



**Committee:** COUNCIL BUSINESS COMMITTEE

**Date:** THURSDAY, 29 JUNE 2006

**Venue:** LANCASTER TOWN HALL

**Time:** 4.00 P.M.

## **A G E N D A**

1. **Apologies for Absence**

2. **Minutes**

Minutes of the Meeting held on 24<sup>th</sup> May, 2006.

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

4. **Declarations of Interest**

5. **Corporate Performance Plan 2005/06** (Pages 1 - 60)

Report of Corporate Director (Finance and Performance)

6. **Appointments to Outside Bodies** (Pages 61 - 62)

Report of Head of Democratic Services.

7. **Guidance for Members** (Pages 63 - 66)

Report of Head of Democratic Services.

## **ADMINISTRATIVE ARRANGEMENTS**

(i) **Membership**

Councillors Susan Bray (Chairman), Evelyn Archer (Vice-Chairman), Maggie Chadwick, Anne Chapman, Geoff Knight, Joyce Pritchard and Peter Robinson

(ii) **Substitute Membership**

Councillors Abbott Bryning, Gina Dowding and Alex Stone

**(iii) Queries regarding this Agenda**

Please contact Gillian Noall, Head of Democratic Services - telephone: 01524 582060 or email [gnoall@lancaster.gov.uk](mailto:gnoall@lancaster.gov.uk).

**(iv) Changes to Membership, substitutions or apologies**

Please contact Members' Secretary, telephone 582170, or alternatively email [memberservices@lancaster.gov.uk](mailto:memberservices@lancaster.gov.uk).

MARK CULLINAN  
CHIEF EXECUTIVE  
TOWN HALL,  
LANCASTER LA1 1 PJ

Published on 20<sup>th</sup> June, 2006

<b>Council Business Committee</b>
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## Corporate Performance Plan 2005/06

29<sup>th</sup> June 2006

### Report of Corporate Director (Finance and Performance)

<b>PURPOSE OF REPORT</b>
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To seek Council's approval of the Corporate Performance Plan (Best Value Performance Plan).
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<b>This report is public</b>
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#### RECOMMENDATIONS

**That Council approve the Corporate Performance Plan 2005/06 as the Council's Best Value Performance Plan.**

#### 1.0 Introduction

1.1 The Council's Corporate Plan and Corporate Performance Plan together form the Best Value Performance Plan (BVPP) and are part of the Council's Policy Framework. The Corporate Plan was agreed by Council at its meeting of 12th April 2006 (Minute Number 132). At Council's meeting of 14<sup>th</sup> June 2006, approval of the BVPP was delegated to this Committee (Minute No. 30 refers.)

#### 2.0 Proposal Details

2.1 The content of the BVPP is prescribed by Government, and both documents will be subject to external scrutiny for compliance with statutory requirements by the Audit Commission. The Council's Corporate Plan and the Corporate Performance Plan have been prepared to comply with all legal requirements. The table below highlights how we have complied with those requirements.

Required by Government		Included?
a)	A brief summary of the authority's strategic objectives and priorities for improvement. This should reflect its corporate/business planning processes and community strategy	<input type="checkbox"/> Main Corporate Plan <input type="checkbox"/> Section 4 of Corporate Performance Plan - Corporate Improvement Plan update
b)	Arrangements for addressing the authority's improvement priorities and weaknesses identified in CPA (or self-assessment where a CPA has not reported) and the outcomes that are expected to be achieved as a result	<input type="checkbox"/> Section 1 of the Corporate Performance Plan <input type="checkbox"/> Section 4 of the Corporate Performance Plan
c)	Details of performance <input type="checkbox"/> Outturn performance over the past year on all Best Value	<input type="checkbox"/> Section 4 of the Corporate Performance Plan

Required by Government	Included?
Performance Indicators (BVPI's) <input type="checkbox"/> Targets for the current year and subsequent 2 years for all BVPI's	
d) A brief statement on contracts. The authority should state and certify that all individual contracts awarded during the past year which involve a transfer of staff comply, where applicable, with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts.	<input type="checkbox"/> Section 2 of the Corporate Performance Plan

### 3.0 Details of Consultation

3.1 The BVPP will be available on the Council's website and will be available for public comment after 30<sup>th</sup> June 2006.

### 4.0 Options and Options Analysis (including risk assessment)

4.1 Approval of BVPP will ensure that Council fully complies with all statutory obligations relating to Section 6 of the Local Government Act 1999, in particular the duty to publish the plan by 30<sup>th</sup> June each year.

### 5.0 Conclusion

5.1 The BVPP will be available from the 30th June for Members to monitor the Council's performance.

## CONCLUSION OF IMPACT ASSESSMENT

(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

None directly arising from this report

## FINANCIAL IMPLICATIONS

Adequate budgetary provision has been made with the Corporate Management area from which the cost of producing the Corporate Plan and the Corporate Performance Plan will be funded. There are no further financial implications directly arising as a result of this report.

## SECTION 151 OFFICER'S COMMENTS

The S151 Officer has been consulted and has no further comments to add.

## LEGAL IMPLICATIONS

The Council has a statutory duty in relation to Best Value within the terms of S6 of the Local Government Act 1999

## MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments.

## BACKGROUND PAPERS

Minute 132 of Council meeting 12th April 2006.

Minute 30 of Council meeting 14<sup>th</sup> June 2006

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# Corporate Performance Plan

2006 - 2007

**LANCASTER CITY COUNCIL**  
*Promoting City, Coast & Countryside*



Our Key  
Improvements &  
Performance



# CORPORATE PERFORMANCE PLAN:

## A story of improvement:

In the financial year 2005/06 Lancaster City Council continued to consolidate its position as an improving authority.

This is the opinion of the Audit Commission, an independent external body whose dual function is both to regulate local authorities and provide them with the support they need to improve for the benefit of the communities they serve. In his Annual Letter (March 2006) the District Auditor said that in the past year, “the City Council has continued to address areas of weakness identified in the Corporate Performance Assessment in 2004” leading to “improved outcomes” and “improving service delivery”.

We are confident that we will continue to rise to the improvement challenge. This document is a key element of improving the management of our performance and making sure we always focus on what matters.

This element of the Corporate Plan – **The Corporate Performance Plan** highlights our key improvements over the last year. The following information supports the ‘what’ and ‘how’ outlined in the main Corporate Plan and meets the statutory duty of the Council to produce an annual **Best Value Performance Plan**. In order to clearly link what we have achieved to what we want to achieve, the content relates to the Council’s specific priorities and improvement objectives

**It includes the following information:**

<b>1</b>	<b>Our progress over the past year</b>
	<b>What the Auditor said</b>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Improvement progress</li> <li><input type="checkbox"/> Further Action</li> </ul>
	<b>Improvements we have made that our customers will have noticed</b>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> To deliver value for money customer focussed services</li> <li><input type="checkbox"/> To make our district a cleaner and healthier place.</li> <li><input type="checkbox"/> To reduce crime and the fear of crime</li> <li><input type="checkbox"/> To lead the regeneration of the District</li> <li><input type="checkbox"/> To support sustainable communities</li> </ul>
	<b>Improvements we have made which are less visible to the public</b>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> To continue to improve the Council</li> </ul>
<b>2</b>	<b>Corporate Governance</b>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Statement on Internal Control and Corporate Governance</li> <li><input type="checkbox"/> Annual Statement of Contracts</li> <li><input type="checkbox"/> Corporate Commitment to data quality</li> <li><input type="checkbox"/> Gershon efficiencies</li> </ul>
<b>3</b>	<b>Review to Improve Programme</b>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Current Review and Recent Inspection – Waste Management Inspection</li> <li><input type="checkbox"/> Access to Services – Inspection Findings and the Way Forward</li> </ul>
<b>4</b>	<b>Performance Information –</b>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Lancashire Local Area Agreement</li> <li><input type="checkbox"/> Local Public Service Agreement (LPSA) – final update</li> <li><input type="checkbox"/> Corporate Improvement Plan</li> <li><input type="checkbox"/> Detailed Performance Tables - relating to all statutory BVPI's and local performance indicators</li> </ul>

# 1. Our progress over the last year

## What the Auditor said.....

**Improvement** - The auditor highlighted particular areas of progress:-

- A consistent vision and clear priorities are providing good strategic direction and attracting the commitment of Councillors, staff and partners
- The Council has an ambitious annual plan which demonstrates a strong commitment to achieving better outcomes for the community. There is a clear recognition and understanding of the improvement needed\*
- Firm political and managerial leadership is setting a clear strategic direction and decision making processes are more streamlined and transparent
- The Council's financial situation continues to strengthen and a sound financial base for the Council's future has been maintained. Risk management is becoming effectively embedded within management processes. Low levels of Council tax increases have been maintained.
- Strengthened internal structures are supporting better analysis of weak areas so that the Council can focus its efforts and resources more efficiently.
- Improved outcomes in targeted service areas such as benefits, planning, housing and customer access.

**Future action** –the auditor said the Council needs to:

- Continue to focus on the outcomes in our high level improvement plan
- Ensure that improved consultation and engagement arrangements are applied consistently across the organisation
- Further improve arrangements for risk management
- Address those areas which are of the greatest concern to our communities (such as cleanliness of streets and open spaces)
- Develop a more sophisticated approach to identifying public satisfaction with the Council and identify underlying causes for dissatisfaction and take appropriate action

\* **A comprehensive update on the Council's progress in relation to the ambitious Improvement Plan may be found in Section 4 of this document.**



## **Improvements we have made that our customers will have noticed.....**

Evidence of corporate and service improvement is provided by a mixture of 'hard' measures such as external inspections and performance indicators, and 'softer' more qualitative evidence such as user satisfaction and public perception. The following information relates to our progress in meeting our priorities over the last year.

### **Value for Money, Customer Focussed Services**

- Lowest Council Tax rise in seven years (4.5%)
- Our well received council magazine 'Your District Council Matters' takes council news and useful information into every home in the district
- The Council's website continues to improve with the latest Society of Information Technology Management (SOCITM) awarding maximum points for local news provision.
- A new electronic consultation website has been launched enabling citizens to become more involved in democratic processes. We have also set up a Consultation Register so that we can better understand the needs of our communities.
- Customers are now able to submit and pay for Planning applications on line, to track current applications, to view applications and submit comments
- Following a successful pilot the Customer Service Centre will continue to expand making it easier than ever for our customers to access our services by telephone.
- Our Revenues and Benefits service has recently been awarded a Charter Mark, highlighting the excellent service offered to our customers.

### **A Cleaner and Healthier District**

- Significant improvements in the way we handle customer requests for environmental services through the Customer Service Centre
- Improved our Bulky waste collection service by working in partnership with Furniture Matters – through the same innovative project we aim to re-use up to 40% of bulky waste in the next year
- Roll out 3 stream waste to 10,000 more properties over 30,000 properties now on the scheme
- Recycling rates in the District continue to improve, by the end of the year we estimate that 25% of household waste collected will be recycled
- Anti Litter Action Plan
- District selected to be targeted by Department of Food and Rural Areas (DEFRA's) summer anti-chewing gum campaign

- Lancaster is one of six towns chosen for Cycling Demonstration Town Status – with the aim to double the rate of utility cycling over three years
- Successfully hosted the Youth Games
- Begun a four year programme of improvements to children's playgrounds across the district

### **Crime and the Fear of Crime**

- The Community Safety Partnership (CSP) has purchased cigarette stub plates for litter bins
- The popular Warden schemes, the mobile service and those located in the West End and Poulton are to be integrated into the Police Community Safety Officer (PCSO's) scheme to secure their future.
- Four PCSO's are focussing on the safer cleaner greener agenda
- The district benefited from extra street lighting of £40,000 due to a successful bid from the CSP
- Successful prosecutions for litter offences, offences involving dogs, breaches of planning control and benefit fraud
- All PCSO's in the District are now trained to issue Fixed penalty notices

### **Regeneration**

- New managed office premises at 4-5 Dalton Square to be known as Citilab. This project commenced on site in May 2005 and is due for completion in July 2006
- Port of Heysham industrial access – nearly 10 acres of serviced industrial land has been opened up at the Port
- Flagship scheme of Luneside East has secured all its external funding after very lengthy and complex negotiations
- Midland Hotel and Central promenade - The refurbishment contract has continued at the Midland and the hotel is on track to open its doors in 2007.

### **Sustainable Communities**

- In the West End of Morecambe, progress is being made with our partners Adactus and English Partnerships in delivering better housing conditions
- Levels of family homelessness have been reduced through partnership with Adactus to provide more temporary accommodation
- We continue to meet the Decent Homes Standard for all Council homes.

## **Improvements we have made which are less visible to the public.....**

### **Improving the Council**

- Maintained Level1+ of the Equality Standard for Local Government
- We have low levels of staff turnover and sickness absence rates continue to reduce
- Work opportunities have been granted to 18 long-term unemployed people via the Job Guarantee initiative
- Formal quality standards continue to be achieved in Council Housing, Benefits, City Contract Services, Tourism and Leisure
- We have improved our performance management arrangements, implementing a revised Performance Management Framework and continue to strengthen arrangements for monitoring and scrutiny
- Once again received a positive 'direction of travel' assessment from the Audit Commission
- Played a full role in the development of Local Area Agreement (LAA) - see Section 4, p19 of this document for more details
- Our staff appraisal systems include monitoring of progress against individual targets and council priorities

## 2. Corporate Governance

### Statement on Internal Control and Corporate Governance 2005/06

#### SCOPE OF RESPONSIBILITY

Lancaster City Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, Lancaster City Council is also responsible for ensuring that there is a sound system of internal control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk. To this end the Council has adopted a Constitution and Code of Corporate Governance which is consistent with CIPFA/SOLACE<sup>1</sup> framework – *Corporate Governance in Local Government: A Keystone for Community Governance*. A full copy of the Council's Constitution is available on the Council's website.

Regulation 4 of the Accounts and Audit Regulations (2003) requires audited bodies<sup>2</sup> to conduct a review at least once a year of the effectiveness of its internal control and risk management systems and to publish a statement on internal control (SIC) each year with the financial statements.

#### THE PURPOSE OF THE SYSTEM OF INTERNAL CONTROL

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness.

Effective systems of internal control are based on an ongoing risk management process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives; to evaluate the nature and extent of those risks and to manage them efficiently, effectively and economically.

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<sup>1</sup> The "Chartered Institute of Public Finance & Accountancy" and the "Society of Local Authority Chief Executives."

<sup>2</sup> Those bodies whose accounts are audited in accordance with Section 2 of the Audit Commission Act 1988  
*Corporate Performance Plan - June 2006 - -- Corporate Strategy Service*

## THE INTERNAL CONTROL ENVIRONMENT

The system of internal control has been in place at Lancaster City Council for the year ended 31 March 2006 and up to the date of approval of the annual report and accounts and, except for the details of significant control issues set out in section 5, accords with proper practice.

The following sets out the key elements of the Council's internal control environment:

- The Council has adopted a constitution (recently revised), which sets out how we operate, how decisions are made and the procedures followed to ensure that these are efficient, transparent and accountable to local people.
- The facilitation of policy and decision making, in line with the Council's overall budget and policy framework, is established through the Council's Cabinet, with any key decisions (as defined in the Constitution) outside of this framework being referred to the Council as a whole. The Council publishes a Forward Plan containing details of key decisions made on behalf of the Council by Cabinet and by senior officers under their delegated powers.
- The adopted Code of Corporate Governance sets out how the values of openness, inclusivity, integrity and accountability are applied to the Council's activities, in line with the principles and requirements of the CIPFA/SOLACE<sup>3</sup> framework – *Corporate Governance in Local Government: A Keystone for Community Governance*.
- A Risk Management Policy and Strategy, updated in July 2005, sets out the framework for managing risk throughout the Council. Senior officers of the Council have primary responsibility to effectively manage strategic and operational business risks relating to their Service. The process of identifying, assessing and managing these risks is underpinned by the ongoing development of the Council's Risk Register and the supervisory activities of the Risk Management Group.
- The Council seeks to ensure the economical, effective and efficient use of resources and continuous improvement in the way in which it exercises its functions, through reviews carried out by Cabinet's Star Chamber, its Internal Audit and Best Value review teams and those conducted by our external auditors and other external agencies.
- For 2005/06, the Corporate Director (Central Services) was the Council's designated Monitoring Officer, with responsibility for promoting and maintaining high standards of financial conduct and for ensuring compliance with established policies, procedures, laws and regulations. The Monitoring Officer is required to

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<sup>3</sup> The "Chartered Institute of Public Finance & Accountancy" and the "Society of Local Authority Chief

report any actual or potential breaches of the law or maladministration to full Council and supports The Standards Committee in its function of promoting and maintaining high standards of conduct of Councillors and co-opted Members.

- The Council's commitment to high standards of conduct and integrity is supported by our established codes of conduct for employees and elected Members and probity is maintained through our Anti-Fraud and Corruption Policy and Strategy and the Whistleblowing Policy.
- The financial management of the Council is conducted in accordance with rules set out in the Financial Regulations and Procedures within the Constitution. The Council also has in place a three-year Medium Term Financial Strategy to support the key priorities and objectives set out in the Council's Corporate Plan, and the Head of Financial Services has statutory duties for the financial administration and stewardship of the Council, in accordance with Section 151 of the Local Government Act 1972.
- Internal Audit operates to the standards set out in the '*CIPFA Code of Practice for Internal Audit in Local Government 2003*' and the Council has established an objective and professional relationship with its external auditors and other statutory inspectors.
- The Council's performance management framework is driven by our Corporate Plan which focuses attention on our corporate priorities and objectives, which are in turn cascaded into Service business plans and individual employee appraisals and action plans.
- The Council sets out its approach to partnering in service delivery and in construction projects through the introduction of the Framework for Partnership Working and the Procurement through Partnering Guidelines published in November 2004. These documents set out clear guidance on how the Council will meet the strategic objective of delivering better services to citizens through the creation of sustainable partnerships between the Council and suppliers in the public, private and voluntary sectors and the carrying out of major projects, including construction.

## REVIEW OF EFFECTIVENESS

The Council has responsibility for conducting, at least annually, a review of the effectiveness of the systems of internal control. The review of the effectiveness of internal control is informed by the work of internal auditors and senior managers of the Council who have responsibility for the development and maintenance of the systems of internal control, and also by comments made by the Council's external

auditors and other review agencies and inspectorates in their annual audit letter and other reports.

The following are the main processes applied in maintaining and reviewing the effectiveness of the systems of internal control and governance:

- The Audit Committee and the Corporate Director (Central Services), in his role as the Council's Monitoring Officer, have a duty to monitor and review the operation of the Constitution to ensure that its aims and principles are given full effect. A function of full Council is to adopt and change the Constitution following recommendation(s) from the Monitoring Officer and/or Audit Committee
- The Council's Overview and Scrutiny Committee has responsibility to consider and, if necessary, 'call-in' decisions made by Cabinet and the Budget and Performance Panel reviews the Council's budget and performance at both a strategic and service level
- The Audit Committee has responsibility for reviewing the Internal Control & Corporate Governance Framework and the Council's assurance statement on corporate governance is now incorporated within this Statement of Internal Control and Corporate Governance.
- The Audit Committee also reviews the adequacy of internal controls and risk management arrangements, monitoring the performance of Internal Audit and agreeing the external audit plan
- Internal Audit is responsible for providing assurance on the effectiveness of the Council's systems of internal control, including arrangements for risk management and governance. Internal Audit's role is to assist managers by evaluating the control environment, providing assurance wherever possible and agreeing actions to optimise levels of control. The Council's external auditors place reliance on the work of Internal Audit in fulfilling their statutory duties and regularly inspect Internal Audit work
- The Internal Audit Manager is responsible for submitting an annual report to the Audit Committee detailing the performance of Internal Audit for the previous financial year, and giving an opinion on the effectiveness of the Council's systems of internal control
- The Council's performance management arrangements have been fundamentally reviewed during the year, with a new framework being adopted from 1<sup>st</sup> January 2006. The new arrangements provide clearer roles and responsibilities for managers and elected members, particularly Cabinet portfolio holders and scrutiny members of the Budget and Performance Panel. Ongoing



development and implementation of the new computerised corporate performance management system is continuing to improve the scope and quality of information and decision making.

- In tandem with performance management developments, the ongoing development of corporate and service-level risk registers is providing improved information and focus on the key risks facing the Council, again serving to improve the overall decision making process.
- The Comprehensive Performance Assessment (CPA) carried out by the Audit Commission in 2003/04 assessed the Council as a 'Fair' performing authority, placing it in the middle of a range of possible scores from Poor to Excellent. The report identified areas for improvement, particularly around prioritisation and performance management. The Council has continued to address these, as well as other priority action areas, through our Corporate Improvement Plan.
- In April 2006, the Audit Commission, in its Annual Audit Letter, reported that the Council was addressing the weaknesses in the CPA and had strengthened its arrangements in a range of areas, including financial management and control, corporate governance, its internal structures and had particularly set a good strategic direction through its vision and priorities. The Commission's views drew on assessments of the Council's "Direction of Travel" and its "Use of Resources", in which it judged us to be "consistently above minimum requirements – performing well".

## **SIGNIFICANT INTERNAL CONTROL ISSUES**

Work carried out by both our external and internal auditors has indicated that effective internal financial controls exist within the Council's main financial systems to ensure the accuracy and integrity of the information they provide and no significant control weaknesses have been brought to our attention.

From assurances provided from the review of the effectiveness of our systems of internal control and the corporate governance framework, it is our opinion that they accord with proper practice and are working effectively.

Whilst the Council has received praise from the Audit Commission and other external inspectors and peers we recognise that more needs to be done in order to address any significant issues affecting the Council and to ensure continuous improvement of our already considerable governance controls, and to that end we will:

- ***Improve our delivery of customer-focussed services*** by continuing to improve how we undertake consultation and community engagement, contributing to more focussed business planning and allocation of resources.



- **Improve decision making** by fully implementing new performance management arrangements and improving the scope and quality of performance information.
- **Manage risk more effectively** by fully implementing the risk management strategy and embedding risk management processes throughout the Council and its main partnerships. Also by drawing up service continuity plans for all critical service areas to provide compliance with the Civil Contingencies Act.
- **Improve the Value For Money** we provide by continuously challenging and reviewing the efficiency with which we manage the organisation and provide our services.
- **Resource and implement action plans** through the development of our workforce planning arrangements to ensure that our staff have the necessary skills and training to deliver services.
- **Continue to develop the effectiveness of governance arrangements** by increasing staff, elected Member and stakeholder awareness of our standards and by continuing to build effective relationships with our partners.

## Statement of Contracts

"The Council complies with best value requirements in procurement, including the requirements of the Code of Practice on Workforce Matters in Local Authority Service Contracts, in the awarding of contracts and the establishment of partnership arrangements."

## Corporate Commitment to Data Quality

Lancaster City Council is committed to ensuring that all its published performance data is reliable. All our performance information must be correct and fit for external scrutiny. Responsibility for ensuring the robustness of our data rests at the highest level with the Leader of the Council and the Corporate Director (Finance and Performance).

This Council is keen to ensure that all data gathering processes are of the highest possible standard. Accordingly we have set a target to score a Level 4 (maximum rating) against the Audit Commission assessment of data quality by the end of the financial year 2007/08.

## 'Gershon' efficiencies

In 2004 Sir Peter Gershon undertook a review of public spending and imposed upon local authorities a duty to release resources out of activities which can be undertaken more efficiently and into front line services which meet the public's highest priorities.

Every council must produce two annual statements, one saying what efficiencies they intend to make and a second which looks back to determine whether they have been achieved.

## Annual Efficiency Statement – Forward Look

### Our Strategy for Securing Efficiency Gains – period 07/08

"Lancaster City Council's strategy for securing efficiency gains is a key element of its wider Value for Money (Efficiency) Strategy, which was formally adopted by the Council in December 2005. This framework document recognises that many initiatives and other activities generate efficiency savings and it sets out how all these different strands contribute to the achievement of the Gershon targets as well as other financial targets such as those contained within the Medium Term Financial Strategy (MTFS). Under this, the Council aims to limit Council Tax increases to below 5% each year for the next three years, whilst achieving its key priority outcomes as set out in the Corporate Plan.

The Value for Money (Efficiency) Strategy focuses particularly on cross cutting activities and processes that will contribute to meeting the efficiency targets. In particular the Strategy encompasses the following:

▪ Corporate Property Strategy	▪ Procurement Strategy
▪ E-Government Strategy	▪ Risk Management Strategy
▪ Human Resources Strategy	▪ Corporate Consultation Strategy
▪ Access to Services	▪ The role of Overview & Scrutiny
▪ Performance Management Framework and Budget Review	▪ The role of Internal Audit

As part of the Council's recent Use of Resources Assessment undertaken by the Audit Commission, the Council score '2: only at minimum requirements – adequate performance' in the Value for Money element, with an overall score of 3. The outcome of this, and other peer challenge reviews, will be used to inform and develop the Council's strategy for securing efficiency gains in current and future years.

### **Key Actions in 2006/07**

The Customer Service Centre will be expanded to include other key front line services such as Local Taxation and Housing Benefits. Community consultation will also be undertaken on the options identified for rationalising office accommodation in line with Customer Services developments and the earlier Access to Services Review.

Regarding procurement, the Council will continue with implementation and review of its Procurement Strategy in line with the National agenda, encompassing:

- Progressing the planned implementation of e-procurement solutions
- Collaborative working with neighbouring Councils and other partners

Following completion of the Senior Management restructure, further reviews will be completed to generate efficiencies in the following areas:

- Cultural services, encompassing Leisure, Arts, Events, Museums etc
- Council Housing Management and working practices, to support viability of the Business Plan
- Grounds maintenance and street cleansing to achieve service integration

The Council's new performance management framework will be embedded. To support this, a corporate approach to Project Management will be devised and implemented also. The Council's Improvement Plan will be updated to take into account recent external inspections with progress being monitored to ensure that any further efficiency opportunities are identified and taken forward as appropriate.

### **Annual Efficiency Statement – Looking Back**

(This statement looks back at the financial year 2004/05 and is the most recent available at the time of going to print. The statement covering 05/06 will be published on **6<sup>th</sup> July 2006**)

#### **Activities undertaken to achieve efficiency gain (2004/05)**

“The Council has developed a three-year rolling Medium Term Financial Strategy (MTFS) that identifies the indicative budget levels the Council would wish to set to limit annual Council Tax increases to no more than 5% per annum.

This strategy involves identifying real savings each year to meet the estimated gap between expenditure and income forecasts over the period of the MTFS. In order to achieve this, the Council has introduced a Star Chamber procedure led by Cabinet members whereby each Council service activity is assessed and challenged against how it contributes to the Corporate Plan objectives and how value for money can be demonstrated. This process begins each year in May and continues throughout the year until Cabinet has a range of options to consider before making budget and policy framework proposals to Council.

To supplement this process, the Council has in place a number of strategies that will assist and aid Star Chamber in determining its savings options. In particular, the Council's E-Government and Procurement strategies are major contributors to this to this as is the Council's Performance Management Framework.

This process proved very effective in setting a realistic budget (for 2005/06) that linked the Council's key priorities to the allocation of available resources whilst limiting Council Tax increases to the minimum set out in the MTFS. In 2006/07 there will be one important addition. Star Chamber has also integrated into the process key objectives to generate and demonstrate its Gershon efficiency targets within the context of the wider corporate targets of its MTFS. In this way the Council can demonstrate a clear audit trail of which efficiencies have been made and how they contribute into the Council's MTFS and help to meet the Corporate Plan objectives.

### 3. Review to Improve Programme

To date the Council has completed seven Best Value Reviews with an eighth currently underway. Of those seven, six have been inspected and assessed by the Audit Commission. The three most recent of these have been assessed as having ***promising prospects for improvement***, further pleasing evidence supporting our view that Lancaster City Council is an improving Council.

#### **Best Value – Current review and recent inspection**

From time to time the Audit Commission carries out specific, targeted inspections with a view to supporting a council's improvement against its stated priorities. One of the Council's three over-riding priorities is to improve the cleanliness of our streets and open spaces for our communities. Our customers have told us that this is of particular importance.

An Audit Commission inspection of our environmental services in the area of **Waste Management** took place between 12<sup>th</sup> and 16<sup>th</sup> June 2006. At the time of writing we have yet to receive their final judgement.

However, we hope that this external assessment will highlight innovative improvements in the delivery of our environmental services such as the introduction of the Bulky Matters service, delivered in partnership with Furniture Matters.

Undoubtedly, the Council has undergone a step-change with the introduction in June 2005 of a single telephone number for accessing environmental services. We are confident that the Customer Contact Centre has improved customer experience and we hope that the final report will highlight all the many ways in which we have become more focussed on our customers in recent years.

#### **Access to Services – Inspection Findings and the Way Forward**

##### **Findings:**

In June of 2005, the Audit Commission spent a week interviewing staff, members, partners and our residents to come to a judgement as to how well we are meeting the needs of our customers.

They published that judgement on the 5 September 2005. They said that overall we are providing a **'fair'** service with **'promising'** prospects for improvement.

The main findings were that:

- We have a strong vision and clear plans for improvement
- We make effective use of new technology
- We provide a wide range of traditional and modern access methods
- There was good ownership of this priority amongst Members and staff
- We work well with our partners
- They found good examples of consultation and innovative ways of engaging with 'hard to reach groups'

### **The Way Forward:**

The auditor said the council needs to consolidate these improvements by concentrating on the following areas:

- Making systematic use of feedback and complaints to make service improvements
- Introducing a corporate approach to consultation
- Concentrate on increasing levels of customer satisfaction which are below average in some service areas
- Ensure that clear and well publicised service standards are in place across the authority
- Routinely monitor and analyse usage and take up of services by specific priority groups.

The Council welcomed the Auditor's recommendations, which were incorporated into the existing Action Plan. We are pleased to report that many of these recommendations have now been implemented.

The Access to Services Review may now be over but the work goes on -

- Rolling out Customer Services
- Deciding our future accommodation needs
- Continuing to focus strongly on improving those service areas where we know we need to improve.

## **4. Performance Information**

### **Lancashire Local Area Agreement**

A Local Area Agreement (LAA) is a three year agreement that sets out the priorities for a local area agreed between Central government, represented by the Government Office, and a local area, represented by local authorities and Local Strategic Partnerships (LSPs) and other key partners at local level. The primary objective of an LAA is to deliver better outcomes for local people.

Local Area Agreements (LAAs) are a new way of striking a deal between central Government, local authorities and major local delivery partners in an area.

The priorities addressed are grouped into four broad areas: children and young people; safer and stronger communities; healthier communities and older people; and economic development and enterprise.

LAAs are intended to:

- improve central and government relations
- enhance efficiency
- strengthen partnership working
- enable enhanced leadership by local authorities

Lancaster City Council has signed up to the agreement and is committed to making a strong contribution to the LAA. Some targets are specific to the Lancaster district and some are collected on a county-wide basis. Progress against our targets is monitored on a quarterly basis.

For more information follow the link (below) to the Lancashire Local Area Agreement website : <http://www.lancashirepartnership.co.uk/content/laa/index.asp>

### **Local Public Service Agreement (2003-2006)**

The Lancashire Public Service Agreement was a multi-agency initiative which ended on 31 March 2006 and was superseded by the more wide ranging LAA (see above). It focussed to improving the quality of life of older and younger people across the county.

We know that by meeting some stretching targets, the LPSA has already delivered significant benefits to vulnerable groups or individuals across the County of Lancashire. Successfully meeting the PSA targets will not only result in some financial reward for the City and County Councils and their partners, but will demonstrate our strong commitment to these priorities to the public and the Government.

At the time of writing, the success of the initiative is still being evaluated so we are not yet in a position to publish final performance against targets.

## **Improvement Plan Update**

Following the Council's CPA assessment in 2003, an ambitious improvement programme was drawn up. The *Corporate High Level Improvement Plan* ensures that we maintain focus on the priority areas for improvement identified during our CPA report (January 2004) and IDeA Peer Challenge.

The improvement plan is both comprehensive and current as it is refreshed annually and integrates the actions arising from other more recent external inspection reports, including the Annual Audit Letter (including audit of Best Value Performance Plan), Audit Commission Reports and our own Review Programme. This plan will help us to deliver better service provision in our priority areas and improve key functions in line with the priorities identified by our citizens. It is monitored quarterly.

Alongside the Corporate Plan, the actions highlighted in the Corporate Improvement Plan show the Council's key priorities for improvement. These actions will support and assist us in delivering our goals and strategic objectives and ensure that we continue to improve our services whilst at the same time generating efficiency savings which will either contribute towards achieving the Medium Term Financial Strategy or be re-invested in improving services.

We are committed to delivering the outcomes in this plan for the benefit of the community and the following pages provide an update of the Council's progress at the year-end.



# LANCASTER CITY COUNCIL - CORPORATE IMPROVEMENT PLAN - 2005/06

## END OF YEAR OUTCOME

Areas for Improvement	Action	Timescale	Who by?	Outcome	Achievements in 2005/06
<b>WHAT IS THE COUNCIL TRYING TO ACHIEVE?</b>					
<b>Ambition</b>					
The Council has yet to implement a systematic approach to dialogue with its community over either its broad ambitions or specific policies developed to implement these	Build on the Service consultation programme and develop overall Annual Consultation Plan	July	Cabinet CE/HCS	The ambitions of the Council will be aligned with the aspirations of the community as stated in the Community Strategy, influencing specific council policies	A consultation management system, Consultation finder, has been implemented and a Corporate consultation programme and toolkit developed. Annual consultation plan in place.
<b>Prioritisation</b>					
The proposed 'Star Chamber' process which is the council's mechanism for reviewing current services and setting the budget for 2004/05 is described as the mechanism by which the council will ensure that the budget proposals follow and are consistent with the corporate plan priorities. However the 'star chamber' process will take place before the further refinement of the priorities. It is not clear how the council will deal with priorities it cannot afford to fund.	Continue with redefined 'Star Chamber', but make more outcome focussed and lined to the targets agreed in the MTFS	Throughout the year	Cabinet/MT	The Council has a clear set of priorities informed by meaningful consultation and local and national priorities – with clear targets for delivery and resources allocated	The 2006/7 Budget & Policy Framework process refined to include public consultation that resulted in a new set of corporate priorities. Budget process aligned spending plans to new priorities and MTFS updated accordingly. Targets for 2006/7 budget met.
	Continue to develop risk management practices	Throughout the year	CD(Cen), Integrated Business Planning Group		Star Chamber working year round to revised terms of reference that include service delivery challenges and options to meet latest MTFS & Gershon targets.
<i>Corporate Performance Plan - June 2006 - - Corporate Strategy Service</i>					

Areas for Improvement	Action	Timescale	Who by?	Outcome	Achievements in 2005/06
<p>Ambition in rural areas – there is a lack of clarity about what the council wants to achieve through its vision and this means that services have not addressed this priority in their business plans to ensure that the appropriate impact is achieved. The council's plans for improving prioritisation in this area start from services currently delivered rather than from the identification of desired outcomes. There is an absence of the systematic use of consultation to inform and shape priorities, service design or identify poor services.</p>	<p>Prepare Budget and Policy Framework review strategy for 2005/06</p> <p>Determine what are non priorities</p>	<p>June/July</p> <p>Throughout the year</p>	<p>CE, CD(Cen), HFS, Cabinet</p> <p>Cabinet/MT</p>	<p>Done as part of public consultation to agree new priorities for 2006/2007</p>	<p>Further work on risk mgt has continued. Strategic Risk Register has been produced and Risk assessments introduced to all executive decision making. Operational risk register is currently being prepared. Progress against Risk Mgt Action plan reported quarterly to Audit Committee</p> <p>COMPLETED</p>
<p></p>	<p>Implement Corporate Plan priorities but strengthen Performance Management reporting. New Corporate Plan gives clear sense of priorities that link to Community Strategy – outcome focussed</p> <p>Use annual consultation progress and Access to Services Review to inform future priorities.</p>	<p>Throughout the year</p> <p>Throughout the year</p>	<p>Cabinet/MT</p> <p>CE</p>	<p>The development of "rural-proofing" procedures will ensure that any decisions made by Council which have a particular impact on rural areas will be taken into account.</p>	<p>Cabinet Member with special responsibilities for rural affairs now takes lead role on rural issues.</p> <p>Improved consultation outcomes with Town and Parish Councils.</p> <p>Corporate Plan priorities now more focussed with clear links to Community Strategy and revised Corporate Plan priorities publicly consulted on.</p> <p>Access to Services review report used to inform updated Council Improvement Plan.</p>

Areas for Improvement	Action	Timescale	Who by?	Outcome	Achievements in 2005/06
<p><b>Focus</b></p> <p>The mechanisms for managing the council do not support it to maintain its focus: portfolio roles within cabinet and the council scrutiny arrangements (review boards) do not fully reflect the council's priority areas. The agendas for Cabinet, management team and review boards do not consistently address progress and decision making against key themes and priorities. Business Plans are not structured towards delivery against corporate key themes and priorities. Although the opportunity is available to report the impact on cross cutting reviews in reports to cabinet and review boards, it is not used effectively.</p>	<p>Continue consultation on required outcomes with key stakeholders</p>	<p>Throughout the year</p>	<p>Cabinet</p>		<p>Enhanced use of corporate consultation activity through consultation finder approach will assist in shaping priorities and service design. Forward Plan to be expanded to 12 monthly rolling plan to aid consultation and scrutiny processes. Cabinet reports now "rural proofed"</p>
<p>The mechanisms for managing the council do not support it to maintain its focus: portfolio roles within cabinet and the council scrutiny arrangements (review boards) do not fully reflect the council's priority areas. The agendas for Cabinet, management team and review boards do not consistently address progress and decision making against key themes and priorities. Business Plans are not structured towards delivery against corporate key themes and priorities. Although the opportunity is available to report the impact on cross cutting reviews in reports to cabinet and review boards, it is not used effectively.</p>	<p>Implement democratic renewal decisions. Reporting mechanisms into Cabinet and overview processes established</p>	<p>July</p>	<p>Cabinet/Overview and Scrutiny</p>	<p>Improved democratic procedures enable Council to focus on achieving impact on priority areas</p>	<p>Presentation of Annual Executive, and Overview and Scrutiny Annual Reports to Council.</p> <p>Review of Full Council now completed with improvements agreed by Audit Committee and full Council and scheduled for implementation throughout 2006/7.</p> <p>Business Plans format for 2006/07 amended to improve linkages to Corporate Plan and vfm. Process continues to be refined.</p>

Areas for Improvement	Action	Timescale	Who by?	Outcome	Achievements in 2005/06
	<p>The revised Business Plan matrix clearly links actions to Corporate Plan and performance measures. These will be completed by the end of May.</p>	<p>5 months</p>	<p>Cabinet Performance Review Committee</p>		<p>New Performance Mgt Framework approved. Quarterly reporting system to Review teams lead by each Cabinet member established for 2006/7 that will replace business plan monitoring. New system centres on the Council's newly developed Performance Mgt system "Escendency". Reports will also be copied to Budget and Performance Panel for scrutiny.</p>
	<p>Monitor Business Plans</p>		<p>Individual Cabinet Members</p>		<p>Performance Review Committee discontinued to avoid duplication.</p>

Areas for Improvement	Action	Timescale	Who by?	Outcome	Achievements in 2005/06
<p>The way the council operates also undermines focus, as has already been identified in the Audit Commission's report on democratic renewal in the council. Existing arrangements are overly bureaucratic causing unnecessary delays in decision making and ineffective use of officer and councillor time. Too much time is spent focussing on process and procedure rather than the outcomes which are being planned and achieved for the community. A relatively high proportion of senior manager's time is spent on supporting member meetings, thereby reducing the time available for their wider management roles including implementing and monitoring the achievement of councillor decisions.</p>	<p>Implement democratic renewal report recommendations:</p> <ul style="list-style-type: none"> <li>• Provide options for change to full Council to generate public involvement and participation</li> <li>• Overview and Scrutiny and Cabinet changes already implemented</li> </ul>	<p>October</p> <p>Completed</p>	<p>CD(Cen)</p>	<p>Improved ability to retain focus on stated Council priorities</p>	<p>All changes for Democratic Review now agreed and in process of being implemented.</p> <p>New system will allow process driven decisions to be delegated to a small Business Committee of council. Also there will be a new topic based council meeting once a year to encourage public engagement.</p> <p>The new computerised Committee Administration system and introduction of member notepad computers has rationalised the delivery and availability of information in the Council to allow access 24/7.</p>

**KEY:** **CE:** Chief Executive; **CD(Com):** Corporate Director (Community Services); **CD(Cen):** Corporate Director (Central Services); **CD(Reg):** Corporate Director (Regeneration); **MT:** Management Team; **HCS:** Head of Corporate Strategy; **HHR:** Head of Human Resources; **HFS:** Head of Financial Services; **HAS:** Head of Administration Services

Areas for Improvement	Action	Timescale	Who by?	Outcome	Achievements in 2005/06
<p><b>HOW HAS THE COUNCIL SET ABOUT DELIVERING ITS PRIORITIES?</b></p> <p><b>Capacity</b></p> <p>The Council does not have a strategic approach to staff resources: the adequacy of staff resources to deliver the council's future improvement agenda has not been assessed at the corporate level; capacity has not been compared to either current or future skills needs. The council's effective use of its staff resources is further hampered by it continuing departmentalism, which limits its capacity to work together as an organisation. There is an absence of consensus amongst staff, management and personnel function on the best means of securing improvement</p>	<p>Develop Human Resource Management Strategy into a three-year People Plan</p> <p>Continue to develop the "one council" culture</p> <p>Achieve iIP status</p>	<p>September</p> <p>Continuing</p> <p>Spring 2006</p>	<p>CE/HHR</p> <p>CE</p> <p>CE</p>	<p>Internal capacity maximised through effective HR practice, including training and development linked to priorities</p>	<p>The objective of developing a 3 year people plan to support the HR Strategy has been overtaken by the requirements of a Pay and Workforce Strategy. The Council has almost completed gathering workforce data (workforce survey) and this is being used to form the basis of a Workforce Strategy over the medium term. Personnel Committee have received a presentation on Pay and Workforce Strategy. Senior managers have been trained in developing plans to ensure that the Council identifies what capacity/skills are needed to deliver the Council's business priorities and forward agenda., and this training is ongoing</p> <p>Management of sickness absence now embedded in Council Management.</p> <p>The review of Service Head responsibilities was completed in February 2006</p>
	<p>Monitor sickness absence through a corporate PI</p> <p>Identify ambiguities and clarify responsibilities</p>	<p>July</p> <p>October</p>	<p>Cabinet</p> <p>CE/HHR</p>		



Areas for Improvement	Action	Timescale	Who by?	Outcome	Achievements in 2005/06
<p><b>Capacity – continued</b></p> <p>The District Auditor in his Public Interest Report issued in January 2004 stated that 'reports to members should be clear and set out in an objective manner the advantages and disadvantages of different options under consideration. Members should question any lack of clarity in, or omissions from, reports placed before them, where appropriate and adopt a critical and challenging approach to information placed before them'. The CPA report goes further than this and says 'there is improved clarity about councillor and officer roles through a revised constitution. However, the working relationship between cabinet and the corporate management team is not yet sufficiently established and there is a reticence to provide cabinet with sufficiently robust or specific advice to support effective decision making. The council recognises that the relationship needs to become less formal and that communication and understanding between the two needs to be improved and changes have been agreed to address this'.</p>	<p>In future there will be robust advice given at an early stage in the development of reports AND all reports will include officers' preferred options and a robust analysis and risk analysis relating to the preferred option and all other officer options included in the report. The Monitoring and Section 151 Officers will comment on Officer options and Member recommendations in accordance with their statutory duties as set out in the Constitution. Training will be provided to report authors on correct format and style.</p>	<p>June</p>	<p>CE</p>	<p>Members and Officers are clear about their respective roles and responsibilities. Improved quality of Member meetings, decision making and scrutiny.</p>	<p>Reports format improved, greater clarity on Statutory Officer comments and the difference between officer options and Member recommendations. Nothing further planned.</p> <p>Joint working arrangements have been strengthened to include regular meetings between Directors and Cabinet members and the introduction of Cabinet Liaison Groups. Mgt Team now meets on regular occasions with Groups not represented in the Cabinet. The new Performance Mgt system will schedule regular monthly meetings between senior managers and cabinet portfolio holders to provide service performance information.</p>
	<p>Star Chamber and the Cabinet Performance Management Committee will strengthen joint working between Cabinet and Management Team</p>	<p>Ongoing</p>	<p>Cabinet/MT</p>		

Areas for Improvement	Action	Timescale	Who by?	Outcome	Achievements in 2005/06
<p><b>Performance Management</b></p> <p>Business Plans are linked to the Corporate Plan but are not yet an effective tool for driving change and prioritising performance but instead focus on financial and staff resources, they are short-term and do not systematically identify future performance or investment. Business plans do not systematically set out evaluations of impact for service users and wider stakeholders and are not connected to one another to address cross-cutting issues. They do not effectively evaluate performance or consider options for improving performance. As a result of this, performance monitoring information throughout the year is not supported with options for improvement or connection through to cross-cutting issues.</p>	<p>Develop Business Plans as tools for change over a 3 year period</p> <p>Implement individual performance targets through EDPA and monitor</p>	<p>April and throughout the year</p>	<p>CD(Com)</p>	<p>Effective performance management driven by Corporate priorities which cascade down to individual level across the Council.</p> <p>Performance monitoring focuses on priorities and outcomes and enables members and managers to understand variations against targets.</p>	<p>COMPLETE</p> <p>COMPLETE</p>



Areas for Improvement	Action	Timescale	Who by?	Outcome	Achievements in 2005/06
<p><b>Performance Management - continued</b></p> <p>The council has no mechanism for systematically addressing value for money in service delivery. The council has undertaken no formal market testing since the demise of CCT in 2000. Risk management approaches are at the very early stages of development and are not contributing to business planning</p>	<p>Ensure risk management techniques embedded in Business Plans</p> <p>Star Chamber will need to challenge VFM in service delivery and commission market testing reports</p> <p>Continue to refine Procurement Strategy</p>	<p>November</p> <p>Throughout the year</p> <p>Throughout the year</p>	<p>CD(Cen), CD(Com), HFS Integrated Business Planning Group</p> <p>Cabinet</p> <p>CD(Cen)</p>	<p>Ability to demonstrate value for money</p>	<p>Risk Registers in place, Risk Assessments included in all executive decision making. And built into business plans.</p> <p>VFM/Efficiency strategy approved and progress reported to each Budget and Performance Panel who have responsibility for VFM. Use of Resources vfm self assessment undertaken and judged "performing well".</p> <p>Star Chamber concluded full service VFM exercise and actions implemented. Exercise identified market testing of some service activity. Annual efficiency statements prepared.</p> <p>Officer working group continues to liaise with Procurement Champion. Procurement strategy updated throughout year and progress monitored by Champion and Budget Performance Panel. IDeA procurement challenge took place in March 2006 and results awaited.</p>

Areas for Improvement	Action	Timescale	Who by?	Outcome	Achievements in 2005/06
<p>The Council has also struggled to identify what it means by good performance. There are too many targets but an absence of meaningful local performance measures, particularly in priority areas, although there are some services, such as housing, which make effective use of indicators and targets. The council has been a pilot for the development of 'quality of life' indicators but has yet to capitalise on this work and develop it within service areas. Service standards have not been made explicit and have not been communicated to stakeholders.</p>	<p>Establish clear, SMART PI's for Corporate Plan objectives, tasks</p> <p>Needs a clear set of milestones and PI's that relate to corporate priorities and are embedded in service business plans. Use of key PI's for Cabinet/MT monitoring.</p> <p>Review PI's as part of Business Planning</p> <p>Put Council forward for Quality Assurance, Charter Mark, Beacon Council and Service Award Schemes</p> <p>Corporate performance training for managers</p>	<p>July</p> <p>5 months</p>	<p>CD(Com)</p> <p>MT</p> <p>MT</p> <p>MT/Service Heads</p>	<p>A clear set of SMART PI's and Customer Service Standards driving improvement against Council priorities which are understood by both our customers and staff, are communicated effectively and set with regard to top performing councils.</p> <p>Good practice by Council services is externally recognised.</p>	<ul style="list-style-type: none"> <li>• Key performance Indicators now included in Corporate Plan and will be reviewed by new Performance Review teams.</li> <li>• Establishment of clear Service Standards being developed through Access to Services Review</li> <li>• Local Performance Indicators also being reviewed and developed. Actions from last year's Best Value Performance Plan reviewed by Budget and Performance Panel and used to inform latest business plans.</li> <li>• Development and roll out of new Escendency PM system underway and scheduled for completion by June 2007.</li> <li>• Business Planning process now requires inclusion of service VFM PIs.</li> <li>• PM training undertaken by DA. Project Mgt being introduced throughout the Council for major priorities and capital projects.</li> <li>• Accreditations being sought</li> </ul>

Areas for Improvement	Action	Timescale	Who by?	Outcome	Achievements in 2005/06
	Explore the use of Service Charger/Service Promises. Access to Services Review – development of Customer Service Standards	16 months	Service Heads		Customer Service Standards being developed for services as they are integrated into the Customer Services Centre.
The Performance Management system is currently not effective in systematically translating the Council's ambitions into clear targets and outcomes for services, teams and individuals.	The Corporate Plan identifies specific tasks to take our ambitions forward. The High Level Objectives/Tasks are allocated to service areas for delivery through business plans and to individuals through EDPA.	July	Service Heads	A systematic corporate approach to the setting, collection and monitoring of clear targets and outcomes through an integrated business planning process.	This is now embedded in our Policy and Budget process and taken through into our business Plans. New PM Escendency system in place.  Responsibility for Performance Mgt now clearly located within one Corporate Director. ( CD for Finance & Performance)
Complaints from outside the Council are dealt with via separate service-based complaint processes and there is no corporate complaints procedure to gather and evaluate feedback on service provision and Council activity. There is no formal reporting of complaints, other than those to the Ombudsman, to the corporate management team or to Councillors.	Establish new corporate complaints and reporting mechanisms as part of Access to Services Review.	October	Access to Services Review Board	Service users understand service standards and targets and how to report complaints. Information on complaints and performance against service standards is taken into account when reviewing performance.	Work on this continues as part of the establishment of Customer Contact Centres and Service Standards to feed back information to help improve performance. Pilot telephone scheme has provided service information that has been used to introduce service improvements. New Information and Customer Service established to improve complaints handling and use of information to drive improvements.

Areas for Improvement	Action	Timescale	Who by?	Outcome	Achievements in 2005/06
<p>The Council has made little progress generally in addressing quality of service issues such as customer focus and the accessibility of services to all parts of the community</p>	<p>Implement Access to Services Review recommendations</p>	<p>January 2005</p>	<p>CE</p>	<p>Improved levels of customer satisfaction</p>	<p>Access to Services Review broken down into stages and taken forward. Customer Service pilot project implemented, evaluated and being rolled out across all Council Services in line with agreed programme. Accommodation options being publicly consulted on. Clear Service Standards, enhanced complaint/feedback procedures being introduced throughout year as services are integrated into the customer service centres.</p>

Areas for Improvement	Action	Timescale	Who by?	Outcome	Achievements in 2005/06
<p><b>WHAT HAS THE COUNCIL ACHIEVED/NOT ACHIEVED TO DATE?</b> Achievement in quality of service</p>	<p>Undertake annual customer satisfaction surveys</p>	<p>October</p>	<p>Service Heads</p>		<p>All these three strands of work are aimed at improving customer focus and accessibility. Inspection of Review of Access to Services completed and judged fair with prospects to improve. Action plan targets included in Corporate Improvement Plan</p>
<p><b>Achievement of improvement</b> There is a continuing failure to deal effectively with hard to reach groups and the chronic problem of the transient population of the West End of Morecambe</p>	<p>Use consultation strategies to engage community</p>	<p>Throughout the year</p>	<p>CE/HCS</p>	<p>Quality of life of those living in the West End of Morecambe is improved as a direct result of effective partnership working and consultation.</p>	<p>Accessibility and hard to reach groups being addressed through Access To Services Review. Consultation undertaken on a range of services and the latest Corporate Plan priorities.</p> <p>West End Action Plan adopted with evaluation criteria built into the Plan.</p> <p>Implementation Team established and operational.</p>
<p>Morecambe Action Plan and West End Masterplan designed specifically to tackle the problem.</p>	<p>CD(Reg)</p>				
<p>Development and implementation of the West End Masterplan</p>	<p>CD(Reg)</p>	<p>5 years</p>			

Areas for Improvement	Action	Timescale	Who by?	Outcome	Achievements in 2005/06
<p><b>Investment</b></p> <p>A new consultation strategy and toolkit has been developed which addresses how the Council will engage with local people and seeks to involve them in identifying needs, priorities and developing solutions. Whilst it aims to ensure a consistent and corporate approach to consultation, there is no plan for how this will be implemented or how any results will be used to inform the Council's priorities and service planning</p>	<p>Implement annual consultation programme</p>	<p>Throughout the year subject to resource availability</p>	<p>CE/HCS</p>	<p>Improved engagement with the community stakeholders and partners. Consultation outcomes fed back into the Corporate/Business Planning process, contributing to the development and delivery of Council's priorities and future service planning</p>	<p>Revised Consultation Strategy agreed and being implemented.</p>

Areas for Improvement	Action	Timescale	Who by?	Outcome	Achievements in 2005/06
<p><b>Investment -continued</b></p> <p>The Council has a new Human Resources strategy which highlights its aims and the challenges facing the organisation. The strategy establishes the key policy and procedure framework and identifies that lead responsibility for equalities and diversity issues and for co-ordinating the response of services to race equality legislation will be a personnel function. However, it is not yet clear how the new HR Strategy will be implemented.</p>	<p>Establish process for implementing HR 3 Year People Plan</p> <p>Personnel Service business plan and ongoing monitoring</p>	<p>July</p>	<p>CE/HHR</p> <p>HHR</p>	<p>The Council is self aware about capacity and has the people, skills and capability to deliver its priorities. Recruitment, training and development are linked to priorities</p>	<p>The proposal to develop a 3 year people plan has been revised in respect of the requirements to develop a pay and workforce strategy as part of the 2004 pay settlements. During 2004/05 the Council commenced work in order to develop its workforce strategy by issuing a workforce survey intended to provide baseline information to inform the strategic approach to ensure capacity. The data is almost complete and arrangements are in place to train both elected members (Personnel Committee) and senior officers in the requirements of forecasting future objectives and taking steps to ensure future capacity to meet those objectives.</p> <p>Personnel Committee has approved a Job Evaluation (Fair Pay) exercise to facilitate the completion of this Strategy.</p>



Areas for Improvement	Action	Timescale	Who by?	Outcome	Achievements in 2005/06
<p><b>Investment – continued</b></p> <p>The Council has been more open in inviting and responding to external challenge. It was one of the first district councils to have a peer review from the IDeA in 2000 and a follow-up a year later. However, it has not systematically followed through its improvement plans developed following Best Value reviews of services and there is little assessment of whether BVRs have been successful in challenging and improving services.</p>	<p>Prepare and implement Council Improvement Plan</p> <p>Regeneration and Jobs Improvement Plan largely implemented</p> <p>Best Value Review Action Plans are built into Business Plans. For 2004/05 these will include improvement outcomes</p>	<p>May/June</p> <p>5 months</p>	<p>Cabinet/MT</p>	<p>Newly established Overview and Scrutiny and Performance and Budget Committees provide challenge to the decision making process, ensuring the focus on delivering the Council's plan for improvement is maintained. The Council continually seeks best performance elsewhere and seeks to adopt where possible.</p>	<p>Business Plans and Corporate Performance Plan include sections on benchmarking and comparison with other authorities in our Family Group.</p> <p>VfFM self assessment judged a 3 out of 4 with plans in place to improve VfM judgement</p> <p>Corporate Processes are now in place to examine performance and embed accountability. Responsibility for Performance Mgt now with CD ( Finance &amp; Performance)</p>



## Detailed Performance Tables

### The following section of the Corporate Performance Plan sets out the Council's detailed performance targets linked to the six Priorities laid out in the Corporate Plan.

Each of the six sections details the performance measures, which the Council has in place to help us in working towards achieving our Corporate Priorities. ALL services and staff throughout the authority play their part and have highlighted their individual contributions in their Service Business Plans.

Performance at Lancaster City Council is monitored through a range of Statutory Performance Indicators and locally based targets for the next three years up to March 2009, in this plan we will account for our performance against these targets. We will look back at what we said we would do last year and track our progress. These targets and objectives form a central element of our Service Planning and Best Value Review programmes.

#### Indicator types

- Statutory PI's are numbered in bold**
- Local PI's are in plain type
- We will also highlight where a particular PI is of key strategic importance to the authority – we call these **Key Performance Indicators (KPI's)**

#### Improvement?

A simple key will indicate performance trends



Got worse

Stayed the same

Got better

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# Success Measures 2005/06

PI ref	Indicator description	Lancaster 04/05	All District Median	All District top quartile	Target 05/06	Actual 05/06	Target 06/07	Target 07/08	Target 08/09	Good to be High / Low	Getting Better	On target
<b>TO DELIVER VALUE FOR MONEY, CUSTOMER FOCUSED SERVICES</b>												
<b>Statutory BVPI's</b>												
<b>BV76a</b>	Benefits - Number of claimants visited/1000	596.91	222.00	296.60	600	<b>596.75</b>	610	620	620	High	☹️	☹️
<b>Comment:</b> BV76a: The actual number of visits carried out within the year has actually increased - from 7007 in 2004/5 to 7269 in 2005/6. Our average caseload has also increased which has meant that the actual appears to have decreased. However the actual is close to the target and does not represent a significant concern.												
<b>BV76b</b>	Benefits - Number of fraud investigators/1000 caseload	0.17	n/a	n/a	0.17	<b>0.16</b>	0.17	0.17	0.17	N/A	N/A	N/A
<b>BV76c</b>	Number of fraud investigations/1000 caseload	69.68	41.20	59.53	72	<b>88.42</b>	74	76	78	High	😊	😊
<b>BV76d</b>	No. of prosecutions & sanctions/1000 caseload	4.17	4	6.25	4.4	<b>6.57</b>	6.67	6.80	7.0	High	😊	😊
<b>BV78a</b>	Average time for processing new claims (days)	33.00	33.00	28.00	30.00	<b>22.20</b>	25	23	20	Low	😊	😊
<b>BV78b</b>	Average time for processing change of circumstances (days)	9.00	8.80	6.80	8.00	<b>7.40</b>	9	9	9	Low	😊	😊
<b>BV79a</b>	% of cases where calculation was correct	99.00%	98.00%	99.00%	99.10%	<b>99.20%</b>	99%	99%	99%	High	😊	😊
<b>BV79b (i)</b>	New Amount of HB overpayments recovered	New	New	New	88.50%	<b>86.23%</b>	87.0%	87.5%	87.75%	High	N/A	☹️
<b>BV79b (ii)</b>	New Overpayments recovered as a % of total debt outstanding (plus overpayments raised during the year)	New	New	New	45.50%	<b>33.03%</b>	35.0%	35.5%	36.0%	High	N/A	☹️

PI ref	Indicator description	Lancaster 04/05	All District Median	All District top quartile	Target 05/06	Actual 05/06	Target 06/07	Target 07/08	Target 08/09	Good to be High / Low	Getting Better	On target
BV79b (iii)	New. Overpayments written off during the year.	new	New	New	1.50%	9.38%	10%	10%	10%	Low	☹️	☹️
<p><b>Comment BV79b(iii):</b> The reason there was a high variance between the target and the reported performance, was because 2005/6 was the first year that this BVPI existed. At the time the target was set at the beginning of 2005/6 no calculated performance had been reported or calculated nationally so the target was an estimate with no real data to compare to. Now that this years figures have been reported, the targets for 2006/7 have been amended accordingly.</p>												
BV156	% of authority buildings accessible to disabled	75%	63.6%	81.8%	78%	75%	81%	81%	81%	High	☹️	☹️
<p><b>Comment: BV156:</b> Access audits have been carried out and it is anticipated that some improvements, identified by the audits, can be effected which may enable at least one premise to become accessible. It should be noted that the City Council is conducting a comprehensive accommodation review as part of its Access to Services Review and accessibility constitutes an important consideration. There is potential within this to significantly change the number of premises used by the City Council.</p>												
BV157	Interactions enabled for e delivery as a % of those possible	60.32%	75.00%	84.69%	100%	100%	100%	100%	100%	High	😊️	😊️
BV109a	% of major planning applications determined within 13 weeks	64.52%	59.00%	71.25%	62.00%	49%	63%	64%	65%	High	☹️	☹️
<p><b>Comments: BV109a:</b> During the 2005/06 decisions in relation to a significant number of long standing major applications were issued. These had been delayed for a significant period awaiting the signing of Section 106 Agreements and other planning related issues. These had the effect of distorting the figures negatively as expressed in the reduced performance figures and we were unable to recover from this early setback. A senior major applications officer was appointed during the period which it is anticipated will have a significant positive impact on the performance in this category.</p>												
BV109b	% of minor planning applications determined within 8 weeks	85.00%	69.15%	75.28%	67.00%	78.00%	75%	77%	80%	High	☹️	😊️
<p><b>Comments BV109b:</b> Year 2004/05 exceptional figures were achieved by concentrating solely on development control performance figures at the expense of other activities. This year's performance has reduced but is still well above Government Target levels. Staff resources have increased following investment of Planning Development Grant and increased revenue from planning application fees. However, staff were mainly recruited at the graduate trainee level and there is an inevitable lead in time for training before improvements in efficiency are realised. In addition there were lengthy periods of staff vacancies following existing staff taking up posts elsewhere. Provided staff are retained, productivity improvements will follow.</p>												
BV109c	% of 'other' planning applications determined within 8 weeks	90.00%	84.46%	88.01%	82.00%	82.00%	82%	83%	85%	High	☹️	😊️
BV204	% of appeals against decision to refuse planning applications	30.00%	28.90%	24.00%	30.00%	26.00%	30%	30%	30%	Low	😊️	😊️

PI ref	Indicator description	Lancaster 04/05	All District Median	All District top quartile	Target 05/06	Actual 05/06	Target 06/07	Target 07/08	Target 08/09	Good to be High / Low	Getting Better	On target
BV205	Quality of service checklist	83.33%	83.00%	88.90%	100%	100.00%	100%	100%	100%	High	😊	😊
BV179	% of standard searches carried out in 10 working days	99.00%	99.71%	100.00%	100.00%	99.49%	100%	100%	100%	High	😊	😞
<b>Comment:</b> BV179: Difference is de minimis, but slight improvement on last year reflects the fact that fewer searches are now sent to Lancashire County Council, as Highway Authority. Any delays in the return of completed searches, is usually due to an outside body e.g. Lancashire County Council												
BV170a	The number of visits usages of museums per 1,000 pop	1236.88	326	810	1000	1206.29	1250	1300	1350	High	😞	😊
<b>Comment BV170a:</b> This year there were longer, better quality exhibitions but fewer re-visits by local residents. There is also a national trend of lower visitor figures, all but 2 of Lancashire County Museum sites show a downward trend. The timing of Easter meant that no easter visitors show in this period. This should show an increase in next year's figures and targets have been set accordingly.												
BV170b	The number of visits that were in person per 1,000 population	639.65	237	463	632.28	468.32	460.86	487.19	501.82	High	😞	😞
<b>Comment:</b> BV170b: The out turn is down for the following reasons: A: Unable to sustain the impact of the previous years Dinosaur exhibition. B: Change in staff, unable to maintain high profile in local media. C: No Easter, traditional start of the tourist season (2 last year) D: A Lancaster based staff that concentrated on Lancaster City Museums are now working on a Countywide basis. E: National trend. However these visitor numbers still represent top quartile performance nationally.												
BV170c	The number of pupils visiting museums and galleries in organised school groups	3,351	1,179	3,181	3,800	3,049	3,175	3,300	3,425	High	😞	😞
<b>Comment:</b> BV170c: In retrospect, targets were over ambitious and have been revised to reflect the changing ways in which the Museums service carries out outreach work. National trend for schools to do less out of school visits. Concentration on piloting video conferencing into schools.												
BV166(a)	Score against a checklist of enforcement best practice for environmental health	80%	85.7%	93.4%	100%	90%	100%	100%	100%	High	😊	😞
<b>Comment:</b> BV166a: The issue to be addressed in order to secure a score of 100% is the implementation of a Licensing Enforcement Policy. A draft Enforcement Policy has been produced but needs further amendment and consultation. It is anticipated this will be completed in 06/07.												
BV226a	Total amount spent by the authority on advice and guidance services provided by external organisations	N/A	N/A	N/A	£287,600	£287,654	£290,300	£292,100	£293,900	N/A	N/A	N/A

PI ref	Indicator description	Lancaster 04/05	All District Median	All District top quartile	Target 05/06	Actual 05/06	Target 06/07	Target 07/08	Target 08/09	Good to be High / Low	Getting Better	On target
BV226b	<b>New</b> % of monies spent on advice and guidance services which was given to organisations holding the CLS Quality Mark	N/A	N/A	N/A	N/A	<b>60.95%</b>	60.94	60.62	60.25	High	N/A	N/A
BV226c	<b>New</b> total amount spent on advice and guidance in the areas of housing, welfare benefits & consumer matters provided directly by the authority to the public	N/A	N/A	N/A	N/A	<b>Not reported</b>	N/A	N/A	N/A	N/A	N/A	N/A
<b>Comment</b> 226c - this indicator was not calculated in accordance with the definition of the indicator and therefore will not be reported. An action plan is now in place to ensure that this situation will not be repeated. It should be noted however that BVPI's 226a-c will not be subject to scrutiny by the Audit Commission during this year.												
BV3 KPI 3.2	Increased overall customer satisfaction from 48% to 56% by Dec 06	N/A	N/A	N/A	N/A	N/A	56%	N/A	N/A	High	N/A	N/A
<b>Comment:</b> BV3 - KPI 3.2 This indicator forms part of the statutory BVPI survey which samples the views of 1,100 randomly selected residents every 3 years. The survey is due to take place in the Autumn of 2006 - The survey last took place in 03/04 - Outturn: <b>48%</b>												
<b>Local Indicators</b>												
KPI 2.1	The number of people responding to our consultations	N/A	N/A	N/A	N/A	<b>New</b>	To be set	To be set	To be set	N/A	N/A	N/A
LCC56	Percentage of turn-out at last <b>local government</b> election (NB. Last election 2003 (Admin)	32.56% (2003/04 Turnout)	N/A	N/A	N/A	<b>N/A</b>	35%	N/A	N/A	High	N/A	N/A
<b>Comment: LCC56:</b> PI measures turn out at local elections which are held every 4 years. Next election to be held in May 2007.												
LCC25	Percentage of complaints where contact is made with the complainant by a licensing officer in person (Legal)	69%	N/A	N/A	85%	<b>73%</b>	85%	85%	85%	High	😊	😞

PI ref	Indicator description	Lancaster 04/05	All District Median	All District top quartile	Target 05/06	Actual 05/06	Target 06/07	Target 07/08	Target 08/09	Good to be High / Low	Getting Better	On target
LCC26	Percentage of complaints where final response to complainant is given within 10 working days (legal)	89%	N/A	N/A	90%	83%	90%	90%	90%	High	☹️	☹️
LCC79	Percentage of prosecutions won or otherwise satisfactorily concluded to the reasonable satisfaction of the the client (legal)	94.40%	N/A	N/A	95%	96.50%	95%	95%	95%	High	😊	😊
LCC80	% of property transactions completed or before target date where a reasonable target date was set in advance by the client (legal)	69%	N/A	N/A	75%	73%	75%	75%	75%	High	😊	☹️
LCC78	Searches of local land register - percentage of searches carried out within 5 working days	93.99%	N/A	N/A	95%	97.15%	95%	95%	95%	High	😊	😊
<b>TO MAKE OUR DISTRICT A CLEANER AND HEALTHIER PLACE</b>												
<b>Statutory BVPI's</b>												
<b>BV82a(i)</b>	% of household waste recycled	11.00%	15.64%	19.33%	12.00%	12.54%	16.00%	18.00%	21.00%	High	😊	😊
<b>BV82a(ii)</b>	Total tonnage of household waste recycled	New	N/A	N/A	New	6754.82	8613.74	9690.46	11305.54	High	N/A	N/A
<b>BV82b(i)</b>	% of household waste composted	6.72%	4.24%	10.55%	6.00%	6.85%	9.00%	10.00%	11.00%	High	😊	😊
<b>BV82b(ii)</b>	The total tonnage of household waste composted	New	N/A	N/A	new	3,455.57	4,580.28	5,089.20	5,598.12	High	N/A	N/A
<b>BV84a KPI 6.2</b>	Kg of household waste collected per head of population	369kg	411.0	380.4	365kg	369kg	360	355	350	Low	😊	☹️



PI ref	Indicator description	Lancaster 04/05	All District Median	All District top quartile	Target 05/06	Actual 05/06	Target 06/07	Target 07/08	Target 08/09	Good to be High / Low	Getting Better	On target
BV84b	% change in Kg of household waste collection	New	N/A	N/A	new	0.00%	<6.72%	<6.72%	<6.72%	Low	N/A	N/A
BV89 KPI 5.2	customer satisfaction with street cleanliness from 55% in 2003/04 to 72% in 2003/04	N/A	N/A	N/A	N/A	N/A	72%	N/A	N/A	High	N/A	N/A
<b>Comment:</b> BV89 KPI 5.2 This indicator forms part of the statutory BVPI survey which samples the views of 1,100 randomly selected residents every 3 years. The survey is due to take place in the Autumn of 2006 - The survey last took place in 03/04. Date of last survey 2003/04: Outturn 55%												
BV86	Cost of waste collection per household	£42.00	£42.01	£35.66	£49.00	To follow	To be set	To be set	To be set	High	To follow	To follow
BV91(a)	% of pop. served by kerbside collection of recyclables (one recyclable)	New definition	97.70%	100.00%	New	1.31%	1.00%	1.00%	1.00%	Low	☹️	😊️
BV91(b)	% of pop served by a kerbside collection of at least two recyclables	65.00%	N/A	N/A	77.00%	76.74%	80.00%	85.00%	87%	High	😊️	😊️
BV199(a) KPI5.1	Proportion of land and highways assessed as having deposits of litter and detritus which fall beneath an acceptable level (as a %)	28.00%	15.00%	10.00%	25.00%	18.00%	17.00%	15.00%	14.00%	Low	😊️	😊️
BV199 (b)	New Proportion of land and highways from which unacceptable levels of graffiti are visible (on day of survey)	N/A	N/A	N/A	0	0	0	0	0	Low	😊️	😊️
BV199(c)	New Proportion of land and highways from which unacceptable levels of fly-posting are visible (on day of survey)	N/A	N/A	N/A	0	0	0	0	0	Low	😊️	😊️
<b>Comment</b> BV199d has been omitted. The Audit Commission have confirmed that Local authorities will not be expected to include this PI within their BVPP												



PI ref	Indicator description	Lancaster 04/05	All District Median	All District top quartile	Target 05/06	Actual 05/06	Target 06/07	Target 07/08	Target 08/09	Good to be High / Low	Getting Better	On target
<b>BV 216a</b>	<b>New</b> Number of sites in the LA area of potential concern with respect to land contamination	N/A	N/A	N/A	New	1415	1715	1815	1845	N/A	N/A	N/A
<b>BV 216b</b>	<b>New</b> Contaminated land - number of sites for which sufficient information is available to determine whether remediation is necessary (as a % of all sites of potential concern)	N/A	N/A	N/A	New	2%	1%	1%	1%	High	N/A	N/A
<b>BV217</b>	<b>New</b> % of pollution control improvements to existing installations completed on time	N/A	N/A	N/A	New	53	70	90	90	High	N/A	N/A
<b>Comment:</b> BV217: Government set target of 90% is based on adequate resources since 1990. A programme is in place to improve compliance following several years of under resourcing, but the target of 90% includes both upgrading permits and work by operators to comply.												
<b>BV 218a</b>	<b>New</b> % of abandoned vehicles investigated within 24 hours	N/A	N/A	N/A	N/A	76.57%	80%	80%	80%	High	N/A	N/A
<b>BV 218b</b>	<b>New</b> % of abandoned vehicles removed within 24 hours (from point at which legally entitled to remove)	N/A	N/A	N/A	N/A	67.42%	70%	70%	70%	High	N/A	N/A
<b>BV219(a)</b>	Total number of conservation areas in the local authority area	N/A	N/A	N/A	N/A	37	37	37	37	N/A	N/A	N/A
<b>Comment:</b> BV219a: The total number of conservation areas in the Local Authority area is dependent on how many conservation areas the Local Authority actually designates. The Local Authority has a duty to assess and review their existing conservation areas from time to time and consider whether any new conservation areas should be designated or indeed whether existing areas should de-designated, This number is not expected to increase or decrease significantly year on year. The review of areas is dependent on available resources.												

PI ref	Indicator description	Lancaster 04/05	All District Median	All District top quartile	Target 05/06	Actual 05/06	Target 06/07	Target 07/08	Target 08/09	Good to be High / Low	Getting Better	On target
<b>BV219(b)</b>	% of conservation areas in the local authority area with an up-to-date character appraisal	N/A	N/A	N/A	N/A	<b>5.40%</b>	18.90%	32.40%	45.90%	High	N/A	N/A
<b>Comment</b> BV219b: The 2005 Annual Monitoring Report on the website contains data relating to these indicators. There may be some discrepancies relating to the number of appraisals carried out since the AMR figures include appraisals that were carried out more than 5 years ago and consequently can not be counted to inform this indicator.												
<b>BV219( c)</b>	% of conservation areas with published management proposals	N/A	N/A	N/A	N/A	<b>2.70%</b>	2.70%	8.10%	13.50%	High	N/A	N/A
<b>Comment:</b> BV219c The 2005 Annual Monitoring Report on the website contains data relating to these indicators. There may be some discrepancies relating to the number of conservation areas which have management plans or other supporting information. This disparity between the indicator figures and the AMR data is due to all supplementary information relating to the conservation areas included in the number of which have enhancement schemes/policy documents. Only a small number of these policy documents are actually adopted management plans defined by this indicator.												
<b>Local Indicators</b>												
<b>KPI 6.1</b> CCS 09	Percentage of household waste arisings that were recycled & composted	17.72%	N/A	N/A	18%	<b>19.39%</b>	25%	28%	32%	High	😊	😊
<b>KPI 5.3</b>	Increase the number of fixed penalty notices (relating to environmental anti-social behaviour) issued (CCS)	New	New	New	New	<b>19</b>	150	To be set	To be set	High	N/A	N/A
<b>KPI 6.3</b> CCS08	% of bulky waste re-used (Bulky Matters Project)	New	N/A	N/A	New	<b>0</b>	40%	40%	40%	High	N/A	N/A
<b>KPI 7.1</b>	Number of children who receive coaching per week (average)	New	New	New	New	<b>22</b>	25	To be set	To be set	High	N/A	N/A
<b>KPI 7.2</b>	% of children under 11 in schools swimming programme taking up the offer of a BMI test and the recommended subsequent activity programme	New	New	New	New	<b>0%</b>	20%	To be set	To be set	High	N/A	N/A

PI ref	Indicator description	Lancaster 04/05	All District Median	All District top quartile	Target 05/06	Actual 05/06	Target 06/07	Target 07/08	Target 08/09	Good to be High / Low	Getting Better	On target
KPI 7.3	Usage at Hornby Pool (Cultural Services)	New	New	New	8185	7194	8266	To be set	To be set	High	N/A	⊖
KPI 7.3 Hornby Pool usage is based on the main admission strands, Adult, Junior, Senior Citizen, Swimming Passes and Family Swimming												
KPI 7.4	Increase cycle trips through the Cycle England Demonstration Town Project (Econ Dev & Tourism)	New	New	New	New	693	866	1386	To be set	High	N/A	N/A
LCC48	Progression rates in swimming lessons - Key Stage 2 attainment % (Cultural Services)	88%	N/A	N/A	89%	77%	80%	85%	90%	High	⊖	⊖
LCC49	Participation rate as a % of maximum (Cultural Services)											
	a: Sports Halls	80%	N/A	N/A	81%	54.80%	82%	82%	82%	High	⊖	⊖
	b: Swimming Pools	82%	N/A	N/A	83%	77.05%	84%	84%	84%	High	⊖	⊖
	c: Play Schemes	100%	N/A	N/A	100%	81.10%	100%	100%	100%	High	⊖	⊖
LCC38	Work with Lancashire County Council to increase km of cycle routes	46km	N/A	N/A	56Km	56km	61km	65km	70km	High	😊	😊
LCC39	Provide more cycle parking facilities in line with the Council's cycling strategy	170	N/A	N/A	190	176	210	230	250	High	😊	⊖
LCC40	Score on Flood Risk Management Checklist	78%	N/A	N/A	80%	81%	84.00%	87.50%	90.50%	High	😊	😊
CCS 01	Average time in working days taken to deal with bulky waste collection requests.	New	N/A	N/A	21	16.78	7 days	7 days	7 days	Low	N/A	😊

PI ref	Indicator description	Lancaster 04/05	All District Median	All District top quartile	Target 05/06	Actual 05/06	Target 06/07	Target 07/08	Target 08/09	Good to be High / Low	Getting Better	On target
CCS 02	Percentage of household waste collections which were missed	N/A	N/A	N/A	1%	0.17%	0.75%	0.75%	0.50%	Low	N/A	😊
CCS03	% of households in the district served by 3-stream waste collection	35%	N/A	N/A	49%	48%	60%	75%	90%	High	😊	😞
CCS 04	% of recyclables collected at bring sites	New	N/A	N/A	13%	13.50%	12%	10%	8%	High	N/A	😊
CCS 05	Effectiveness of recycling method - % of recyclables collected at Household Waste Recycling Centres	New	N/A	N/A	8%	7.40%	7%	6%	5%	High	N/A	😞
<b>Comment:</b> CCS04 and CCS05: As 3 stream waste collection increases recycling through bring sites and Household Waste recycling centres is likely to decrease												
CCS 06	% of recyclables collected from the kerbside	New	N/A	N/A	79%	79.10%	81%	84%	87%	High	N/A	😊
CCS 07	% of household waste collected by WCA going to landfill	82.29%	N/A	N/A	82%	80.61%	75%	72%	68%	Low	N/A	😊
EP01	Air pollution monitoring - meets standards	New	N/A	N/A	Yes	Yes	Yes	yes	yes	N/A	N/A	😊
EP08	Contaminated land – inspection programme on schedule	New	N/A	N/A	Yes	No	Yes	yes	yes	N/A	N/A	😞
EP36	Dog control – fouling – enforcement surveillance (hours)	New	N/A	N/A	29.3	29.3	117.3	To be set	To be set	High	N/A	😊
EP37	Dog control – fouling – offences witnessed during surveillance	New	N/A	N/A	4	3	4	4	4	High	N/A	😊
FS03	FSA food sampling programme maintained	Yes	N/A	N/A	Yes	Yes	Yes	Yes	Yes	N/A	N/A	😊
FS10	% Category A food premises inspected on schedule.	99.05%	N/A	N/A	100%	100%	100%	100%	100%	High	N/A	😊

PI ref	Indicator description	Lancaster 04/05	All District Median	All District top quartile	Target 05/06	Actual 05/06	Target 06/07	Target 07/08	Target 08/09	Good to be High / Low	Getting Better	On target
<b>TO REDUCE CRIME AND THE FEAR OF CRIME</b>												
<b>Statutory BVPI's</b>												
<b>BV126</b>	Domestic burglaries per 1,000 households	8.06	8.19	6.18	8.06	<b>8.83</b>	8.06	8.06	8.06	Low	☹️	☹️
<b>Comment BV126:</b> The reason for not achieving the target is that one prolific offender was living in Morecambe. It is thought this offender committed over 38 burglaries. This offender is now going through the court process and is likely soon to be committed to prison. This was a spike in the figures and the figures have now reduced.												
<b>BV127a</b>	Violent offences by a stranger per 1,000 population	10.05	4.31	2.42	8.448 - 8.382	<b>10.08</b>	8.096 - 7.964	7.744 - 7.546	7.392 - 7.128	Low	☹️	☹️
<b>BV127b</b>	Violent offences committed in a public place per 1,000 population	N/A	N/A	N/A	0.566 - 0.562	<b>0.50</b>	0.542 - 0.534	0.518 - 0.506	0.494 - 0.478	Low	N/A	☹️
<b>Comment BV127a &amp; b.</b> The Community Safety Partnership has set a target to reduce ALL crime (including violent crime) by between 16% and 19% (range) over the next 3 years Corporate Plan <b>KPI 8.1</b>												
<b>BV128</b>	Vehicle crimes per 1,000 population	7.53	8.87	6.84	7.53	<b>8.30</b>	7.53	7.53	7.53	Low	☹️	☹️
<b>BV174</b>	The number of racial incidents recorded by the authority per 100,000 population	5.86%	N/A	N/A	Not set	<b>0.0365%</b>	0.0365%	0.0365%	0.0365%	Low	😊	N/A
<b>Comment:</b> BV174: Racial incidents are recorded as defined by the McPherson report as incident in which either the council officer/witness/victim or perpetrator perceives it to be racial. Even when the claim isn't justified it is still recorded as a racial incident in the first instance and isn't reclassified. Incidents are only recorded when there has been direct involvement in remedying the situation.												
<b>BV175</b>	Racial incidents resulting in further action	100%	100%	100%	100%	<b>100%</b>	100%	100%	100%	High	😊	😊
<b>Comment BV175:</b> Data source: The number of racial incident forms completed as a result of a racial incident involving or witnessed by the local authority.												
<b>BV225</b>	Actions against domestic violence	N/A	N/A	N/A	N/A	<b>9.10%</b>	45%	To be set	To be set	High	N/A	N/A
<b>Comment:</b> BV225: LAA baseline is 5.4 (out of 11) this is the county average and equates to a percentage of 49.0% and we are aiming to score 5 in the coming financial year (hence our target of 45%)												

PI ref	Indicator description	Lancaster 04/05	All District Median	All District top quartile	Target 05/06	Actual 05/06	Target 06/07	Target 07/08	Target 08/09	Good to be High / Low	Getting Better	On target
<b>TO LEAD THE REGENERATION OF OUR DISTRICT</b>												
<b>Statutory BVPI's</b>												
<b>BV64</b>	Vacant private sector dwellings returned to occupation or demolished.	46	9	25	40	41	40	40	40	High	☹️	😊
<b>BV106</b>	% of new homes built on previously developed land	62.75%	72.45%	90.08%	70%	71.40%	72%	72%	72%	High	😊	😊
<b>Comment:</b> BV106: Most residential development in the District has taken place on brownfield sites for a considerable period. The great majority of development that does take place on Greenfield sites occurs on large long-standing greenfield housing sites where the principle of residential development was established many years ago through the forward planning process.												
<b>Local Indicators</b>												
<b>KPI 10.2</b>	Provision of new/refurbished workspace (through EDZ programme)	N/A	N/A	N/A	1500 sq m (CityLab)	1500 sq m (CityLab)	1500 sq m (No completions)	3000 sq m (Theitis House)	3000 sq m (Storey Institute)	High	N/A	😊
LCC2	Tourism - Marketing the district (as measured by STEAM)											
a	Increase tourist spend by an average of 5% annually across all categories of visitor	New	New	New	New	<b>STEAM data due mid 2006</b>	>5%	>5%	>5%	High	N/A	N/A
b	Increase the number of staying visitors by average 3% annually	New	New	New	New	<b>262,000</b>	275,000	298,000	311,000	High	N/A	N/A
c	% of TIC customer satisfaction forms recording "excellent" for Quality of Customer Service	New	New	New	New	<b>70%</b>	70%	70%	70%	High	N/A	N/A
d	Annual increase of 10% in income through on-line and hot-line bookings	New	New	New	New	<b>£6,300</b>	£6,900	£7,600	£8,300	High	N/A	N/A



PI ref	Indicator description	Lancaster 04/05	All District Median	All District top quartile	Target 05/06	Actual 05/06	Target 06/07	Target 07/08	Target 08/09	Good to be High / Low	Getting Better	On target
<p><b>Comment:</b> LCC2 a&amp;b above please note no targets were set as 05/06 is the baseline year for this measure. Please also note there will be a time lag in reporting STEAM data as it is collected annually and usually published in June the following year.LCC2c We have not set a target to increase customer satisfaction. We have already achieved a high level satisfaction rating and believe it would be un-realistic to set a target to improve further at a time when disruption to service is anticipated as a result of capital</p>												
<b>KPI 14.1</b>	Increase overall satisfaction with effectiveness of the Carnforth Area Regeneration Partnership and with opportunities for participation and involvement (Carnforth Market Town Initiative - Econ Dev & Tourism	New	New	New	New	<b>New</b>	Baseline established	To be set against baseline	To be set against baseline	High		
<b>TO SUPPORT SUSTAINABLE COMMUNITIES</b>												
<b>Statutory BVPI's</b>												
<b>BV63</b>	Energy efficiency of LA dwellings (SAP) rating	68	65	67	69	<b>69</b>	70	71	72	High	😊	😊
<b>BV66a</b>	Proportion of rent collected	98.40%	97.80%	98.74%	100%	<b>98.70%</b>	100%	100%	100%	High	😊	😞
<p><b>Comment:</b> BV66a: Slight improvement on 2005/06. Introduction of direct debit option for tenants to pay. Approx. 10% take up.</p>												
<b>BV66b</b>	<b>New</b> The number of LA tenants with more than seven weeks of (gross) rent arrears as a % of the total number of council tenants.	N/A	N/A	N/A	New	<b>2.69%</b>	2.30%	2.30%	2.30%	Low	N/A	N/A
<b>BV66c</b>	<b>New</b> % of LA tenants in arrears who have had Notices Seeking Possession served	N/A	N/A	N/A	New	<b>40.9%</b>	30%	30%	30%	Low	N/A	N/A
<b>BV66d</b>	<b>New</b> % of LA tenants evicted as a result of rent arrears	N/A	N/A	N/A	New	<b>0.31%</b>	0.20%	0.20%	0.20%	Low	N/A	N/A

PI ref	Indicator description	Lancaster 04/05	All District Median	All District top quartile	Target 05/06	Actual 05/06	Target 06/07	Target 07/08	Target 08/09	Good to be High / Low	Getting Better	On target
<b>BV164</b>	Does the authority follow the CRE code of practice for Rented Housing?	Yes	N/A	N/A	Yes	Yes	Yes	Yes	Yes	Yes	😊	😊
<b>Comment:</b> BV164: Service Business Plan sets out priorities for contributing to the Council's commitment to the LE Equality Standard and implementation of Race Equality Action Plan & KLOE Action Plan covering Diversity.												
<b>BV183a</b>	Average length of stay in B&B (weeks)	6	3	1	2	4	3	2.5	2	Low	😊	😞
<b>Comment:</b> BV183a: Due to the limited resources within the district and the delay with increasing the temporary dispersed housing accommodation, this resulted in the short term use of B&B accommodation for families. The temporary accommodation provisions and other housing options continue to be developed, creating a service that is more community focused towards the prevention of homelessness.												
<b>BV183b</b>	Length of stay within temporary accommodation (hostels) (weeks)	0	8	0	2	0	1	1	0	Low	😐	😊
<b>Comment:</b> BV183b: During the last 12 months concerted efforts have been made to tackle the issues around temporary accommodation. This involved the restructuring of the housing advice team, with designated prevention officers and a more community focused service this has been contributable towards the reduction in temporary accommodation placements. The Authority will continue to utilise all resources, however, the emphasis is now upon prevention and working with clients to explore all housing options and empower them to secure and sustain alternative accommodation.												
<b>BV184a</b>	Proportion of LA homes none decent	0%	29.00%	17.00%	0%	0%	0%	0%	0%	Low	N/A	😊
<b>BV184b</b>	% change in proportion of none decent LA homes	0%	15.9%	25.2%	0%	0%	0%	0%	0%	Low	N/A	😊
<b>BV212</b>	New Average time taken to re-let council dwellings	39.8	N/A	N/A	38	35.5	34	32	30	Low	😊	😊
<b>Comment:</b> BV212: Applied Audit Commission revised definition of January 2006 to total properties let in 2005/2006. Target to be reviewed in light of definition changes.												
<b>BV202</b>	Number of people rough sleeping on a single night	9	N/A	N/A	5	7	5	4	3	Low	😊	😞
<b>Comment:</b> BV202: During 2004/05 the number of rough sleepers reported was 9. Following this result the Authority acknowledged the need to conduct a rough sleepers count. A devised pro-forma was sent to all the relevant agencies and it was agreed that upon 31st March 2006 any person stating they were sleeping rough would be registered and included within the statistics. The target set for 05/06 was under achieved by 28.5% However, the fact that the figure of 7 also represents a 22% decrease on last years total should be welcomed, with acknowledgement given to the fact that this particular target is very difficult to predict.												



PI ref	Indicator description	Lancaster 04/05	All District Median	All District top quartile	Target 05/06	Actual 05/06	Target 06/07	Target 07/08	Target 08/09	Good to be High / Low	Getting Better	On target
BV203	% change in average no of families placed in temp accomm	23.4% (62 households)	6.31	6.94	<30.5%	72.58% (107 households)	+10% Increase	-5% Reduction	-10% Reduction	Low		
<p><b>BV203:</b> Initially the authority had no other temporary housing provision for families other than B&amp;B, which was deemed unsuitable. In accordance with ODPM guidelines, provisions were made to improve temporary accommodation, which resulted in an increase in the temporary dispersed accommodation for families. The substantial increase in this year's target relates to the miscalculation last year. The previous 2004/05 figure related to dispersed temporary accommodation, failing to take into account other forms of temporary accommodation. As a consequence of the miscalculation the set target was not achievable, resulting in an increase in this years percentage change.</p>												
BV213 KPI 17.1	New - Number of homeless households given LA housing advice where situation was resolved	new	N/A	N/A	New	1.42 (85 households)	1.75	2	2.25	High	N/A	N/A
<p><b>Comment:</b> BV213: During the last 12 months there has been concentrated efforts made to reduce the level of homelessness. The restructuring of the Housing Advice Team involved the designation of prevention officers and also, the recruitment of a front line liaison officer. The team are now more community focused, offering drop in advice services around the district, which allows them to meet and advise clients before crisis level. The Authority will continue to improve services with emphasis upon prevention initiatives, to achieve future set targets and reduce the levels of homelessness.</p>												
BV214 KPI 17.2	New proportion of statutorily homeless households accepted as	N/A	N/A	N/A	0	0	0	0	0	Low	N/A	
<p><b>Comment:</b> BV214: The set target has been achieved and the Authority will continue to improve services to reduce and prevent repeat homelessness.</p>												
BV200a	Development Plan unexpired and under 5 yrs old?	Yes	N/A	N/A	Yes	Yes	Yes	Yes	Yes	Yes	N/A	
BV200b	New Has the local planning authority met the targets which the Local	N/A	N/A	N/A	Yes	Yes	No*	Yes	Yes	Yes	N/A	
BV200c	New Did the local planning authority publish an annual monitoring report by December of the last year?	N/A	N/A	N/A	Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A
<p><b>Comment:</b> BV200a,b&amp;c a revision is proposed to the 2005 LDS</p>												
<p><b>Local Indicators</b></p>												
KPI 15.1	Reduce overall energy use in Council buildings (Property Services)	New	New	New	New	6,563,842 kwh	Not set	Not set	5,328,114 kwh	Low	N/A	N/A

PI ref	Indicator description	Lancaster 04/05	All District Median	All District top quartile	Target 05/06	Actual 05/06	Target 06/07	Target 07/08	Target 08/09	Good to be High / Low	Getting Better	On target
KPI 15.2	Reduce CO2 emissions from Council buildings (Property Services)	New	New	New	New	0.0666	Not set	Not set	0.057	Low	N/A	N/A
KPI 15.3	Increase the % of energy the Council uses from sustainable sources (Property Services)	New	New	New	New	9.90%	Not set	Not set	60%	High	N/A	N/A
LCC15	Improving Private Sector Properties											
a	Number of private sector properties improved through financial assistance	30	N/A	N/A	50	43	70	45	45	High	😊	😞
b	Number of private sector properties improved through non-financial assistance	720	N/A	N/A	500	634	500	500	500	High	😞	😊
c	The number of private sector properties improved through enforcement activity	181	N/A	N/A	150	170	150	150	150	High	😞	😊
LCC18 (KPI 16.1)	Increase affordable housing (Health and Strategic Housing)											
a	Increase total number of affordable housing units in district as a whole	6	N/A	N/A	25	46	35	30	30	High	😊	😊
b	Increase the total number of new affordable housing units which are in rural areas.	N/A	N/A	N/A	New	13	18	15	15	High	New	New

PI ref	Indicator description	Lancaster 04/05	All District Median	All District top quartile	Target 05/06	Actual 05/06	Target 06/07	Target 07/08	Target 08/09	Good to be High / Low	Getting Better	On target
<b>TO CONTINUE TO IMPROVE THE COUNCIL</b>												
<b>Statutory BVPI's</b>												
<b>BV2a</b>	Equality Standard for Local Gov - level achieved	1	No data	No data	1	1	2	2	2	High	☺	☺
<b>BV2b</b>	The duty to promote race equality - checklist score	42.10%	50%	63%	63.20%	42.10%	52.63%	57.89%	63.20%	High	☺	☹
<b>Comment:</b> BV2b The variance between the target and the actual for 2005/06 is -33.39%. The achievement of the top levels of the Equality Standard for Local Government is a key priority for the Council. In 2005/06 the Council had to focus on its other priorities and therefore was unable to focus its resources on progressing in the Equality												
<b>BV8</b>	% of correct invoices paid within 30 days	84.33%	94.69%	97.00%	95.00%	80.63%	90%	90%	90%	High	☹	☹
<b>BV9</b>	% of Council Tax collected by the authority	96.50%	98.10%	98.50%	96.90%	96.40%	96.90%	97.40%	98.00%	High	☹	☹
<b>Comment:</b> BV9: Shortfall attributed in part to the closure of our cash offices at the start of 2005/06 requiring a change in payment culture for a large number of our customers.												
<b>BV10</b>	% of NDR collected by the authority	98.70%	98.81%	99.20%	99.00%	98.80%	99.10%	99.20%	99.25%	High	☺	☹
<b>BV11a</b>	% of top 5% of earners that are women	20.41%	23.07%	28.93%	26%	19.57%	24%	25%	26%	High	☹	☹
<b>Comment:</b> The variance between the 2005/06 target and actual is -24.73%. In 2005/06 two female employees in the top 5% of earners left the council's employment. One post remains vacant and based on changes in the Council's structure the other post is no longer above the top 5% cut off point. The Council have not yet recruited any females to the senior positions within the top 5% of earners bracket within 2005/06. There is often little turnover in such positions therefore it is difficult to achieve the increased target set for this performance indicator. It may be the case the target set for 2005/06 was not achievable. Future targets may also need to be reconsidered. It is anticipated that this will be taken forward by Performance Review Team for this portfolio area.												
<b>BV11b</b>	% top 5% of earners that are from BME communities	0%	0.0%	1.98%	2.1%	2.17%	2.17%	2.17%	2.17%	High	☺	☺
<b>Comment:</b> BV11b The variance between the target for 2005/06 and the actual is + 3.33%. In 2005/06 the Council has recruited an employee from a BME Community in the top 5% of earners bracket. We have therefore achieved our 2005/06 target for this indicator.												
<b>BV11c</b>	New % of top 5% of earners with a disability	N/A	N/A	N/A	New	2.17%	2.17%	2.17%	2.17%	High	N/A	N/A

PI ref	Indicator description	Lancaster 04/05	All District Median	All District top quartile	Target 05/06	Actual 05/06	Target 06/07	Target 07/08	Target 08/09	Good to be High / Low	Getting Better	On target
BV12 KPI 18.2	Number of working days lost to the LA due to sickness absence.	12.20	9.59	8.48	11.00	11.60	10	9.5	9	Low	😊	😞
<b>Comment:</b> BV12 The variance between the 2005/06 target and actual is -5.45%. The Council has striven to more effectively manage sickness absence over 2005/06 and have seen a further improvement in the number of working days lost to sickness absence in comparison with 2004/05 however there is still some work to do to enable us to reach the target.												
BV14	Early retirements - staff	0.36%	0.41%	0.00%	0.40%	0.24%	0.40%	0.40%	0.40%	Low	😊	😊
<b>Comment:</b> BV14 There is a +40% variance between the target for 2005/06 and the actual for 2005/06. The Council, on an annual basis invites applications for early retirement/voluntary redundancy. Normally by this time of year such applications have either been supported or rejected by management and committee. However, this year there has been no decisions made regarding these applications. As a result this has created a significant variance in the target and actual.												
BV15	Ill health retirements - staff	0.48%	0.28%	0.00%	0.40%	0.36%	0.40%	0.40%	0.40%	Low	😊	😊
<b>Comment:</b> BV15 The variance between the target for 2005/06 and the actual 2005/06 is +10%. Some cases that have been dealt with over the last 12 months haven't qualified for ill health retirement.												
BV16a	Percentage of employees with a disability	2.77%	2.80%	4.10%	3.50%	6.20%	6.50%	6.50%	6.50%	High	😊	😊
<b>Comment:</b> BV16a The variance between the target and the actual for 2005/06 is +77.14%. There is significant difference between the target and actual. This difference can be attributed to the completion of a Council wide Workforce Survey 2005 which included a question whether an employee felt they had a disability under the definition in the Disability Discrimination Act. The responses from the survey demonstrated that there were more employees with a disability than was recorded on the reports produced by Financial Services from the computerised system.												
BV16b	Percentage of economically active people in the district who have a disability	15.88%	N/A	N/A	N/A	15.88%	N/A	N/A	N/A	N/A	N/A	N/A
BV17a	Percentage of staff from ethnic minorities	0.74%	1.40%	2.50%	1.00%	0.74%	1.00%	1.20%	1.40%	High	😐	😞
<b>Comment:</b> BV17a The variance between the target and actual for 2005/06 is -26%. The Council's performance in this target is unchanged from 2004/05. Although the Council are involved in various initiatives to encourage people from BME Communities into education and work. We are also committed through our positive action statement on all advertisements to encourage people from BME Communities.												
BV17b	Percentage of economically active people in the district from ethnic minorities	2.40%	1.9%	4.6%	N/A	2.40%	N/A	N/A	N/A	N/A	N/A	N/A

PI ref	Indicator description	Lancaster 04/05	All District Median	All District top quartile	Target 05/06	Actual 05/06	Target 06/07	Target 07/08	Target 08/09	Good to be High / Low	Getting Better	On target
<b>Local Indicators</b>												
<b>KPI 18.1</b>	% of Improvement Plan targets achieved (Management Team)	New	New	New	New	New	100%	100%	100%	High	N/A	N/A
<b>KPI 19.2</b>	75% of services reporting through Escendency by March 07 (Corporate Strategy)	New	New	New	New	8%	75%	100%	100%	High	N/A	N/A
LCC81	Recruitment (HR&OD)											
a	Prepare short-list for interview within 2 weeks of the closing date	<b>87.60%</b>	N/A	N/A	90%	91.37%	90%	90%	90%	High	😊	😊
b	All candidates given 5 days notice of interview	<b>93.65%</b>	N/A	N/A	90%	89.86%	90%	90%	90%	High	😞	😞
<b>Comment:</b> LCC81b: The reason for this fall is that a lot of interview dates are advertised, therefore candidates are not notified of the interview within this timescale. Managers are encouraged to phone the candidates.												
LCC61	Internal Communications (Corporate Strategy - Comms Team)											
a	Percentage of employees satisfied with internal communications	<b>62%</b>	N/A	N/A	70%	<b>82%</b>	75%	75%	75%	High	😊	😊
b	Number of staff reached through attending staff briefing	<b>712</b>	N/A	N/A	700	<b>732</b>	700	700	700	High	😊	😊
	Percentage of posts not filled	<b>5.71%</b>	N/A	N/A	9.50%	<b>5%</b>	9%	8.50%	8%	Low	😊	😊
	Percentage of posts filled	<b>90.55%</b>	N/A	N/A	90%	<b>97.06%</b>	90%	90%	90%	High	😊	😊

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# COUNCIL BUSINESS COMMITTEE

## Appointment to Outside Bodies 29<sup>th</sup> June 2006

### Report of Head of Democratic Services

#### PURPOSE OF REPORT

To consider the future appointment of a Council representative on Lancaster Boys Club.

This report is public

#### RECOMMENDATIONS

**That Council consider the issue of Council representation on Lancaster Boys Club and both the Boys club and Lancashire County Council be advised accordingly.**

##### 1.0 Introduction

- 1.1 The City Council has for a number of years appointed a representative to serve on the Lancaster Boys Club Executive Committee.
- 1.2 Council has agreed that this appointment be made on the basis of PR (proportional representation) and at the present time this is therefore a Labour Group appointment.
- 1.3 The Labour Group has appointed a non-Councillor representative since May 2003 who has reported back that for some time he has been attempting to deal with some issues raised by the County Council regarding the management of the Club. He has also reported that rather than deal with these issues the Club Committee members have made it difficult for the Council's representative. The Boys Club have approached the Council and asked for his removal. Despite attempting initially to continue as the council representative, he has recently resigned.
- 1.4 The Labour Group do not wish to make a further appointment and are of the view that the Council should no longer take part in the management of this Club.

##### 2.0 Proposal Details

- 2.1 It is therefore suggested that the City Council consider whether or not to make a further appointment and advise the Boys Club and Lancashire County Council accordingly.

##### 3.0 Options and Options Analysis (including risk assessment)

- 3.1 Option 1 – make an appointment – this falls to the Labour Group on the basis of PR

- 3.2 Option 2 – not make an appointment - If the Labour Group fails to make an appointment, the normal course of action is to hold the position vacant for 3 months and then to offer the position to any other Group who may wish to make an appointment. In this case however the Labour Group is requesting that other Groups support the view that an appointment should not be made.
- 3.3 Option 3 – make an appointment but advise the Boys Club of the Council's disapproval at the way its representative has been treated.

**CONCLUSION OF IMPACT ASSESSMENT**

**(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)**

No direct implications

**FINANCIAL IMPLICATIONS**

Members of outside bodies are entitled to travel expenses, which are currently funded from within existing budgets.

**SECTION 151 OFFICER'S COMMENTS**

The S151 Officer has been consulted and has no comments to add.

**LEGAL IMPLICATIONS**

Legal Services have been consulted and have no comments on this report.

**MONITORING OFFICER'S COMMENTS**

The Monitoring Officer has been consulted and has no comments to add.

**BACKGROUND PAPERS**

Letter of resignation dated 2<sup>nd</sup> June 2006 – exempt from publication by virtue of paragraph 2 of Schedule 12 A of the Local Government Act (as amended)

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**COUNCIL BUSINESS COMMITTEE****Guidance for Members  
29<sup>th</sup> June 2006****Report of the Head of Democratic Services****PURPOSE OF REPORT**

The report gives members the opportunity to decide the content of a booklet offering guidance for Elected Members.

**This report is public**

**RECOMMENDATIONS**

- (1) That Members consider the issues to be included in any protocols to be developed on behavioural standards.
- (2) That Members consider the format in which such protocols should be made available.

**1.0 Introduction**

1.1 Group Administrators, at their meeting on 21 March 2006, gave consideration to a number of matters relating to the conduct of Elected Members of the Council and their behaviour during meetings of the Council and asked for a policy to be created to reflect this.

**2.0 Proposal Details**

2.1 There are a number of ways this can be addressed:

- (a) by developing a series of protocols on the various elements of 'behaviour' for inclusion in the Constitution
- (b) by developing a series of protocols which will form a stand alone 'Members Guidance' booklet on standards of behaviour
- (c) by developing a series of protocols which can be included as a section in a larger 'Handbook for Members' which is being worked on as part of the Induction and Training package in time for Members following the 2007 elections.

2.2 Issues for consideration which have been raised to date are:

- (a) support of parents with young infants
- (b) dress code at meetings

- (c) food and drink during meetings
- (d) mobile phones at meetings

**3.0 Details of Consultation**

3.1 As previously mentioned, Group Administrators discussed this issue in March 2006. At the time of the meeting, the creation of the Council's Business Committee was pending and it seemed appropriate for further consideration of this matter to be delayed until the Committee was established.

**4.0 Options and Options Analysis (including risk assessment)**

4.1 Members are asked to consider the options set out in 2.1 above for the publication of any guidance developed. The officer preferred option would be (c) to develop these protocols for inclusion in an overall Handbook for Members.

4.2 Members are also requested to discuss with their Group Members the issues set out at 2.2 and any further matters they may wish to be included in order to provide officers with the basis for the development of such protocols.

**5.0 Conclusion**

5.1 The proposal is to provide a clear reference document for members of the Council setting out expected standards on a range of issues.

5.2 Consideration will also be required on a process to deal with anyone not adhering to the guidance and how Members can raise concerns. Where protocols are included as part of the Constitution, a breach could be considered by the Standards Committee. This status would not be applicable to a stand-alone booklet, and enforcement would be more difficult.

**CONCLUSION OF IMPACT ASSESSMENT  
(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)**

This booklet would be designed to act as a guidance and reference note for Elected Representatives of the Council and it is intended that the content would not exclude any person from being an Elected Representative of the Council.

**FINANCIAL IMPLICATIONS**

None arising directly from this report. Democratic Services can produce the booklet in whatever format is agreed at no additional financial costs to the Council. Costs of development and printing can be met from within existing budgets.

**SECTION 151 OFFICER'S COMMENTS**

The S151 Officer has been consulted and has no comments to add

**LEGAL IMPLICATIONS**

There are no direct legal implications arising directly from within the report. However a request would be made to Legal Services to check the publication prior to circulation.

**MONITORING OFFICER'S COMMENTS**

The Monitoring Officer has been consulted and has no comments to add

**BACKGROUND PAPERS**

None

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