satisfaction of businesses with local authority regulation services.
	Achieve all actions in Air Quality Action Plan that are assigned to the Council and monitor the actions assigned to other agencies. Enforce the smoking legislation	NI 194 – level of air quality – reduction in NO <sub>x</sub> and primary PM <sub>10</sub> emissions through local authority's estate and operations. Ensure 100% compliance by businesses in the district



Priority Outcomes	What we will do	Key Performance Indicators
	Improve health and wellbeing through pro-active education	Organise at least 3 educational events per year
	Implement Cycling Demonstration Town programme	Increase in number of people cycling in the district (target to double numbers)

# CONTRIBUTE TO A SAFER SOCIETY

Priority Outcomes	What we will do	Key Performance Indicators
<p>8. To reduce crime and the fear of crime and to help residents feel safer in their communities</p>	<p>Work with our partners in the Community Safety Partnership to deliver the partnership's crime reduction targets.</p>	<p>Reduction in criminal damage.</p> <p>NI 37 – awareness of civil protection arrangements in the local area.</p> <p>Reduction in serious violent crime.</p> <p>NI 23 – perceptions that people in the area treat one another with respect and dignity.</p> <p>NI 22 – perceptions of parents taking responsibility for the behaviour of their children in the area.</p> <p>Reduction in re-offending of PPO's.</p>
	<p>Work with the Prevent and Deter Forum to produce joint action plans to address anti-social behaviour</p>	<p>NI 19 Rate of proven re-offending by young offenders</p> <p>60 targeted individuals engaged in sporting/physical/ cultural activity</p> <p>NI 17 – perceptions of anti-social behaviour.</p> <p>NI 21 – dealing with local concerns about anti-social behaviour and crime by the local council and police.</p> <p>NI 27 – understanding of local concerns about anti-social behaviour and crime by the local council and police.</p>
<p>9. Reduce alcohol related violence and harm; reduce alcohol related anti-social behaviour.</p>	<p>Work with the Police, Primary Care Trust and other agencies within the Community Safety Partnership to address issues around alcohol related violence and harm in line with the Alcohol Related Harm Strategy.</p>	<p>NI 41 – perceptions of drunk or rowdy behaviour as a problem.</p> <p>NI 42 – perceptions of drug use or drug dealing as a problem.</p> <p>NI 20 – assault with injury crime rate.</p> <p>NI 39 – alcohol harm admission rate.</p>
<p>10. Reduce domestic violence.</p>	<p>Work in partnership in line with the Domestic Abuse Strategy.</p>	<p>NI 32 – repeat incidents of domestic violence.</p>
<p>11. Reduction in the number of people killed or seriously injured in road traffic accidents.</p>	<p>Work with the Community Safety partnership to influence the County Council to implement a continuing programme of road safety improvements.</p>	<p>NI 47 – people killed in road traffic accidents.</p> <p>NI 48 – children killed in road traffic accidents.</p>

# TO LEAD THE REGENERATION OF THE DISTRICT

Priority Outcomes	What we will do	Key Performance Indicators
<p><b>12. Improve economic prosperity throughout the Lancaster district</b></p>	<p>Deliver a district wide sustainable regeneration programme based on the economic vision and strategy.</p> <p>Complete Pase 1 of Luneside East</p> <p>Complete Storey Institute Project</p> <p>Midland Hotel opens.</p> <p>Commence works on central promenade / Urban Splash scheme.</p> <p>Continue to seek external funding.</p> <p>Implement Phase 2 Morecambe Townscape Heritage Scheme</p> <p>Prioritise the development of previously used land and restrain greenfield development through the Local Development Framework.</p>	<p>December 2009</p> <p>December 2008</p> <p>June 2008.</p> <p>Mid 2009.</p> <p>Vision / Economic Performance Plan in place – July 2008.</p> <p>Commence April 2009.</p> <p>NI 170 – previously developed land that has been vacant or derelict for more than 5 years.</p>
<p><b>13. Improve the district's competitiveness as a visitor destination</b></p>	<p>Provide a varied programme of festivals and events throughout the district.</p> <p>Implement the council's Tourism Strategy.</p> <p>Attract visitors to the district by promotion of cultural events</p> <p>Increase attendances at the council's Museums</p> <p>Encourage engagement in the arts by providing a new Dance Officer and delivering 4 new art initiatives</p>	<p>Increase:</p> <p>Visitor spend</p> <p>Bed spaces</p> <p>Visitor attendances at Cultural events (target is to average 20% and increase by 5% over 3 years)</p> <p><b>NI10 visits to museums and galleries</b></p> <p><b>NI 11 Engagement in the arts</b></p>

# TO SUPPORT SUSTAINABLE COMMUNITIES AND ACTION ON CLIMATE CHANGE

Priority Outcomes		Key Performance Indicators	
14. Reduce the impact of climate change within the district	What we will do Develop local responses to mitigate and adapt to climate change	NI 185 CO <sub>2</sub> reduction from local authority operations.	
		Reduce overall energy use in Council buildings to 6341 kwh by January 2009.	
15. Increase the provision of affordable housing.	Provide affordable housing in accordance with the Housing and Homelessness Strategies.	Reduce CO <sub>2</sub> emissions from Council buildings to 0.1 kh per m <sup>2</sup> by January 2009.	
		Increase the percentage of energy the Council uses from sustainable sources.	
		NI 188 – adapting to climate change.	
		NI 189 – flood and coastal erosion risk management.	
		NI 197 – improved local biodiversity – active management of local sites.(target would relate to three managed sites Warton Crag, Middleton Wood and Trowbarrow – baselining in yr 1 – target setting thereafter	
		NI 154 – net additional homes provided.	
		NI 155 – number of affordable homes delivered (gross).	
		NI 156 – number of households living in temporary accommodation – reduce from 21 by 2009 and 12 by 2010.	
		Increase the number of homelessness cases successfully resolved from 3.0% in 07/08 to 4% by 2011.	
		NI 180 – changes in Housing Benefit / Council Tax Benefit entitlements within the year. (Baseline year target 1,500)	
NI 181 Time taken to process Housing Benefit / Council Tax Benefit new claims and change events. (Baseline year target 15 days)			
A minimum of 20% of all dwelling completions to be “affordable”.			
NI 158 – percentage of decent council homes.			

Priority Outcomes	What we will do	Key Performance Indicators
		<p>Increase the percentage of private rented housing in the West End that meets the Decent Homes Standard.</p> <p>NI 159 – supply of ready to develop housing sites.</p> <p>NI 170 – previously developed land that had been derelict or vacant for more than 5 years.</p> <p>NI 187 – tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating.</p>
16. Work to maintain a cohesive community where respect for all is valued and celebrated.	<p>Develop and implement a Community Cohesion Strategy.</p> <p>Implement the Children and Young People Strategic Plan.</p> <p>Consult with Council tenants and introduce revised conditions of tenancy.</p> <p>Celebrate centenaries of Lancaster Town Hall and Williamson Park and 75 year celebration of Morecambe Town Hall.</p>	<p>NI 1 – percentage of people who believe people from different backgrounds get on well together in their local area.</p> <p>NI 2 – percentage of people who feel that they belong to their neighbourhood.</p> <p>Indicator to be developed from a checklist of the headline targets and calculating the percentage at the end of each quarter.</p> <p>Revised conditions of tenancy introduced by August 2008.</p>

**ENSURE THAT LOCAL COMMUNITIES HAVE MORE INFLUENCE AND INVOLVEMENT IN THE WAY SERVICES ARE DELIVERED AND DECISIONS THAT AFFECT THEM ARE MADE**

Priority Outcomes	What we will do	Key Performance Indicators
<p>17. Local communities have more influence and involvement in the way services are delivered</p>	<p>Develop neighbourhood management arrangements for the District.                      Improve effectiveness of current two tier local government arrangements.                      Increase the Council's responsiveness to local concerns by improving consultation and communication procedures.</p>	<p>Locality Plan developed</p> <p>NI 138 – satisfaction of people over 65 with both home and neighbourhood.                      NI 139 – people over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently.                      NI 140 – fair treatment by local services.                      NI 3 – civic participation in the local area.                      NI 4 – percentage of people who feel they can influence decisions in their locality.                      NI 5 – overall / general satisfaction with local area.                      NI 6 – participation in regular volunteering.                      NI 7 – environment for a thriving third sector.                      Board operational by July 2008.                      100% of all planned consultations in the plan.</p>
<p>18. An improved quality of life for those who live, work in and visit the Lancaster District.</p>	<p>Establish a local residents board for Mellishaw Park travellers site.                      Publish an annual corporate consultation plan.                      Work with members of the LSP on joint initiatives to implement the Sustainable Community Strategy.</p>	<p>NI 5 – overall / general satisfaction with the area as a place to live – survey indicator.</p>