



Committee: BUDGET AND PERFORMANCE PANEL

Date: TUESDAY, 15 JULY 2008

Venue: LANCASTER TOWN HALL

Time: 4.30 P.M.

Councillors are reminded that as Members of Overview and Scrutiny they may not be subjected to the Party Whip, which is prohibited under the Lancaster City Council Constitution.

A G E N D A

- 1. Apologies for absence**
- 2. Declaration of Interests**
- 3. Minutes of the Meeting held on 10th June 2008 (previously circulated)**
- 4. Items of Urgent Business authorised by the Chairman**
- 5. Partnership Working and Scrutiny (Pages 1 - 7)**
Report of Corporate Director (Finance & Performance)
- 6. Scrutiny of Funding to The Museums Partnership (Pages 8 - 47)**
Report of Head of Cultural Services
- 7. Annual Report 2007/08 (Pages 48 - 88)**
Report of the Corporate Performance Manager
- 8. Work Programme Report (Pages 89 - 92)**
Report of the Head of Democratic Services

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Roger Sherlock (Chairman), John Whitelegg (Vice-Chairman), Tina Clifford, Jean Dent, Keran Farrow, Sarah Fishwick, Mike Greenall, Ian McCulloch and Peter Williamson

(ii) Substitute Membership

Councillors Chris Coates, Roger Dennison, Rebekah Gerrard, Emily Heath,
Karen Leytham, Roger Plumb and Sylvia Rogerson

(iii) Queries regarding this Agenda

Please contact Jon Stark, Democratic Services - telephone (01524) 582132 or email jstark@lancaster.gov.uk.

(iv) Changes to Membership, substitutions or apologies

Please contact Members' Secretary, telephone 582170, or alternatively email memberservices@lancaster.gov.uk.

MARK CULLINAN,
CHIEF EXECUTIVE,
TOWN HALL,
DALTON SQUARE,
LANCASTER LA1 1PJ

Published on Friday, 4th July 2008

BUDGET & PERFORMANCE PANEL

Partnership working and scrutiny

15 July 2008

Corporate Director (Finance & Performance)

PURPOSE OF REPORT

To advise members of the Panel of the proposed actions to strengthen performance management in relation to partnerships and to seek their views on the introduction of a framework for reviewing and evaluating the effectiveness of partnerships and the Council's involvement in them, and the proposed arrangements for the future scrutiny of the Council's major partnerships.

Any views from the Panel will be referred back to the Cabinet Member prior to the arrangements being formally approved

This report is public

PROPOSED RECOMMENDATIONS TO CABINET

1. That the following definition and types of partnership be formally adopted for the purposes of future partnership working, evaluation and scrutiny

Partnership definition:

'Those agreed methods of working together as an integrated and co-ordinated team to achieve common objectives and shared benefits'

Partnership types:

- Partnerships that involve contractual arrangements
 - Partnership arrangements to deliver joint objectives but no formal contract
 - Partnership arrangements to develop key relationships
2. That the evaluation tools and techniques set out in this report for the purposes of scrutinising the Council's major partnerships be agreed
 3. That all responsibility for partnership overview and scrutiny be formally transferred to the Budget and Performance Panel
 4. That Part 4, Section 5, Sub-Section 20(c) of the Constitution be amended to read:

*'Following any investigation or review, the Overview and Scrutiny meeting shall prepare a report for submission to Cabinet, Council, **external body or partnership**, as appropriate, and shall make its report and findings public'*
 5. That subject to the approval of (2) & (3) above, the process of partnership evaluation commences with the Community Safety and Museums Partnerships with the results of the evaluation being reported to a future meeting of the Budget and Performance Panel for scrutiny
 6. That consideration is given as to whether there is a need for Member training focusing on the skills and techniques needed to ensure effective partnership scrutiny

1 Introduction

- 1.1 Partnerships are now an established and significant feature of public service delivery that can bring substantial benefits, but can also bring risks. Effective partnership working is a key requirement of the Use of Resources (UoR) and Comprehensive Performance Assessments (CPA) and is set to take on even more importance through a continuing and increasing focus on the governance and performance of the Council's main partnerships, connected with the introduction of the Comprehensive Area Assessments (CAA).
- 1.2 The CPA inspection and peer review of the Lancaster District Local Strategic Partnership (LDLSP) carried out during 2007/08 both identified good examples of where the Council is working effectively with partners to deliver its corporate objectives and priorities. These inspections also, however, found key areas where performance management of partnerships are in need of improvement.
- 1.3 These important aspects of working in partnership have been the focus of a recent Internal Audit and this report summarises the findings of the audit and the actions agreed to strengthen these arrangements.

2 Internal Audit Report

- 2.1 The *Headline Messages* arising from the audit were that:
 - There is no effective overarching strategy to guide partnership activity and no lead officer/member responsible for taking forward developments in partnership working in a co-ordinated and structured way
 - Governance, accountability, scrutiny and risk management arrangements are underdeveloped
 - There is no established mechanism for evaluating the effectiveness of partnerships or the Council's involvement in them and the performance management of partnerships is underdeveloped
 - The Council has no formally established definition of what it means by a 'partnership' and has no clear idea of the number and types of partnership it is involved in.
- 2.2 In order to address these issues a total of twenty actions have been agreed including, as an essential starting point, the need to undertake a 'mapping' exercise, aimed at determining how many and what type of partnership working arrangements exist throughout the Council, and for this to be followed up by a consistent and effective means of reviewing and evaluating the effectiveness and performance of partnerships and the Council's involvement in them. The planned approach to undertake this piece of work is explained in more detail in §3.

Definition and types of Partnership

- 2.3 Fundamental to establishing clarity and consistency is the need to formally establish a definition of what the Council means by a '*partnership*' and to agree the types of partnership that will be covered by this definition. The Council's existing *Framework for Partnership Working*, published in November 2004, provides the following general definition:

'Those agreed methods of working together as an integrated and co-ordinated team to achieve common objectives and shared benefits'
- 2.4 Nationally, there are lots of different views on the spectrum of partnerships but, in summary, there are three different types, including:
 - Partnerships that involve contractual arrangements
 - Partnership arrangements to deliver joint objectives but no formal contract
 - Partnership arrangements to develop key relationships.

- 2.5 Whilst partnerships can mean different things to different people it is recommended that the definition provided in the *Framework for Partnership Working* be formally adopted and that the three types of partnership as set out above be classed as partnerships, as far as this Council is concerned.

Partnership Guidelines

- 2.6 Published alongside the *Framework for Partnership Working* in November 2004, was the *Procurement through Partnering Guidelines* which together set out the Council's approach to partnering in service delivery and in construction projects. The Internal Audit report points out that there is little evidence to suggest that either have been widely used throughout the Council and that, in any event, given developments in partnership working in the last few years and the actions being taken as a result of the audit these, and the Council's Constitution, are in need of review. Once completed the revised guidelines will be recommended for formal adoption by the Council.

Way Forward

- 2.7 In terms of risk management from the perception of both individual partnerships and the Council as a whole actions have been agreed to take advantage of the effective corporate arrangements already in place and to extend these, with appropriate support, to partnerships deemed to be '*significant*' to the Council in achieving its objectives.
- 2.8 A large amount of this work will be determined by the outcomes from the proposed evaluation of partnership working (See §3) and through working alongside partner organisations in the risk management process. Together these should bring about a number of rewards, including a common understanding by all of the risks and opportunities facing both individual partnerships and the Council and inform strategies on how these can be effectively managed. It should also enhance communication between partners which should, in turn, improve the basis for strategy setting, performance management and decision making.
- 2.9 The audit recognises that the need for scrutiny of partnerships that the Council is engaged in has been a long held view of the Overview and Scrutiny Committee and recommends that future reviews of the effectiveness of the Council's major partnerships be undertaken by the Budget and Performance Panel in line with their established terms of reference. The approach to undertaking this review is explored in more detail in §4 below.
- 2.10 The audit identifies that the LDLSP has responded positively to the findings of the peer review carried out during 2007/08 and is making significant strides through the ongoing revision of the Sustainable Community Strategy in developing a framework for performance management and in revising and improving upon its governance and decision making capabilities.
- 2.11 Actions agreed as a result of the Internal Audit are intended to take advantage of this impetus and to widen the good practice being developed to other types of partnerships proportionate to the risks involved and their level of significance to the Council. Alongside other planned work this should help in the development of an overarching strategy aimed at guiding future partnership activity.

3 Partnership mapping, development and evaluation

- 3.1 Internal Audit has worked closely with other Council officers to address a number of issues raised in the CPA and LDLSP inspections. Principally, this has involved the development of a mechanism for assessing the level of '*significance*' of each partnership towards the achievement of the Council's priorities and objectives, and a 'toolkit' aimed at evaluating both the effectiveness of individual partnerships and the Council's involvement in them.

Partnership Assessment Scorecard (PAS)

- 3.2 The first of these, known as the *Partnership Assessment Scorecard (PAS)*, provides a scoring mechanism based on a high-level assessment of eight fundamental characteristics of partnership working, including consideration of service provision and reputational and financial matters. The scored matrix will determine whether an individual partnership has a '*Limited*', '*Moderate*' or '*Major*' significance in helping the Council to achieve its objectives and corporate priorities.
- 3.3 This exercise will also provide a practical way of categorising (or 'mapping') the variety of partnerships that the Council is involved in and facilitate a means of determining an appropriate level of treatment of each partnership that reflects its impact on the Council's overall service planning and delivery arrangements.
- 3.4 Following this initial exercise it is planned to conduct a full assessment of partnerships, starting with the major ones first, using a '*Partnership Development and Evaluation Toolkit*' developed by Internal Audit and officers from Corporate Strategy, Democratic and Financial Services.

Partnership Development and Evaluation Toolkit

- 3.5 As a development tool, the toolkit will enable existing partnerships to take stock of how effective their partnership working arrangements are and help those experiencing difficulties to identify areas where remedial action can be taken.
- 3.6 As an evaluation tool, it will give partnerships an opportunity to assess themselves in a consistent way against a set of criteria covering key aspects of working in partnership and provide essential information on their membership, funding, risk management, governance and value for money arrangements. With a section dedicated to the Council, the toolkit will also provide an important means of assessing the cost, risks and opportunities arising from its ongoing contribution and future participation in individual partnerships.
- 3.7 Given the corporate priority of this important piece of work it has been agreed that the partnership mapping and evaluation will be carried out as a formal project under the Council's adopted project management methodology, with the Corporate Director (Finance and Performance) acting as the *Project Executive*.

Partnership Register

- 3.8 Successful completion of the mapping and evaluation exercises will enable a database/register to be established and maintained of partnership activity. This should provide the means of assessing the ongoing performance of individual partnerships and help to inform future decision making, including hard decisions that may need to be taken where partnerships clearly do not meet the Council's priorities or where the register highlights that there are duplicate arrangements in other service areas.
- 3.9 The completed database will provide a central point of reference for the Council's major partnerships including key information about its activity and, through proposed developments in the assurance framework, afford a means of ensuring that these partnerships report annually on their overall effectiveness and governance arrangements through the submission of assurance statements in support of the Council's Governance Statement.

4 Partnership Scrutiny Arrangements

Background

- 4.1 Providing scrutiny of the partnerships in which the Council is engaged in, is and has been, a long held commitment of the Overview and Scrutiny Committee (OSC) but has been delayed for various reasons, including the review of the LDLSP, and the recent introduction of the *Councillor Call for Action* and the *Local Government and Public Involvement in Health Bill*.
- 4.2 The *Councillor Call for Action* provides a new route for the community to raise issues at a local level, including calling in to account the work of agencies through referral to the OSC for consideration. The OSC now have the power to produce a report and/or recommendations to the relevant '*responsible authorities*' who, in turn, have a duty to consider them and respond.
- 4.3 These new powers are supplemented through the *Local Government and Public Involvement in Health Bill* and take them a step further by allowing local authority overview and scrutiny to compel various agencies and authorities to cooperate in order to enable the scrutiny of issues to take place. These include other local authorities, Police, Fire and Rescue authorities, Primary Care and Health Service Trusts.

Role of Overview and Scrutiny

- 4.4 In light of these enhanced powers there is a need to clarify the role of the OSC and the Budget and Performance Panel in terms of partnership scrutiny, the responsibility for which is currently somewhat blurred. It is suggested that in future all responsibility for the overview and scrutiny of partnerships is formally transferred to the Budget and Performance Panel, acting on behalf of the OSC, in line with its terms of reference to carry out this function in respect of corporate performance, including '*...the effectiveness of the Council's major partnerships*'.
- 4.5 Given the new powers it is likely that any future scrutiny of the Council's partnerships will result in recommendations being made by the Budget and Performance Panel to the partnership concerned. This will require an amendment to the Council's Constitution as the results of, and recommendations arising from, any overview and scrutiny investigation or review can currently only be submitted to Cabinet or Council. It is therefore proposed that Part 4, Section 5, Sub-section 20 (c) of the Constitution be amended to read:

*'Following any investigation or review, the Overview and Scrutiny meeting shall prepare a report for submission to Cabinet, Council, **external body or partnership**, as appropriate, and shall make its report and findings public'*

- 4.6 In carrying out any overview and scrutiny review, the proposed framework for partnerships working will be invaluable enabling the Budget and Performance Panel to monitor the performance of partnerships and their overall effectiveness. There is, however, a recognition that the proposed arrangements and the '*Partnership Development and Evaluation Toolkit*', in particular, need to be tested to ensure its usefulness in practice. Given that the LDLSP is currently involved in a major review it is proposed that the toolkit and associated arrangements initially be 'piloted' by the Community Safety and Museums Partnerships with the results of the evaluation being reported to a future meeting of the Budget and Performance Panel for consideration.

Training & Awareness

- 4.7 Given the introduction of the partnership working framework set out in this report and the new scrutiny powers arising from the *Councillor Call for Action* and the *Local Government and Public Involvement in Health Bill*, Members may wish to consider whether there is a need for training focusing on the skills and techniques needed to ensure effective partnership scrutiny.

5 Conclusions

- 5.1 A review of the effectiveness of partnerships and the Council's involvement in them has been an issue of concern for a number of years now and following recent external inspections is now a key corporate priority for the Council in 2008/09.
- 5.2 It is important that the extensive work undertaken during the conduct of the Internal Audit and the agreed actions arising from it, are effectively coordinated with other ongoing work to formulate a strategic framework for effective partnership working throughout the Council and the wider LDLSP. The Corporate Director (Finance & Performance), in conjunction with the Cabinet member with responsibility for Performance and Efficiency, will ensure that an effective framework is established aimed at achieving major improvements in the delivery, monitoring and accountability of public services within the district.
- 5.3 Successful application of the toolkit will be fundamental in ensuring that there is a consistent and efficient approach to assessing the impact, risks and opportunities associated with individual partnership, and provide a valuable means of evaluating the effectiveness of the Council's role and contribution in them.
- 5.4 In the longer term, the Council should be in a position to demonstrate that partnerships embed risk management as part of its arrangements for setting priorities, policy making, financial planning and performance management, all of which are key aspects of the Use of Resources and CAA assessments. It will also help to develop corporate targets for managing partnership performance which are aligned to the Council's strategic objectives.
- 5.5 The revised scrutiny arrangements set out in this report will ensure that effective scrutiny of partnerships is in place and that the Council fulfils its new duties under the *Councillor Call for Action* and *Local Government and Public Involvement in Health Bill* legislation.

RELATIONSHIP TO POLICY FRAMEWORK

Effective partnership working and the Council's responsibility to provide vision and leadership to local partnerships is a key component of the Council's corporate plan. Strengthening performance management of partnerships is a corporate priority for the Council during 2008/09.

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

None identified arising from this report

FINANCIAL IMPLICATIONS

None as a direct result of this report, although as work progresses there will be a need to develop effective links with the Medium Term Financial Strategy (MTFS) and supporting processes to ensure that key financial implications and risks arising from service delivery through working in partnership are reflected and addressed within the Council's existing financial planning arrangements

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has been consulted and has highlighted the need to ensure that as the partnership framework becomes established there will be a need to update the Council's Financial Regulations and Procedures and Contract Procedure Rules as appropriate.

LEGAL IMPLICATIONS

There are no legal implications directly arising from this report.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments

BACKGROUND PAPERS

Internal Audit Report, Risk Opinion Summary
and Action Plan

Partnership Assessment Scorecard (PAS)

Partnership Development & Evaluation
Toolkit

Contact Officer: Robert Bailey

Telephone: 01524 582018

E-mail: rbailey@lancaster.gov.uk

Ref: 07/0735 B&PP report 150708

BUDGET & PERFORMANCE PANEL**15th July 2008****Museums Partnership****Report of the Head of Cultural Services****PURPOSE OF REPORT**

To provide the Panel with background information in respect of the Museums Partnership.

This report is public

RECOMMENDATIONS

(1) That the Panel note the report.

1.0 Introduction

- 1.1** At a recent meeting of the Budget and Performance Panel, Members received and accepted a report on the Dukes Theatre. Further to that report, Members requested that the Head of Cultural Services should present a report on the Museums Partnership.
- 1.2** The Head of Cultural Services and Mr Edmund Southworth (Lancashire County Council's Museum Officer) will both attend the Budget and Performance Panel and will update Members on the Museums Partnership and be available to respond to any questions.
- 1.3** Attached to this report is a copy of the Partnership Agreement between Lancaster City Council and Lancashire County Council, in respect of the Museums Partnership.
- 1.4** As Members will be aware from a report that appears on the Agenda, Lancaster City Council has developed a Partnership Toolkit. Subject to Budget and Performance Panel's deliberations with regards to the above, the proposal is that the Partnership Toolkit be used to review the Museums Partnership.

2.0 Conclusion

- 2.1** The Panel is asked to receive the report and to satisfy themselves that the Partnership Toolkit is an appropriate methodology to review the Museums Partnership in terms of providing value for money and its contribution to Lancaster City Council's Corporate Priorities.

BACKGROUND PAPERS

Current Partnership Agreement with Lancashire County Council's Museum Services.

Contact Officer: David Owen

Telephone: 01524 582820

E-mail: dowen@lancaster.gov.uk

Ref: WDO/wdo/b&pp/m/15/07/09

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DATED

31ST March

2003

-7. 2003

Action CP

LANCASTER CITY COUNCIL

- and -

THE LANCASHIRE COUNTY COUNCIL

MUSEUMS SERVICES PARTNERSHIP AGREEMENT

I M Fisher Esq
Head of Legal Services
Lancashire County Council
P O Box 78
County Hall
PRESTON
PR1 8XJ



THIS AGREEMENT is made the *Twenty-First* day of *March*

2003

BETWEEN:-

LANCASTER CITY COUNCIL ("the City Council") of The Town Hall Lancaster LA1 1PJ

and

THE LANCASHIRE COUNTY COUNCIL ("the County Council") of PO Box 78 County Hall Preston Lancashire PR1 8XJ

BACKGROUND

- (a) The City Council and the County Council independently run Museum services within the administrative district of Lancaster.
- (b) Following the Best Value process the parties have agreed to enter into a partnership to manage and operate the Museum Service within the Relevant Area on the terms and conditions of this Agreement.

OPERATIVE PROVISIONS

1. INTERPRETATION

- 1.1 "The Buildings" shall mean the Lancaster City Museum, the Lancaster Maritime Museum, the Cottage Museum and part of Room A13 St. Leonard's House all of which are more particularly described in Licence Agreements of even date made between the parties hereto in the form of the agreed drafts annexed hereto and listed in Schedule 1.
- 1.2 "The Collections" shall mean all the existing collections and items added after the commencement of this Agreement.
- 1.3 "The Existing Collecting Policies" shall mean those policies set out at Schedule 2.

1.4 "The Existing Collections" shall mean those items which at the commencement of this Agreement were in the possession of the City Council and for which responsibility for care will pass to the County Council in accordance with the terms of this Agreement and Schedule 3.

1.5 "The Museum Service" shall mean the caring for and the making available of the Collections for research, publication, exhibition and display within the Relevant Area.

1.6 "The Relevant Area" shall mean the administrative area of Lancaster.

2. POWERS

The parties have entered into this Agreement pursuant to the provisions of Section 2(1) of the Local Government Act 2000.

3. COMMENCEMENT AND DURATION

This Agreement shall commence on the 1st April 2003 and shall be for a period of ten years with the option for the parties by agreement to extend it for such period and on such terms as shall be agreed.

4. COLLECTIONS

4.1. All the Existing Collections will remain the property of the City Council, except for long-term loans, which will remain the property of their respective owners.

4.2 The Existing Collections broadly belong to fields of Archaeology, Fine and Decorative Arts, Social History, Maritime History and Military History (KORR).

4.3 The County Council will be responsible for the care of the Existing Collections (including long-term loans). In addition the County Council will provide Curatorial Advice to the City Council on the pictures, silver and historic furniture

kept in the Town Hall, Lancaster and the will provide Curatorial Advice on the maintenance and presentation (but the responsibility and budgets for grass-cutting and litter picking remain with the City Council) of the Roman Bath-house in Lancaster.

- 4.4 The County Council will be responsible for items, i.e. from the Existing Collections and any material currently on loan to the museums within the Buildings. The County Council will be responsible for renewing such loans where appropriate. The rights of the lenders of such items will remain unchanged. All the Collections obtained in pursuance of this Agreement will remain in the Relevant Area unless otherwise agreed by the parties.
- 4.5 The County Council will continue to operate in accordance with the Existing Collecting Policies. All acquisitions made by the County Council in pursuance of this Agreement will become the property of the City Council unless otherwise agreed by the parties. However, where a significant item is acquired for more than one museum within the County of Lancashire, ownership may be shared.
- 4.6 The Collections shall be used for legitimate and ethical purposes only, as defined by the Museums Association's Codes of Conduct.
- 4.7 The County Council shall be responsible for any conservation work and the care of the Collections through appropriate storage, environment and security. Where these require significant capital improvements the County Council shall consult the City Council.
- 4.8 In exercising its responsibility for the conservation of the collections the County Council shall, wherever possible, use its own trained conservators and approved external conservators where not.
- 4.9 Any substantial removal of the Collections from or within the Buildings shall be agreed by both parties. All such matters will be referred to the Local Advisory

Forum, as defined in Clause 10 hereof, by way of consultation but for the avoidance of doubt the final decision shall lie with the parties.

- 4.10 All the Collections shall be accessioned within the system documentation system currently used by the City Council i.e. with a unique mark including the letters 'LM' followed by a year code and accession number. The County Council may use any appropriate system for recording such collections and accessions and shall update the City Council annually of any new accessions.
- 4.11 The City Council shall cede to the County Council any reproduction rights it may possess in the Collections and any profits resulting from these shall belong to the County Council and shall be retained within its museums budget.
- 4.12 The sale or disposal of the Collections is strictly governed by the terms of the County of Lancashire Act 1984 and applies equally to both parties. Any disposal for other reasons (i.e. irreversible decay, safety, health reasons) shall be carried out only with the agreement of both parties.

5. PUBLIC ACCESS

- 5.1 In carrying out its obligations under this Agreement the County Council shall ensure that the level of public access other than in exceptional circumstances shall not be less than the current level of public access, which is as follows:-
- 5.1.1 The City Museum – 2100 hours per year
 - 5.1.2 The King's Own Regimental Museum – 2100 hours per year
 - 5.1.3 The Maritime Museum – 1785 hours per year
 - 5.1.4 The Cottage Museum – 540 hours per year
- 5.2 The minimum level of public access referred to above excludes access for educational use.

6. **BUILDINGS**

- 6.1 Ownership of the Buildings shall remain with the City Council.
- 6.2 The City Council agrees to grant a licence to the County Council to occupy the Buildings substantially on the terms of the draft attached to this Agreement.
- 6.3 The City Council is responsible for the maintenance and insurance of the Buildings and agrees to maintaining the Buildings in a condition which is agreed to be suitable for the provision of the service.
- 6.4 The City Council will be responsible for all service maintenance and testing contracts for the fixed installations and appliances. The City Council shall give reasonable notice to the County Council of any contracts for repair and maintenance that may require access to areas in which the Collections are displayed or stored or which may influence the environmental conditions in such areas.
- 6.5 The County Council as occupier of the Buildings will be responsible for ensuring compliance with all statutory regulations and other service specific responsibilities, provided always that the City Council shall ensure that the Buildings continue where practicable to meet all legal requirements over and above those required by the occupier. For the avoidance of doubt the City Council shall be responsible for compliance with the Disability Discrimination Act 1995 in so far as it relates to the Buildings, access to the Buildings and access within the Buildings.
- 6.6 The City Council shall have a right of access to the Buildings and the Collections at all reasonable times by prior written notice except in cases of emergency where prior written notice may be waived.
- 6.7 Where access is necessary to enable the County Council to perform its obligations under this Agreement the City Council shall ensure the County

Council has a proper right of access to all buildings (whether or not within the definition of the Buildings).

7. STANDARDS

7.1 Unless specifically stated otherwise all standards of care shall be deemed to relate to the Museum Registration Scheme or an appropriate national successor scheme. The retention of Registered Status shall be the responsibility of the County Council, except to the extent that such retention entails major expenditure or capital works outside the terms of this Agreement, in which case both parties shall discuss the issue and apportion costs.

8. STAFFING

8.1 The City Council's existing members of staff as identified in Schedule 4 will transfer to the County Council on similar terms and conditions by virtue of TUPE legislation.

8.2 The County Council shall have flexibility to change the overall structure of the new combined Museums Service provided that it is in accordance with TUPE legislation, the agreed level of service to the relevant area is maintained, and that there is appropriate consultation with trade unions and with affected staff.

9. FINANCIAL MANAGEMENT

9.1 Subject to the receipt of the agreed management fee by the agreed date as set out in Schedule 5 and the terms of the draft Licences at Schedule 1 all financial management shall be the responsibility of the County Council to be exercised in accordance with the County Council's own Standing Orders, policies and

procedures, except that relating to buildings and building maintenance which shall be the responsibility of the City Council.

10. LOCAL ADVISORY FORUM

10.1 Upon the completion of this Agreement both parties shall use their reasonable endeavours to establish a Local Advisory Forum. The Local Advisory Forum shall comprise:

two Councillors from the City Council

two Councillors from the County Council

the Director of Regeneration for the City Council

the County Museums Officer for the County Council

three stakeholder representatives

10.2 The Local Advisory Forum shall meet regularly and in any event not less than annually to review, monitor and consider variations to this Agreement. The County Council shall produce an annual report for the Local Advisory Forum on its stewardship of the Museum Service within the Relevant Area.

11. MANAGEMENT FEE

11.1 The City Council shall pay the County Council an annual management fee equivalent to the current annual running costs, including any related costs currently held elsewhere in the budget, less those elements such as buildings maintenance which remain the responsibility of the City Council.

11.2 A mutually agreed annual inflation guideline shall be applied to each individual element in the budget.

11.3 The management fee shall be calculated and paid in accordance with Schedule 5.

12. INSURANCE

12.1 The County Council shall indemnify the City Council against fire, theft and damage in respect of the Existing Collections to the extent that the County Council is insured for the same.

12.2 All loans of exhibits to the Museum Service by individuals or corporations shall be separately insured by the County Council to a mutually agreed value.

12.3 All loans from the Exhibited Collections to a third party shall be adequately insured by the borrower at their own expense.

13. TERMINATION

13.1 Either party may terminate this Agreement by giving two years notice in writing to end on the 31st March.

13.2 Without prejudice to clause 13.1 earlier termination on agreed terms may be permitted by mutual consent in the event of material considerations such as failure to meet the terms of this Agreement or the abolition of a tier of local government.

13.3 In the event of termination both parties shall co-operate in all reasonable ways to ensure a smooth hand over and running of the Museums Service with as little disruption as possible after termination.

13.4 In the event that the City Council shall fail to make any payment properly due to the County Council under this Agreement the County Council shall be entitled to

serve notice requiring the payment to be made within 30 days. If the relevant payment is still not made the County Council may terminate this Agreement at any time.

14. ARBITRATION

14.1 Any material dispute between the parties shall be passed to the North West Museums Libraries and Archives Council or its successor body for arbitration.

SCHEDULE 1

LICENCES

1. Licence between the parties in respect of:-
 - 1.1 The City Museum, Market Square, Lancaster.
 - 1.2 The Cottage Museum, 15 Castle Hill, Lancaster.
 - 1.3 The Maritime Museum, St Georges Quay, Lancaster.

2. Licence between the parties in respect of Part of Room A13, Basement, St Leonard's House, St Leonard's Gate, Lancaster.

LICENCE

DEFINITIONS

Licensor	Lancaster City Council Town Hall Dalton Square LANCASTER LA1 1PJ
Licensee	The Lancashire County Council County Hall PRESTON
Premises	<ol style="list-style-type: none">1. City Museum, Market Square, Lancaster (the site of which is identified on Plan 1)2. Cottage Museum, 15 Castle Hill, Lancaster (the site of which is identified on Plan 2)3. Maritime Museum, St George's Quay, Lancaster (the site of which is identified on Plan 3)

All as shown edged red on the attached plans.
N.B. The Maritime Museum includes floors 3 and 4 of the building shown green on Plan 3 together with all access routes thereto.

Fee Nil

Period The Licences shall run for the same period as the Management Agreement made between the same parties as this Licence which is for an initial period of ten years commencing on 1st April, 2003 and thereafter annually until determined. If the Management Agreement is terminated in any way the licences shall terminate on the same day.

OBLIGATIONS

Outgoings The Licensee will be responsible for the payment of outgoing save where these are the responsibility of the City Council as set out in the Repair and Maintenance Provisions (see schedule attached).

Repair and Maintenance Repairs and maintenance will be carried out in accordance with the attached provisions.

Alienation This Licence is personal to the County Council and is not capable of transfer, nor does it enable the County Council to share its benefit.

Alterations The Licensee shall be permitted to carry out alterations

to the premises subject to the consent of the Licensor, such consent not to be unreasonably withheld.

Indemnity

The Licensee shall indemnify the Licensor from all claims and actions of whatsoever nature arising from its use and occupation of the Premises and the Licensor will indemnify the Licensee from any claims and actions solely related to its performance of its obligations under this Licence.

Insurance

The City Council to insure the buildings.

Legal Costs

Each party to bear their own costs

SPECIAL TERMS

- a) In respect of the Licence for the City Museum such Licence shall be held subject to the agreement dated 17th October 1996, made between the Trustees of the Kings Own Regimental Museum and the Licensor (a copy of which is appended to this Licence) (The AGREEMENT).
- b) In the case of the Cottage Museum the Licensee shall be allowed to use one car parking space on the car parking area behind the Cottage Museum shown edged blue on Plan 2 subject to the Licensees undertaking not to obstruct the right of way in favour of the Licensor over the land shown edged brown on Plan 2.
- c) In relation to the Maritime Museum:-
 - (i) the Licensee shall have the use with others having the like right of the car parking area shown edged blue on Plan 3 access to which will be over, along and upon the area shown edged brown on Plan 3.
 - (ii) for the duration of the annual Maritime Festival the Licensee shall have the exclusive use of the whole of the car parking area edged blue on Plan 3 in so far as the Licensor can grant the same.

SIGNED on behalf of the Licensor)
by Roger Muckle its Corporate)
Director (Central Services))

.....

SIGNED on behalf of the Licensee)

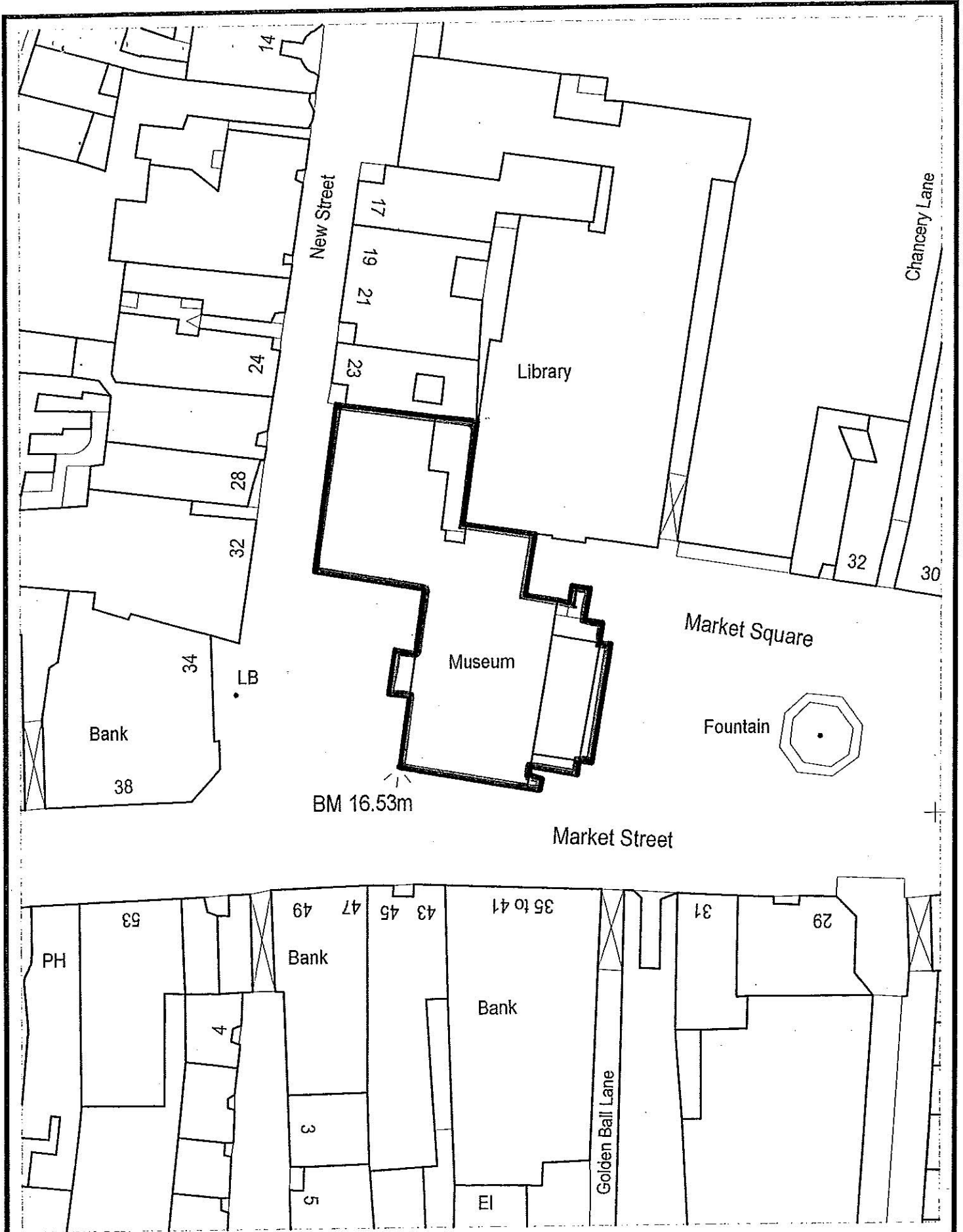
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Schedule

LANCASTER MUSEUMS – PROVISIONS FOR REPAIR AND MAINTENANCE

- The City Council will retain responsibility for repair and maintenance as outlined below and will ensure, as far as is practicable, that at all times the properties are kept in a condition which is agreed to be suitable for the provision of the agreed services.
- Budget of £17,000 pa identified – updated annually in line with the general increase in the City Council's repair and maintenance budget and reviewed at three yearly intervals to ensure that it remains appropriate and adequate.
- Annually, at a time to be arranged, the City Council and County Council will agree a planned programme of repair and maintenance for the coming year, taking account of the available budget and priorities within the City Council and also the operational requirements of the Museums Service.
- Unplanned/emergency repairs and essential works to comply with any legislation will be dealt with as and when they arise and if they impact on service provision will be dealt with, although it is acknowledged that this may take precedent over other works planned during the year.
- Defects will be reported by Museum staff to the City Council's Property Services (01524) 582977 who will then arrange and supervise, where necessary, the relevant repairs, liaising with Museum staff to minimise disruption to service provision.
- If in any one year the available budget is not fully utilised to deliver the agreed programme of planned repairs and any unplanned repairs the balance will be retained by the City Council.
- If in any one year the available budget is insufficient to meet the agreed programme of planned repairs and any unplanned repairs the deficit will not be carried forward and will not have an impact upon future years budgetary provision.
- The City Council will retain responsibility for all service/maintenance/testing contracts for items such as gas/electric/water installations and fixed appliances, lifts, fire extinguishers, fire alarms, humidifiers etc. The Museum Service/County Council will be responsible for ensuring compliance with all statutory regulations and other service specific responsibilities, such as daily checks of the emergency lighting and exits, fire alarm testing, portable appliance testing, and in addition the security systems.
- The City Council will continue to insure the buildings and bear any excess that may be applicable in relation to any claim.
- Any dispute or difference that arises between the parties as to the construction of this Licence or the respective rights, duties and obligations of the parties under it, or any other matter arising out of or connected with the subject matter of it, must

be referred to the decision of an arbitrator if either party so requires at any time by a notice served on the other (an arbitration notice). The arbitration must be conducted in accordance with the Arbitration Act 1996 and the arbitrator's decision shall be binding upon the parties. Notwithstanding the general arbitration provisions the Licensee reserves the right to carry out repairs and recharge the cost to the Licensor, subject to these provisions.



Property Services
 Town Hall
 Lancaster LA1 1PJ
 Telephone: (01524) 582967

Title: City Museum, Lancaster

Scale: 1:500

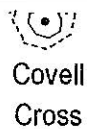
Date: 13/3/2003

PLAN 1

LANCASTER
 CITY COUNCIL

Promoting City, Coast & Countryside

Lodgings
(Museum)



ST MARY'S PARADE

Nip Hill

Surgey

CASTLE HILL

CHINA STREET

27.7m

15

19

21

29

9

12

21

9

7

9a

9

15

Well

19

21

23

25

2

1

1

20

20a

YMCA

Jubilee Hall

Priory Hall

Property Services
Town Hall
Lancaster LA1 1PJ
Telephone: (01524) 582967

Title: Cottage Museum, Lancaster

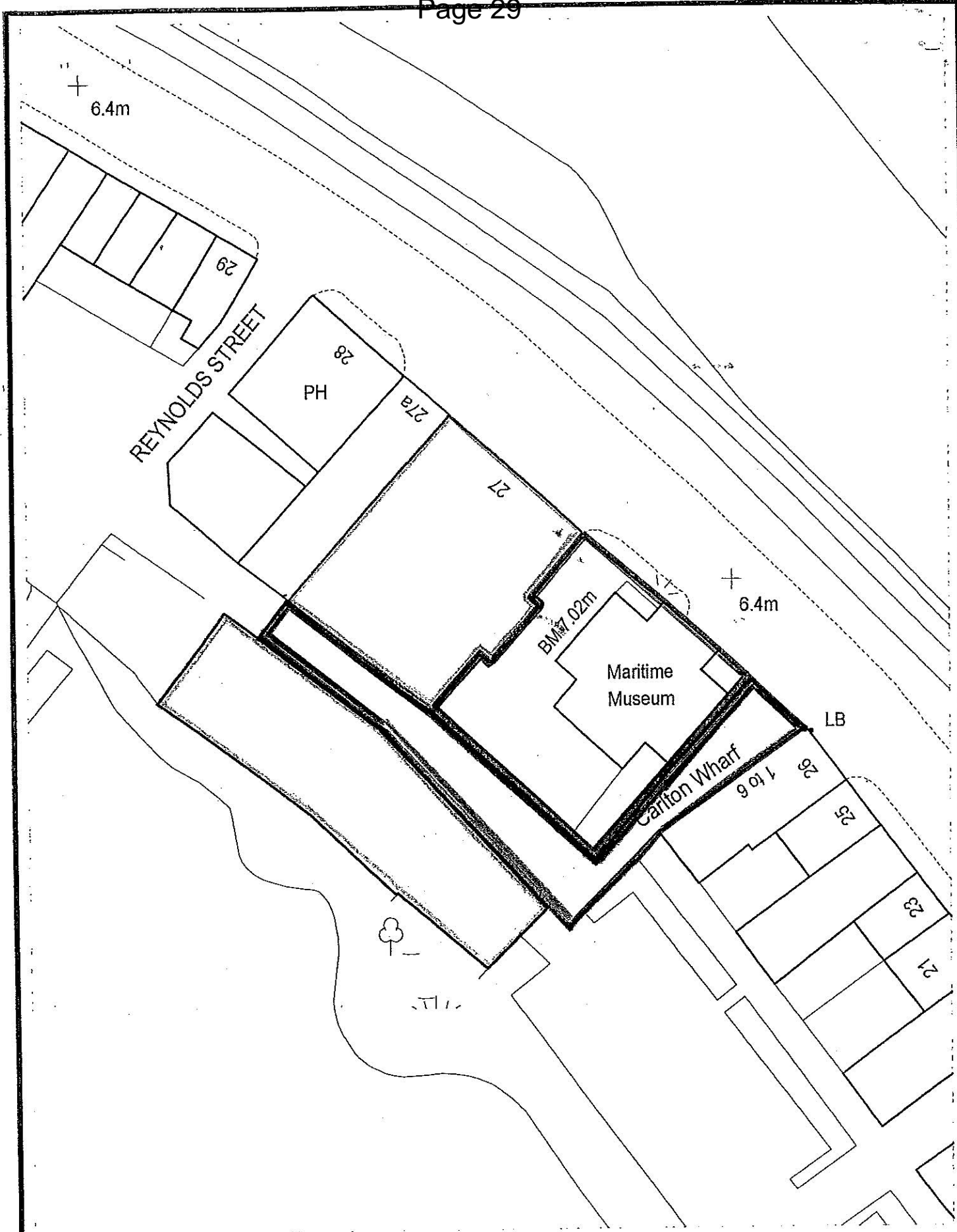
Scale: 1:500

PLAN 2

Date: 13/3/2003

LANCASTER
CITY COUNCIL

Promoting City, Coast & Countryside



Property Services
 Town Hall
 Lancaster LA1 1PJ
 Telephone: (01524) 582967

Title: Maritime Museum, Lancaster

Scale : 1:500

Date : 13/3/2003

PLAN 3

LANCASTER
 CITY COUNCIL
 Promoting City, Coast & Countryside

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Please to not miss
DATED

14 October 1996

THE TRUSTEES OF THE KING'S OWN
REGIMENTAL MUSEUM

-and-

LANCASTER CITY COUNCIL

A G R E E M E N T

Relating to the King's Own
Regimental Museum Collection

CITY SOLICITOR,
LANCASTER CITY COUNCIL,
TOWN HALL,
DALTON SQUARE,
LANCASTER.
LA1 1PJ

TEL: 01524 582024
REF: MP

t1/djun/leg/kingsown

I hereby certify this to be a true copy of the original deed.
M.A. Putnam
M.A. PUTNAM
SOLICITOR 18-10-96 Please do not file
1900 day of October

THIS AGREEMENT is made the

One Thousand Nine Hundred and Ninety six BETWEEN COLONEL JOHN GONZALVO DE CORDOVA OBE of Stocks Cottage Kington Langley Near Chippenham Wiltshire SN15 5NW MAJOR PHILIP EDWARD MILES OGLETHORPE TD of Elmhurst Ashton Road Lancaster LA2 0AA LIEUTENANT COLONEL JOHN MICHAEL HARDY of The Trees Barton Road Lancaster LA1 4ER LIEUTENANT COLONEL PETER EDWARD DEW of The Manor Lodge Halton Lancaster LA2 6LP LIEUTENANT COLONEL DENNIS STOPFORD of Merrow House Merrow Guildford Surrey GU4 7AN MAJOR ANTHONY COURTNEY BOOTH of Victoria House High Street Witton-le-Wear County Durham (hereinafter together called "The Trustees" which expression shall include their successors in title) of the one part and LANCASTER CITY COUNCIL of Town Hall Dalton Square Lancaster (hereinafter called "The Council") of the other part

WHEREAS

- (1) The Trustees are the trustees of the King's Own Regimental Museum ("The Collection") and the whole of The Collection is presently housed within the City Museum of The Council and is under the care and supervision of The Council
- (2) The parties hereto are desirous of entering into this Agreement to record the terms upon which The Council hold The Collection

WHEREBY IT IS AGREED AS FOLLOWS:

- 1. IN consideration of The Council agreeing to continue to house The Collection at the City Council's Museum in Lancaster The Trustees hereby agree to deposit into the custody of The Council the whole of The Collection upon the following terms
- 2. THE Council agree to hold The Collection and to retain the same in its custody and to ensure that The Collection is cared for and maintained to the same standard as The Council's own collections held at the City Council's Museum
- 3. THE Council agree to insure The Collection at its own expense
- 4. OWNERSHIP of The Collection shall remain vested in The Trustees

5. THE Council may display The collection or any part of The collection at the City Museum or in any other place or places within the control of The Council PROVIDED THAT The Trustees consent shall be first obtained to any display other than at the City Museum

6. THE Trustees shall give the Council written notice of the retirement of any trustee and/or the appointment of any new trustee

IN WITNESS whereof The Trustees have hereunto set their hands and seals and The Council has caused its common seal to be hereunto affixed the day and year first before written

SIGNED as a Deed by the said)
COLONEL JOHN GONZALVO DE)
CORDOVA OBE in the presence)
of:-)

J. De Cordova

E. Miles
of Ed Miles
11 LAUGHTON WANE
KINGSTON WANGLEB) OAP.

SIGNED as a Deed by the said)
MAJOR PHILIP EDWARD MILES)
OGLETHORPE TD in the presence)
of:-)

Philip Miles

Diane Dares
29 Chatsworth Road
Scarperth Lancaster LA1 4SL
Secretary

SIGNED as a Deed by the said)
LIEUTENANT COLONEL JOHN MICHAEL)
HARDY in the presence of:-)

John Michael Hardy

B. A. Harrison
41 Ton-Hill Drive
Lancaster

SIGNED as a Deed by the said)
LIEUTENANT COLONEL PETER)
EDWARD DEW in the presence)
of:-)

Peter Dew

M. YULL
31 CHERITON FIELD
FULWOOD, PRESTON PR2 3WH

SIGNED as a Deed by the said)
LIEUTENANT COLONEL DENNIS)
STOPFORD in the presence of:-)

Dennis Stopford

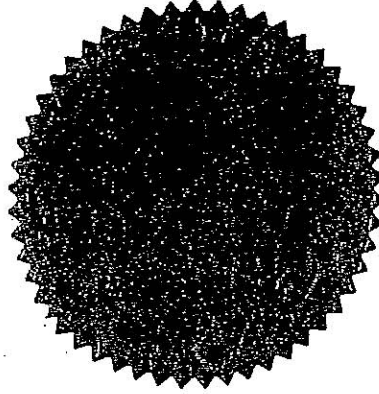
G. M. BATE
68, MERRON WOODS
GUILFORD, GUILFORD
COMPANY MANAGING DIRECTOR
t1/djun/leg/kingsown

SIGNED as a Deed by the said)
MAJOR ANTHONY COURTNEY BOOTH)
in the presence of:-)

[Handwritten signature]
A/H/B

C. J. Gutter
34. South Street
Durham DH1 4AP Retired

THE COMMON SEAL of LANCASTER)
CITY COUNCIL was hereunto)
affixed in the presence of:-)



[Handwritten signature]
City Solicitor

SEAL REGISTER NUMBER	16735
-------------------------	-------

DATED

31ST March

2003

The Museum
of Lancaster

- 7 APR 2003

Action CP

LANCASTER CITY COUNCIL

- and -

THE LANCASHIRE COUNTY COUNCIL

LICENCE

in respect of

City Museum, Market Square, Lancaster
Cottage Museum, 15 Castle Hill, Lancaster
Maritime Museum, St George's Quay, Lancaster

I M Fisher Esq
Head of Legal Services
Lancashire County Council
P O Box 78
County Hall
PRESTON
PR1 8XJ



to the premises subject to the consent of the Licensor, such consent not to be unreasonably withheld.

Indemnity

The Licensee shall indemnify the Licensor from all claims and actions of whatsoever nature arising from its use and occupation of the Premises and the Licensor will indemnify the Licensee from any claims and actions solely related to its performance of its obligations under this Licence.

Insurance

The City Council to insure the buildings.

Legal Costs

Each party to bear their own costs

SPECIAL TERMS

- a) In respect of the Licence for the City Museum such Licence shall be held subject to the agreement dated 17th October 1996, made between the Trustees of the Kings Own Regimental Museum and the Licensor (a copy of which is appended to this Licence) (The AGREEMENT).
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LICENCE

DEFINITIONS

Licensor	Lancaster City Council Town Hall Dalton Square LANCASTER LA1 1PJ
Licensee	The Lancashire County Council County Hall PRESTON
Premises	<ol style="list-style-type: none">1. City Museum, Market Square, Lancaster (the site of which is identified on Plan 1)2. Cottage Museum, 15 Castle Hill, Lancaster (the site of which is identified on Plan 2)3. Maritime Museum, St George's Quay, Lancaster (the site of which is identified on Plan 3)

All as shown edged red on the attached plans.
N.B. The Maritime Museum includes floors 3 and 4 of the building shown green on Plan 3 together with all access routes thereto.

Fee	Nil
Period	The Licences shall run for the same period as the Management Agreement made between the same parties as this Licence which is for an initial period of ten years commencing on 1 st April, 2003 and thereafter annually until determined. If the Management Agreement is terminated in any way the licences shall terminate on the same day.

OBLIGATIONS

Outgoings	The Licensee will be responsible for the payment of outgoings save where these are the responsibility of the City Council as set out in the Repair and Maintenance Provisions (see schedule attached).
Repair and Maintenance	Repairs and maintenance will be carried out in accordance with the attached provisions.
Alienation	This Licence is personal to the County Council and is not capable of transfer, nor does it enable the County Council to share its benefit.
Alterations	The Licensee shall be permitted to carry out alterations

SIGNED as a Deed by the said
MAJOR ANTHONY COURTNEY BOOTH
in the presence of:-

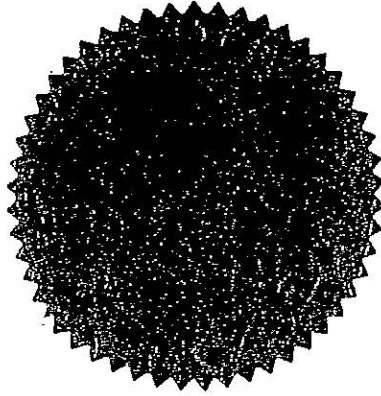
[Handwritten signature]
A/B

T. P. Suter

34. South Street

Dunham DH1 4AP Retired

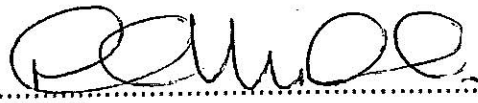
THE COMMON SEAL of LANCASTER
CITY COUNCIL was hereunto
affixed in the presence of:-



[Handwritten signature]
City Solicitor

SEAL REGISTER
NUMBER 16735

SIGNED on behalf of the Licensor)
by Roger Muckle its Corporate)
Director (Central Services)


.....

SIGNED on behalf of the Licensee)


.....
Asst. Head legal services -

1 hereby certify this to be a true copy of the original deed

M. A. Putnam
M. A. PUTNAM
SOLICITOR

18-10-96

Please do not
19th day of October

THIS AGREEMENT is made the

One Thousand Nine Hundred and Ninety six BETWEEN COLONEL JOHN GONZALVO DE

CORDOVA OBE of Stocks Cottage Kington Langley Near Chippenham

Wiltshire SN15 5NW MAJOR PHILIP EDWARD MILES OGLETHORPE TD of Elmhurst Ashton

Road Lancaster LA2 0AA LIEUTENANT COLONEL JOHN MICHAEL HARDY of The Trees

Barton Road Lancaster LA1 4ER LIEUTENANT COLONEL PETER EDWARD DEW of The Manor

Lodge Halton Lancaster LA2 6LP LIEUTENANT COLONEL DENNIS STOPFORD of Merrow

House Merrow Guildford Surrey GU4 7AN MAJOR ANTHONY COURTNEY BOOTH of Victoria

House High Street Witton-le-Wear County Durham (hereinafter together called

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CORDOVA OBE in the presence)
of:-)

J. B. Cordova

E. P. Miles
of *Clayton Lane*
Kington, Wantage, OAP.

SIGNED as a Deed by the said)
MAJOR PHILIP EDWARD MILES)
OGLETHORPE TD in the presence)
of:-)

Philip Edward Miles

Diane Dages
29 Chokworth Road
Scotforth, Lancaster LA14SL
Secretary

SIGNED as a Deed by the said)
LIEUTENANT COLONEL JOHN MICHAEL)
HARDY in the presence of:-)

John Michael Hardy

B. A. Harrison
41 Ton-Hill Drive
Lancaster, Lancashire

SIGNED as a Deed by the said)
LIEUTENANT COLONEL PETER)
EDWARD DEW in the presence)
of:-)

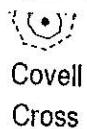
Peter Edward Dew

M. Yuill
31 Cherton Field
Fulwood, Preston PR2 3WH

SIGNED as a Deed by the said)
LIEUTENANT COLONEL DENNIS)
STOPFORD in the presence of:-)

Dennis Stopford

G. M. Bane
68 Merron Woods
Guilford, Guilford
Company Managing Director
t17/djun/leg/kingsown



ST MARY'S PARADE

15

19

Nip Hill

2

1a

7

Surgen

1

20

21

12

9

7

21

29

21

26

9

YMCA

20a

15

Well

Jubilee Hall

19

HILL CASTLE

21

23

CHINA STREET

27.7m

25

Priory Hall

Property Services
Town Hall
Lancaster LA1 1PJ
Telephone: (01524) 582967

Title: Cottage Museum, Lancaster

Scale: 1:500

PLAN 2

Date: 13/3/2003

LANCASTER
CITY COUNCIL

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Promoting City, Coast & Countryside

DATED

Please to read this
17 October 1996

THE TRUSTEES OF THE KING'S OWN
REGIMENTAL MUSEUM

-and-

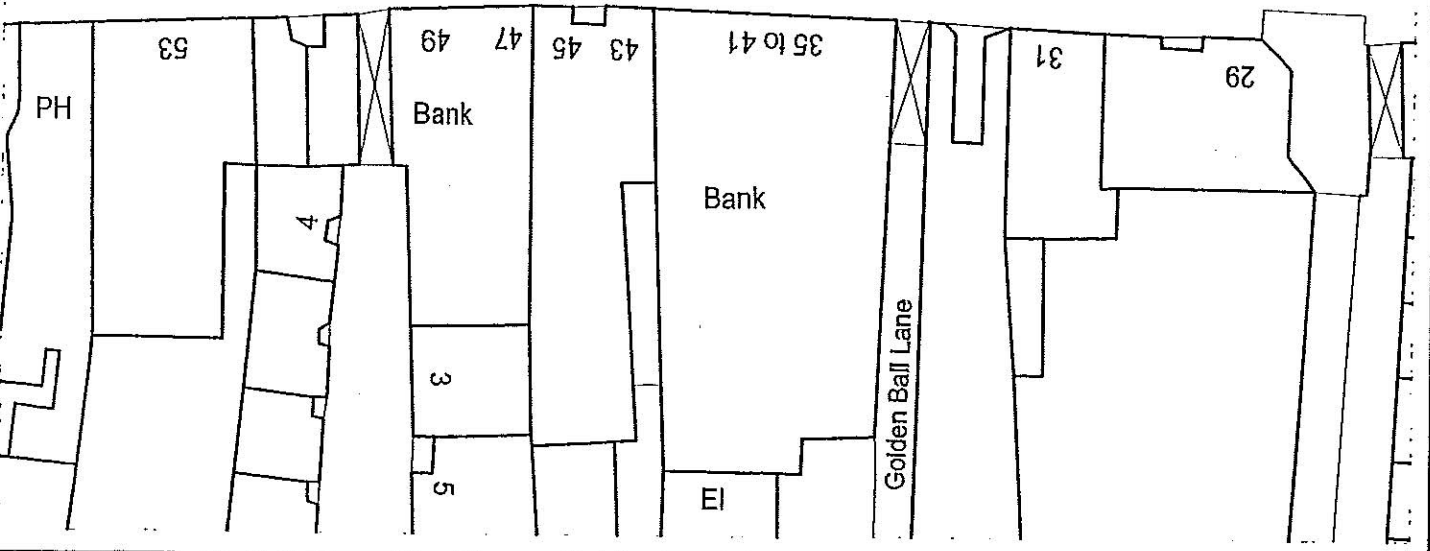
LANCASTER CITY COUNCIL

A G R E E M E N T

Relating to the King's Own
Regimental Museum Collection

CITY SOLICITOR,
LANCASTER CITY COUNCIL,
TOWN HALL,
DALTON SQUARE,
LANCASTER.
LA1 1PJ

TEL: 01524 582024
REF: MP



Property Services
 Town Hall
 Lancaster LA1 1PJ
 Telephone: (01524) 582967

Title: City Museum, Lancaster

Scale: 1:500

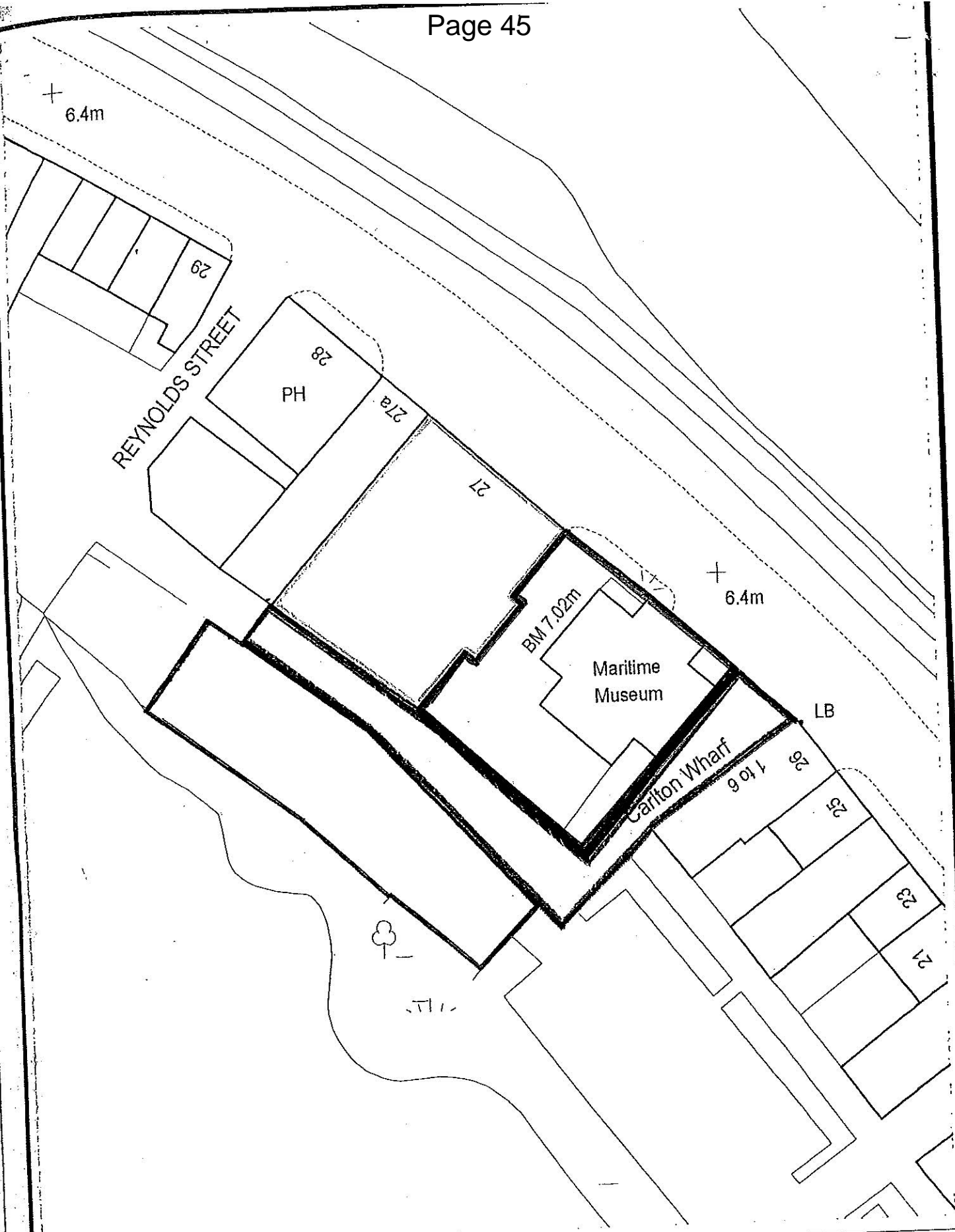
Date: 13/3/2003

PLAN 1

LANCASTER
 CITY COUNCIL

Promoting City, Coast & Countryside

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Property Services
 Town Hall
 Lancaster LA1 1PJ
 Telephone: (01524) 582967

Title: Maritime Museum, Lancaster

Scale: 1:500

Date: 13/3/2003

PLAN 3

LANCASTER
 CITY COUNCIL
 Promoting City, Coast & Countryside

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Schedule

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Budget & Performance Panel

Annual Report 2007/08

15th July 2008

Report of Corporate Performance Manager

PURPOSE OF REPORT

To advise Members of the publication of the Annual Report (formerly known as the Corporate Performance Plan).

This report is public

1. RECOMMENDATIONS

1.1 **That the report be noted.**

1.2 That the Annual Report be used as a base line reference document for considering the Council's performance in the coming year and where appropriate to inform the future work programme of the Panel.

2. REPORT

2.1 Lancaster City Council published its Annual Report for 2007/08 on 30th June 2008. It provides an overview of the council and the district it serves as well as a snapshot of how the council performed against targets set nationally for its services and the goals it set itself. It looks back at the financial year 2007/08 and forward to the challenges of the year ahead.

2.2 The report provides information on key priorities for the coming year (as outlined in the Corporate Plan) and satisfies the council's statutory duty to produce a Best Value Performance Plan.

2.2. Attention is drawn to the performance tables held within the document which highlight those indicators, both statutory and local where both performance worsened and targets for 07/08 were not met. In the Annual Report these indicators are identified by two sad faces (or 'Double Glums'). To view the Annual Report on your computer, click the link below:

http://www.lancaster.gov.uk/Documents/Annual_Report_2007_2008.pdf

- 2.3. It has been common practice to provide Members with a further report, known as the 'Double Glum' report, which gives reasons for the variations and identifies how targets for future improvement will be met within services business plans. This report will be available for a future meeting of the Panel should Members wish.
- 2.4. Extracts of the Annual report will also be considered to the relevant Performance Review Teams in line with the Council's Performance Management Framework. The minutes of those meetings will be circulated at a later date and will further assist Members when considering the future work programme of this Panel.

FINANCIAL IMPLICATIONS	
None	
SECTION 151 OFFICER'S COMMENTS	
The Section 151 Officer has been consulted and has no further comments.	
LEGAL IMPLICATIONS	
The Council has a duty to continuously improve within the terms of the Local Government Act 1999 (the duty of Best Value). Legal Services have been consulted and have no further comments.	
MONITORING OFFICER'S COMMENTS	
The Monitoring Officer has been consulted and has no further comments.	
BACKGROUND PAPERS	Contact Officer: Liz Stokes
None	Telephone: 582150
	E-mail:
	Estokes@lancaster.gov.uk

CITY • COAST • COUNTRYSIDE



Annual Report 2007 2008

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

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- Connecting residents to the council and its services	06
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Introduction

This Annual Report gives an overview of Lancaster City Council and the district it serves as well as a snapshot of some of our initiatives and achievements in the year 2007/08. It shows how we performed against the targets set nationally for our services and the locally important goals we set for ourselves. It looks back at another successful year for the council and forward to the challenges of the year to come. It provides information on our key priorities in the coming year (outlined in our Corporate Plan) and satisfies our statutory duty to publish an account of our performance.

2007/08 was a GOOD year for Lancaster City Council – and that's official! Our continued improvement and achievements have been recognised by Local Government's independent watchdog. We are delighted to report that the Audit Commission has rated the council as a 'GOOD' authority – the second best category out of five - following an inspection in October last year.

The inspection report recognised that the council has made impressive progress since it was last inspected in 2003, when it was rated as 'fair', and can be proud of its "significant achievements" including leading the physical, social and economic regeneration of the district.

We are ambitious for our communities and have clear plans to help us improve our services to them. However, changes to the nationally prescribed performance framework will provide big challenges for all of local government in the coming year. Central government has deleted the current set of Best Value Performance Indicators and replaced them with a new set of National Indicators which place an even greater emphasis on improving the lives of our communities and working ever more closely with our partners.

We are determined to rise to this particular challenge. As Community Leaders, we are committed to working with all stakeholders who can help us to have a positive impact upon life in this district, such as the police, fire, education, health, private companies, voluntary organisations and community groups through the Lancaster District Local Strategic Partnership (LSP).

We hope you will find this document interesting and informative, we are a listening council and it is important that our residents have a real say in how their council is performing, so we welcome your comments on this report and its contents or any aspect of council services.

About our district

Lancaster district sits on the most northerly edge of Lancashire, outside the central Lancashire City Region. Its diverse and compelling mix of city, coast and countryside, makes it the natural centre of the Morecambe Bay area, which includes South Cumbria as well as Lancashire.

It combines the City of Lancaster, which has played a significant role in the history of this country for more than a thousand years, the seaside town of Morecambe, currently undergoing a renaissance featuring the recently completed redevelopment of the famous art deco Midland Hotel, and some of the most beautiful countryside in Britain, including two areas of outstanding natural beauty.

Our communities may be diverse; they expect a lot from public agencies and are not afraid to say what they think. People here tend to identify strongly with the place they live, care about it passionately and have an appetite for still more opportunities to shape the future of their communities.

We're a place of contrasts – in every way imaginable; we have areas of great affluence and others of extreme poverty, so there are some parts of the district which need our particular care and attention. But on the whole, the combination of our location, fantastic quality of life, unusual mix of both the district and the diverse community it attracts, makes us a popular centre for employment, business development, education, health, shopping, leisure, tourism and culture.

We lie at the centre of a major communications and transport network offering superb access to road, rail, sea or air. That's not to say we don't have local transport issues, our residents consistently tell us improving traffic congestion would make the single biggest positive difference to our district.

Over the centuries, the district has been at the heart of national and international trade and today is home to service-based industry, major exporters and an emerging ICT market. With a population of around 143,000 ours is one of the fastest growing areas in Lancashire and an increasingly popular location to live and work.

This district delivers some outstanding economic performance, contributing an estimated 10% of Lancashire's economic output (GVA). It is an area where brains and beauty make a perfect match, where business capitalises on globally acclaimed knowledge and research.

Lancaster University is one of the country's top-ten educational research establishments and a world class centre of excellence in many spheres with research facilities and incubation space for ICT (InfoLab21) and environmental technology (Lancaster Environment Centre) while the 6-star Management School is home to the Northern Leadership Academy. The recently established University of Cumbria also has a campus in the District, contributing to the range of graduate skills available,

Unsurprisingly then, the district is a knowledge based one, with one of the most highly skilled workforces in the country, more than 26% of the population is educated to NVQ level 4 or equivalent. Our academic community continues to develop its research and commercial skills and forge partnerships with business – locally, nationally and internationally – to create a lasting impact.

Increasingly, companies recognise the district as an accessible, attractive business location – and a credible alternative to the major Northwest conurbations. Global businesses and homegrown entrepreneurs, among them Cannon Hygiene, British Energy and Axa Direct, power the area's expanding economy. What's more

extensive regeneration activity and private sector investment is stimulating an influx of ambitious businesses eager to capitalise on the area's world class academic and research resources, complemented by, affordable property and labour costs, high skill levels and outstanding quality of life.

Things you might not know about the district

- Lancaster district is geographically the second largest district in the County of Lancashire, second only to Ribble Valley, but is the largest in terms of population
- The district, which includes the seaside resort of Morecambe, historic City of Lancaster, and rural areas including the Lune Valley, has over 6,500 bed spaces and a wealth of tourist attractions and events
- The Midland Hotel on the promenade in Morecambe recently re-opened to a blaze of national publicity. Now beautifully and meticulously restored, the Midland is an Art Deco-inspired luxury hotel with 44 modern 30s-inspired rooms, 6 rooftop suites, a top-notch restaurant and ultra-stylish bar. Morecambe's modernist masterpiece has regained its rightful place as the crowning glory of the North West coast.
- Carnforth will forever be famous for being the film location for the David Lean's classic film 'Brief Encounter'. Today the Carnforth Station Visitor Centre displays a fascinating permanent exhibition on the filming of Brief Encounter and the town of Carnforth in general. The tearooms are an exact replica of the refreshment rooms used in the original film.
- Although the curtain is not yet ready to rise on a permanent basis - Morecambe's Winter Gardens Theatre is ready for anything, with an extra wide door and the strongest stage in Britain re-inforced to take the weight of performing elephants!
- The Forest of Bowland is not a wood! The word 'forest' is derived from an old English word meaning 'hunting ground'.
- The famous Lancashire Witch Trials took place in Lancaster. In 1612, ten men and women were hanged in Lancaster Castle for the crime of witchcraft. The Pendle Witches, as they became known, were believed to have been responsible for the murder by witchcraft of seventeen people in and around the Forest of Pendle. Our Tourist Information Centres will advise you how to walk in the steps of the Lancashire Witches.

About the Council

Lancaster City Council's aim is to achieve lasting opportunities for all in a safe and healthy district that's proud of its natural and cultural assets.

In the coming year our 12.6% share of the overall council tax bill will give us a budget of around £23m. Around 991 staff provide a whole range of quality services including rubbish and recycling collection, planning and building control, community safety, housing and homelessness, environmental health, car parking, leisure and sport, economic development, tourism events and festivals, licensing, council tax collection and support for the community and voluntary sector and lots more.

We have 60 elected councillors who collectively agree the council's policies and budget. Decisions within this framework are made by a PR Cabinet with representation from all five of its political groups. An Overview and Scrutiny Committee holds Cabinet to account and can challenge the decisions they make. There are also a number of other committees such as Planning, Audit, Licensing and Personnel.

The council is committed to open governance and so has an 'open door' policy which means that all our meetings wherever possible, are open to the public and agendas and decisions are posted on the website.

For more information about the council, and a full A-Z listing of council services, visit our website www.lancaster.gov.uk

Lancaster City Council's Environmental Footprint

Tackling climate change is a key issue for Lancaster City Council. Although the climate of the Earth is always changing, in the past it has altered as a result of natural causes.

Nowadays, however, the term climate change is more often used when referring to changes we've seen over recent years including regular flooding and higher winter temperatures. These changes, and those which are predicted over the next 80 years, are thought to be mainly as a result of human behaviour rather than due to natural changes in the atmosphere. It is the extra greenhouse gases, such as carbon dioxide (CO₂), which humans have released that are thought to pose the strongest threat to our environment; this is known as the "greenhouse" effect.

Lancaster City Council is working hard to meet the challenges presented by the changing climate. Taking action on climate change is one of our Corporate Plan priorities. The Council has signed both the Nottingham Declaration on Climate Change and the North West Climate Change Charter. These are clear public statements of this council's commitment to work locally, regionally and nationally with all our partners to mitigate and adapt to the effects of climate change.

As community leaders we believe we must set a strong example within the district, so we have already adopted an In-House Climate Change Strategy, with targets to reduce the council's environmental impact whilst ensuring local residents continue receive the high quality responsive service they expect. As a baseline we have developed a table estimating the carbon footprint of Lancaster City Council. This is represented in the table below:-

CO ₂ Emissions	2007-2008 (estimated)	2006-2007	2005-2006*	2004-2005
Total Carbon Footprint (tonnes of CO ₂)	3905.49	4041.33	3748.21	3361.73
Tonnes of CO ₂ from buildings	2409	2494.06 (62%)	2208.42 (59%)	1875.2 (56%)
Tonnes of CO ₂ from transport	1504.52	1504.52 (37%)	1496.61 (40%)	1443.35 (43%)
Tonnes of CO ₂ from waste	43.18	43.18 (1%)	43.18 (1%)	43.18 (1%)

* Revised figures for 2005-2006 include emissions estimates for Salt Ayre Leisure Centre

As you will see, our carbon footprint has been reduced in 2007/08 and we will use our climate change action plan to ensure our carbon footprint continues to decrease year on year.

In some places we are doing very well, our council homes are some of the most energy efficient in the country, but elsewhere there is much to improve. Our two Town Halls, represent a particular challenge. Built in the early 20th Century, they were not constructed with the present need for energy efficiency in mind. However, our buildings managers continue to investigate ways to increase the energy efficiency of our important listed buildings whilst ensuring we can retain the special character of these historic landmarks. In addition, our vehicle managers are exploring ways to lower the carbon emissions from our council vehicles.

As a coastal authority, we understand that tackling climate change must be at the centre of our vision. This is why mitigating and adapting to climate change is a key feature in the future development of this council and the Lancaster district as whole.

Connecting residents to the Council and its services

Lancaster City Council is ambitious for its communities and believes local people should be at the forefront of decision making. Our work in the last year and our future plans, clearly show our commitment to enabling local people to play a fuller role in shaping their communities.

That's why in the coming year we will continue to develop our approach to neighbourhood management in the district. Based on our successful experience in Poulton and the West End of Morecambe and following consultation with councillors representing rural wards, a pilot of neighbourhood management in the rural parish of Ellel is well underway. In the pilot evaluation, the views of the community will be used to determine how neighbourhood management techniques will bring benefits to other parts of the district.

As well as shaping the future of their communities, our residents' views help us to deliver improved services. The Corporate Plan for 2008/09 was developed following extensive consultation with the public and partner organisations. These views help to make sure we are focusing on the right things, shape our priorities and improve where we need to. That's why we regularly test public satisfaction on a whole range of council services. We aim to reach every part of our diverse and geographically distinct communities and understand that some people may be 'hard to reach' and need our particular attention.

In the last year, we have looked again at the internal processes which support all our public consultation and appointed a Consultation Officer whose over-arching role is to co-ordinate all the council's consultation activity, delivering a more consistent and robust approach.

Key developments in the past year include:

- The launch of new public consultation pages on the council's website which provides detail of all the council's consultation activity with clear guidance on how the public can get involved.
- A new electronic consultation management system supported by a network of trained 'consultation champions' in every service.
- Refreshed the list of people in the district who are interested in being consulted.

- Published an annual consultation plan to keep our customers informed and help to identify opportunities of joint working.
- Re-established a county-wide group of officers to share best practice and related community engagement information.

In the coming year, a new Place Survey is due to take place in Autumn 2008. The survey will be carried out every two years and replaces the previous Best Value Satisfaction Surveys. The purpose of the survey is to measure quality of life in local communities and the results will be used by the council and other LSP partners to shape future policy decisions. Lancaster City Council plans to carry out this survey in collaboration with the County Council and other district councils. A postal questionnaire will be sent to a random selection of households in all districts.

If you want to know more about our approach to consultation and community engagement, please visit our website <http://www.lancaster.gov.uk/consultation>

Things you might not know about the council

- Since the district was granted the status of a cycling demonstration town in October 2005, Lancaster City Council has opened up in excess of 20km of additional safe travel both on and off road for cyclists. For all you need to know about cycling in the district visit www.celebratingcycling.org.
- Over the last seven years, Lancaster City Council's Business Development Scheme has provided grants totalling £193,000 to 54 local businesses to help encourage a thriving local economy. 211 new jobs have been created, 60 have been safeguarded and 93% of supported businesses have survived for two years or more.
- We are proud to be a Fairtrade District!
- As from April this year, residents living in an average Band D property are paying just £3.52 in council tax to the city council. This is the same as many people pay each week for newspapers and wouldn't even buy you two cups of coffee at some coffee shops.
- Lancaster City Council offers a household bulky waste collection for items such as white goods, furniture and carpets, for more information or to arrange a collection call – 01524 582491
- Did you know there are 1,390 listed buildings in the district, more than any other part of the County? Of that figure, 25 are grade 1 listed (like Lancaster Castle) which means that they are buildings of more than local or regional significance. A further 68 are grade 2 starred including the Midland Hotel, Skerton Bridge and the Moor Hospital.
- Lancaster Town Hall will celebrate the centenary of its opening on 27th December 2009. The final cost of the complete works including the Ashton Hall, the redevelopment of Dalton Square and the statue of Queen Victoria was £155,000 in 1909!

Achievements against medium-term objectives

In 2007/2008 the council set Six Medium Term Objectives, set out below are our achievements against each.

1. To deliver value for money, customer focussed services

Delivering sound financial management and efficiency, high quality services and the roll-out of Customer Service Centres in Morecambe and Lancaster:

- **Top Performing Revenues Service** – Our Revenues and Benefits service is one of the top performers nationally with the majority of statutory indicators in the top quartile, rightly reflecting the excellent service which is provided to our customers.
 - the average time for processing new benefits claims is now 19 days (top quartile figure 24 days)
 - the average time for processing change of circumstances is now 7 days (top quartile figure 7.1 days)
 - Revenues and Benefits have also maintained an excellent score of 4 in a self assessment against DWP Performance Standards for 2007/09, this is particularly pleasing as it has a strong focus on customer experience

Revenues and Benefits pioneered the use of an electronic document management system which has delivered real benefits in capacity efficiency and transparency. This has since been rolled out to Planning and Council Housing following the successful pilot as part of our corporate strategy for information management.

- **Direct Debit** - In April 2007, the council announced the introduction of two additional payment dates for those paying council tax by Direct Debit. This was done as part of the council's ongoing commitment to providing customers with more choice, reducing costs and providing better value for money. To date, an additional 1965 households have switched to paying by Direct Debit helping us to reduce costs.
- **Do it online** – the council's website continues to grow in popularity as a means of accessing council information and services and in the year to April 2008, recorded an average figure of 29,445 unique visitors per month. An independent survey carried out by SOCITM (Society of Information Technology Management) recently improved the grading of the council's website to Transactional status, a significant achievement. Investment in new technology means that visitors to our site can carry out many self-service transactions, such as paying bills, reporting highway streetlighting and litter problems or finding their nearest health services schools and public amenities.
- **Planning improvements** – The quality of the Planning Service offered to our customers continues to improve, again hitting 100% of its performance targets for planning applications. Customers are able to submit and pay for planning applications online, to track current applications, to view applications and submit comments.

- **Customer Services** – We opened two state of the art, face-to-face Customer Service Centres in Morecambe and Lancaster Town Halls which have seen a steady rise in footfall since opening, with a total of 21,798 visitors in person.
 - Customer Service staff received a total of 69,505 telephone calls between October 2007 and April 2008. Since the main switchboard number was incorporated into Customer Services, we have maintained a figure of 97% of all calls answered. This is excellent performance, particularly when you consider that the volume of calls received increased by 28% in the year.
 - Clear customer service standards are in place for dealing with our customers whether face-to-face, on the telephone, by letter or email. Customers know what they can expect from the council and staff know what is expected of them
 - Phased customer care training programme has been introduced for all public facing staff
 - We have produced a “Welcome to the District Pack” to target help to our most numerous Black and Minority Ethnic (BME) communities to assist them to settle better in the community
 - Customer feedback to date has been positive and monthly customer exit surveys are due to commence with effect from June 2008 in order to provide robust and consistent customer satisfaction data.

2. To make our district a cleaner and healthier place

Improving the cleanliness of our streets and open spaces, recycling, waste collection and healthier communities:

- **Cycle Demonstration Town (CDT)** – The district’s status as one of only six Department of Transport ‘Cycling Demonstration Towns’ continues to bring improvements to the local cycle network. A successful bid for additional funding from Cycling England for a further £1.5 million will enable the council to extend the life of the CDT Project to 2011 and allow further improvements to be made to the local cycling network as well as work to encourage its use.

Some CDT facts:

- Over 430 children have received national standard training (as of the end of financial year 2007/08)
 - 15km of improved/new cycle routes
 - Over 300 new cycle parking spaces installed
 - Over 280 adults have taken part in some form of training session
 - In the year 2007 there were over 4,750 individual visits to celebratingcycling.org every month
 - Morecambe Promenade opened to cyclists and other works to link up Greenway and Heysham.
 - A 2.7% increase in cycle trips year on year 2006 to 2007
- **Inclusive Sport** - Our sports facilities, venues and programmes provide a service to more than one million customers every year and Salt Ayre Sports Centre is a nationally accredited Inclusive Fitness Centre.

Together with Lancashire Adult and Community Services, we have run a successful pilot scheme to increase access to leisure activities for young people aged 13-16 with significant disability.

- **Tackling Obesity** - Our Body Mass Index (BMI) project addressing childhood obesity and targeted at primary school children measures BMI in a non-intrusive way and provides each child with individual fitness charts.
- **Outstanding green space** - Both Williamson Park and Happy Mount Park have secured Green Flag status. The Green Flag Award is the national standard for parks and green spaces in England and Wales. The award recognises and rewards the best green spaces in the country and is seen to be a benchmark for high environmental standards and excellence in recreational green areas.
- **Healthy and independent for longer** - To date, 53 vulnerable older people are connected to the Telecare service, helping them to stay in their own home for longer.
- **Managing waste** - More than 55,000 households now have wheeled bins and boxes. It is planned that the remaining 6,000 households will join the scheme in September 2009.
 - A plastics recycling collection service was added to the scheme in September 2007.
 - Our Trade Waste Collection Service now offers a recycling service to schools
 - Once again the annual DEFRA target for recycling has been exceeded – detailed information on actual performance is available elsewhere in this document
- **Reduce and re-use** – City Council (Direct) Services and Customer Services continue to work in partnership with social enterprise organisation 'Furniture Matters' to deliver the award winning 'Bulky Matters' project, reducing the amount of waste going to landfill from 100% to 40% thus saving many tonnes of landfill per year and, at the same time, improving the service to customers by introducing appointments for in-house collection and providing employment/training opportunities for local residents. Over 50% of tonnage collected is re-used or recycled and 100% is removed within our standard of seven days
- **Cleaner streets** - There have been noticeable improvement in standards of street cleansing and response to reports of flytipping, littering etc. In 2004/05 28% of land surveyed had significant deposits of litter – this figure has significantly fallen year on year to a much improved 10.67% in 2007/08.
 - Over 150 Targeted dog fouling patrols
 - 'Yeah butt – no butt!' Over 1,200 portable ashtrays have been distributed to date
 - A competition offered £1000 prize money to the primary school that comes up with the best idea combat litter in the district.
- **Street Pride** – is a scheme which encourages pride in the local environment where individual streets are given an environmental overhaul or 'deep clean'. A typical day would see a range of services carried out including street cleansing, grounds maintenance, gully emptying and minor street repairs. Local residents nominate their area for attention by contacting their ward councillor. Once the city council has completed the exercise residents are invited to will be asked to sign up to a voluntary charter to maintain the appearance of the streets. As an added incentive, households included in the Street Pride scheme are offered the opportunity to have their unwanted

bulky household items collected by the Bulky Matters service at half price, for bookings made in the week of the clean up.

- **Blooming marvellous** – Our Grounds Maintenance Department won Gold at RHS Tatton Show with an exhibit called 'Out of Africa' which marked the 200th anniversary of the abolition of the Slave Trade. In addition, the team has supported numerous community 'Britain in Bloom' entries and has tackled an extensive programme of playground refurbishment
- **Public conveniences** – In the calendar year 2007, a total of 34,600 visitors paid to use the new Clock Tower and Arndale car park toilets. The Clock Tower toilets are now open for longer hours to cater for the Morecambe night time economy.

3. To reduce crime and the fear of crime

Working with our partners to achieve national and local targets relating to criminal damage, alcohol related crime and domestic violence:

- **Working in partnership** - The Community Safety Partnership, chaired by the City Council Cabinet Member for Community Safety, met its PSA1 target to reduce crime by between 16%-19% over a 3 year period and has received congratulations from the government as a consequence. A new Community Safety Plan contains future targets from April 08 and can be viewed on the council's website www.lancaster.gov.uk. Initiatives to meet our targets over the last 3 years included
 - A Multi-Agency Problem Solving (MAPS) team comprising staff from the City Council, Police, Youth and Community, Fire and Rescue, Youth Offending Team and Victim Support has been established and work together at a strategic and tactical level within shared office space
 - Key projects developed by the Community Safety Partnership include substance misuse projects such as XS and Tower and the Arrest Referral Scheme
 - The district benefited from extra street lighting of over £66,000 (twice as much as last year) due to a successful bid from the CSP
 - The partnership scores well against a checklist of best practice in tackling domestic violence, and continues to employ a dedicated officer to ensure we stay on track (detailed performance information may be viewed elsewhere in this document)
 - 20 new Police Community Support Officers are at work in the district. Funded by the City Council, Police the CSP and the West End Partnership, they provide visible reassurance to residents and are targeted to tackle environmental abuses, anti-social behaviour and low level crime.
 - Partnership Plus agreement is in place between the district, County, NCP and the Police, whereby parking attendants act as 'eyes and ears' for the police and in return offences against attendants are rigorously prosecuted.
 - Cycling Demonstration Town Project has funded 8 new bikes for the Lancaster and Morecambe Neighbourhood Policing Teams to increase cycling patrols in urban centres and the district's extensive network of cycle paths
 - Lancaster car parks awarded 'Parkwise' and 'Park Mark' accreditations (safe and secure environment for customers)

- City Council (Direct) Services has worked with other agencies on the 'Clean Sweep' initiative in partnership with other council services, Police and Fire and Rescue Service.
 - Alcohol Harm Reduction Strategy – the Lancaster Alcohol Harm Reduction Partnership works to regulate Licensed Premises and deliver the outcomes in the 3 year strategy.
- As a consequence crime in the district over the last three years has fallen as follows:
- All crime reduced by 21.9%
 - British Crime Survey Acquisitive Crime fell by 3.3%
 - British Crime Survey Damage Crime fell by 14.7%
 - All Violent Crime fell by 19.1%

4 To lead the regeneration of our district

Leading regeneration and tourism activity throughout the district:

- **EDZ** – Lancaster and Morecambe Economic Development Zone (EDZ) continues to be the largest externally funded regeneration programme ever undertaken by the council. We will be able to draw down £8m of European funding by the end of 2008.
- **The Canal Corridor (North)** – Proposals for a retail led regeneration of the Canal Corridor (North) area continued to progress during 2007/08. The council entered into a formal development agreement with potential developers Centros Miller in 2006 which continues to be dependent upon a number of issues, the most important of which is the granting of a satisfactory planning permission. This radical development of the Canal Corridor (North) area, so blighted for over 20 years, aims to enhance the townscape with a sympathetically designed mixed retail, cultural/leisure and public space provision, combined with community facilities and housing. It is a public/private partnership between the council and Centros Miller.

Revised plans for the proposed extension of Lancaster city centre have now been published. The new plans have been changed in response to consultation following the submission of the first application last year. Numerous changes have been made including the addition of nearly 20% more homes in the scheme.

- **Storey Centre for the Creative Industries** – Lancaster City Council has secured over £3 million to renovate and convert the Storey Institute into a centre for the Creative Industries. Built in 1891 by Thomas Storey, it is a Grade II listed building located on the edge of the city centre, close to the railway station. Large parts of the building will be converted to form workspace for the creative industries sector and the centre will contribute to the revitalisation of Lancaster's conservation/ Castle area, as well as creating new employment opportunities.

Building work is well underway and the Council has set up a not-for-profit company called Storey Creative Industries Centre (SCIC) and appointed a Board of Directors to manage the centre once it opens in late 2008. It will offer small businesses (within the creative industries sector) local communities and visitors to the city the following facilities:

- Quality creative industry workspace/offices

- A new 100 set auditorium space and conference venue
- Workshops and training space
- Meeting rooms
- Restored galleries and exhibition spaces
- A community café complex
- A new Tourist Information Centre

- **Lancaster Science Park** – Northwest Regional Development Agency, Lancaster City Council and Lancaster University are working in collaboration to develop a new Science Park on a 9.7hectare site immediately adjacent to the University campus. The vision is: *"To develop a science park adjacent to Lancaster University which will become an internationally significant centre of commercial scientific excellence."*

The development of Lancaster Science Park is a key priority for the Northwest Regional Development Agency (NWDA). This site is also a designated Regional Strategic Site and the project will build on the Agency's commitment through the Regional Economic Strategy to support major research concentrations, business/HEI collaboration and knowledge transfer. The project will comprise a purpose-built Innovation Centre to house new and expanding knowledge-based businesses. It will also provide serviced sites and space for businesses wishing to co-locate with the University or spinning out from InfoLab21 and the Lancaster Environment Centre.

- **Luneside East** – Is a 6 hectare site located on the south banks of the River Lune on Lancaster's historic St George's Quay. The vision is to create a new quarter of the city with 350 houses in a mix of tenures, 8000sqm business space, new high quality open spaces and walking and cycling routes.

The council has continued to make progress with the scheme in the year, having completed a CPO enquiry and site assembly (land purchase) ready to hand over to a developer. The gasholder has been demolished and flood protection works on that section of river front are complete.

- **West End Gardens** – This new facility for residents and visitors is managed by the council and was financed by a successful bid for European funding and includes a performance plaza, a viewing platform, 3 separate play areas, interactive water fountains, public art works, picnic areas and landscaped areas. And, in a 'first' for the district, an outdoor ice rink was available to the public free of charge over Christmas 2007.
- **Coastal defences** – The completion of phases 6 & 7 of the coastal defence works and the restructured Sandylands Promenade provide an extension to the landscaped promenade walkways.
- **Business Development Scheme** – provides grant support for job creation by local businesses. During 2007/08 the Scheme has supported 56 businesses with grants totalling £21,533. Since April 2000, 54 businesses have been supported and a total of 271 jobs have been created/safeguarded. Of total grant expenditure of £193,000, 84% has been met from external funders
- **Promoting Tourism** – latest figures show that the number of staying visitors increased by 4% in the last full year for which figures are available (exceeding our target of 3% p.a) and 80% of customers in our Tourist Information centres received 'good' or 'excellent' service

5. To support sustainable communities

Supporting physical and social regeneration through Neighbourhood Management. Reducing homelessness and supporting affordable housing provision. Working with our partners to mitigate the effects of climate change:

- **Decent Homes** – Earlier this year, we completed our five yearly Independent Stock Condition Survey. The results will be used to help formulate our long term requirements for maintaining the Decent Homes/Lancaster Standard and for updating the 30 year Housing Revenue Account Business Plan.
 - The average time to undertake non-urgent repairs was 12.9% 2006/07. Last year that figure fell again last year to 11.3%. Tenants are also offered fixed appointments by trade operatives at the first point of contact to report a repair
 - The average time taken to allocate council properties continues to improve, the re-let time has reduced again to 32.19 days
- **Tackling Climate Change** – Our commitment is clear. We have produced an In-house Climate Change Strategy and signed the Nottingham Declaration and the North West Climate Change Charter (see section – Environmental Footprint for more information)
 - Council homes are some of the most energy efficient in the country.
 - In the private sector the most recent HECA (Home Energy Conservation Act) return reported an annual improvement in district-wide energy efficiency of 2.4%, more than double the estimated target for the year.
- **Homelessness** - ‘Drop in’ homelessness advice services have increased and there has been an overall reduction in the numbers of homeless applications and acceptances. There has also been increased access to both temporary dispersed housing (RSL managed) and accommodation within the private rented sector. The Authority will continue to improve services with more emphasis placed upon prevention initiatives, to achieve future set targets and reduce the levels of homelessness.
 - The council supported the YMCA to re-open emergency accommodation in Portland Street. This will provide accommodation and support for six young people.
- **Private Sector Housing** – it is our aim to increase the amount of affordable, social housing in the district. Through the planning system we have focussed strongly on the provision of social rented units through S109 agreements.
 - We continue to work within the terms of the Housing Act 2004 to ensure that all houses in multiple occupation are licensed and their condition properly assessed
 - Our home Maintenance and Housing Options Service for vulnerable private households helps makes homes decent and promotes independence.
- **Neighbourhood Management** – gives local people a bigger say on how their localities are shaped and in holding service providers to account. Working alongside people in a particular area continues to have a positive impact on those neighbourhoods and the lives of all the people who live there. Our track record in the Poulton and West End areas of Morecambe is impressive

- There has been a significant decrease in the proportion of residents who are unemployed or claiming Job Seekers allowance
- Residents have also perceived positive progress to have been made in crime related areas such as drug-dealing, burglary and violent crime.
- Since 2003, significantly fewer residents have identified problems across the range of service areas including rubbish collection, street lighting, local bus services and social and leisure services and feelings of neighbourliness have increased.

For all the up to date news on the Winning Back the West End follow this link: <http://www.winningbackthewestend.co.uk/index.php>. And for all the latest developments in Poulton: <http://www.poultontimes.co.uk/>

6. To continue to improve the council

Lancaster City Council's organisational improvement programme:

- **CPA Success** – We are now a GOOD authority and our continued achievement and improvements have been recognised by local government watchdog, the Audit Commission
- **Use of Resources Judgement** – 3 out of 4, performing well, consistently above the minimum required.
- **Data Quality** – the council produced consistent high quality timely information and we now merit a score of 3 'performing well'
- **Performance Management** – is robust, well embedded and consistently applied across the council. Audit Commission inspectors say *'there is a consistent and open approach to performance management by officers and councillors. Individual portfolio holders, directors and heads of service have a good oversight of performance within their portfolio areas through good use of performance monitoring information'*.
- **LAMP** – Lancaster's Approach to Managing Projects (LAMP) continues to ensure that intended project benefits are realised and key council projects are delivered to time, cost and quality
- **Strong Accounting Practices** – the council received an unqualified opinion on its annual accounts
- **Improving Access to Services** – two face-to-face customer service centres based in Morecambe and Lancaster Town Halls were opened in the year.
- **Investing in our staff** – external inspectors consistently tell us our staff are our greatest asset. More council services than ever are formally accredited for the quality of service they provide – here are some of our successes.
 - The Council achieved **Investors in People Employer** accreditation for all its services, a magnificent achievement
 - Council Housing repair and maintenance holds ISO 9002 and the Sheltered Housing Team is accredited by the Centre for Sheltered Housing Studies.
 - Highways Maintenance holds ISO9001, OHSAS accreditation
 - Revenue Services holds a Charter Mark recognising the excellent service offered to our customers

- **Communications** – our popular council magazine ‘Your District Council Matters’ continues to bring wide range of council information to every household in the district at a cost of only 16p a copy per household – this has been recognised by the Chartered Institute of Public Relations as providing outstanding value for money.
- **Participation in the budget process** - Poulton Neighbourhood Management piloted participatory budgeting in February 2008. Participatory budgeting, otherwise known as ‘community kitties’ is a way of asking local people to get involved in how public money is spent and is part of the new Duty to Involve which will come into force in April 2009.

The duty to involve ensures that local partnerships empower local communities to shape the future of their area. The duty goes beyond consultation, requiring authorities to provide information about local decisions, policies and services. Authorities must also provide opportunities for more active participation in decisions and in the design, delivery and assessment of local services and policies.

Local residents decided who should receive a share of £20,000 in February at the ‘In Your Hands Grand Voting Event’. A total of 26 local community groups applied for money to spend on building a stronger community. Residents scored each bid out of 10 and at the end of the day, those with the highest scores received funding of up to £2,000 from the ‘In Your Hands fund’. 13 of the 26 bids received funding and even those who were unsuccessful thought participatory budgeting was an excellent idea and an opportunity to promote their work to a large audience.

A DVD explaining in more detail about how participatory budgeting came about and the benefits of allowing local people to spend public money is now available to view online at www.poultontimes.co.uk/poulton-video. The Council is now considering how it can roll participatory budgeting out to other service areas.

- **Civil Contingencies** - The Council’s District Emergency Plan was fully revised and re-issued and a new Flooding and Severe Weather Plan introduced. Both were externally assessed as suitable by the County Council Emergency Planning Service and the Environment Agency respectively.

All services have produced Business Continuity Plans which are regularly revised to ensure that key council functions can continue to function in an emergency situation.

- **Children and Young People** – Produced a Children and Young People’s Plan which aims to improve outcomes for children and young people across the district. It is part of our response to the development of Children’s Trust in the County and the Every Child Matters Agenda and ensures that our services focus on the needs and well-being of young people.

How well are we improving?

What the Audit Commission has said about us

CPA SUCCESS - The Audit Commission is an independent watchdog responsible for making sure public money is spent effectively to achieve high quality local services for the public.

We are ambitious for our communities and are proud of the many ways we have improved the services offered to you in recent years. Our recategorisation by the Audit Commission as a GOOD authority following a rigorous Comprehensive Performance Assessment (CPA) inspection is a welcome recognition of that improvement.

Inspectors found that the council has a “clear and challenging vision for its communities” and its ambitions and plans to regenerate the district are “impressive”. This vision, the report adds, is helping to narrow the gap between the district’s most deprived communities and its areas of affluence.

The council’s strengthened financial capacity was praised, we are deemed to be well managed financially, maximising funding opportunities and delivering adequate value for money. In the past few years, we have exceeded our efficiency targets and the improved financial position is supporting the delivery of our priorities.

The report also recognises that there are areas where the council can improve and the recommendations will inform our future plans and ensure continued improvement. Among the achievements noted by the report are:

- Regeneration of the district with the attraction of £54 million in external funding
- A strong focus on preserving the district’s heritage by working with partners to refurbish buildings including the Midland Hotel and the Storey Institute
- The success of Neighbourhood Management in Poulton and the West End of Morecambe, where the council engages well with residents.
- Improvement in recycling rates
- Use of leisure facilities to encourage exercise and healthy eating
- Good use of the Cycling Demonstration Town project to enhance cycling facilities and encourage more people to go by bike
- Impressive Service Performance improvement
- A significant contribution to reducing crime and fear of crime through work with other partners on the Crime and Disorder Reduction Partnership
- Significant improvements to housing services with tenant satisfaction increasing from 63.5 per cent to 79.6 per cent.
- The success of the anti-litter action plan, ‘Putting Litter in Its Place, which has had a positive impact on the overall cleanliness of the district.
- Strong improvement in the benefits service, resulting in improved user satisfaction

Use of Resources

This assessment looked at how financial management is integrated with strategy and corporate management and whether we provide value for money. The overall score three out of four, 'performing well and consistently above minimum standards', puts us amongst the top council's in the country although we know that we will have to build on our improved approach to assessing Value for Money. This area will therefore be the focus of further activity in the coming year

Finance and accounting

Auditors gave a clean bill of health to the council's accounts and financial management and said that the council has 'a strong approach to financial management and can demonstrate that its approach is helping to deliver improvement priorities'.

Our auditors were happy to give us an 'unqualified opinion' that our accounts present a true and fair view of the council's financial position and also that the council had arrangements in place to deliver value for money.

All the deadlines on the closing of accounts were met in 2007/08

The full Annual Audit and Inspection Letter is available on the council's website following publication by the Audit Commission www.lancaster.gov.uk or www.Audit-Commission.gov.uk)

Statement of contracts on the transfer of staff

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. The council did not enter into any contracts requiring a transfer of staff in 2007/08 and therefore had no need to initiate the Code of Practice.

Future Plans – Monitoring & Ensuring Success

Every public body has a number of priorities. Given the range of services this council provides, it is right and proper that we do too.

All our high level priorities are full articulated in our Corporate Plan and delivery is monitored through our Performance Management Framework.

Corporate Plan

The Council's Corporate Plan sets out our ambitions for the next three years, the issues we have decided to prioritise and a programme of key actions we will be undertaking to ensure those ambitions are realised. To measure our success against these priorities, we have indicated a number of milestones and targets upon which performance may be judged.

The Corporate Plan is developed to reflect the ever changing challenges we face and the broad outcomes we have set out to achieve. The council, following extensive

consultation with partners and the public, has set the following seven new medium term objectives for the next three years with effect from 1 April 2008.

- Ensure cost effective services that give good value for money
- Provide customer focused accessible services
- Make our district a cleaner and healthier place
- Contribute to a safer society
- Lead the regeneration of our district
- Support sustainable communities and action on climate change
- Give local communities more influence and involvement

The Corporate Plan not only sets out the aspirations of the community that the council will deliver in the immediate future but also forms the basis of our budget process. Consequently, all the resources in the council's revenue and capital budgets are aligned to the Medium Term Objectives. In this way, the council's resources are directed into the service areas where the public want to see them.

If you wish to view the Corporate Plan 2008/09, please visit the council's website <http://www.lancaster.gov.uk/Category.asp?cat=2>

Ensuring Success - Managing Performance

This Annual Report is in many ways the companion document to the Corporate Plan. Its main purpose is to take stock of our performance in the past year. Each of the following six sections details the performance measures which were in place for the **financial year 2007/08** to help us achieve our objectives and corporate priorities. Comments are given where there is a variance against targets. ALL services and staff throughout the authority play their part and have highlighted their individual contribution in service business plans.

The council's Performance Management Framework helps us to identify whether we are achieving our priority objectives, meeting community need and improving the services we deliver. One way the council can monitor its performance is through performance indicators. These help us to see whether we are achieving the standards we and our customers expect. Performance is reported quarterly to our Performance Review Teams to ensure a sustained focus on the things that matter.




It should once again be stressed that 2007/2008 was the last year for collection of the familiar Best Value Performance Indicators. From 1 April 2008 these have been replaced with a new set of statutory National Performance Indicators. To avoid confusion in this transitional year, only BVPIs and a small number of local indicators will be reported on the following pages

Similarly, whilst it has previously been our custom to include three years of future targets, the significant changes to the national framework mean that future targets have not been included in this report for this year only.

Indicator Guide

- Statutory PI's are numbered in bold
- Local PI's are in plain type

A simple key will indicate performance trends

	Got worse
	Stayed the same
	Got better

Corporate Commitment to Data Quality

It is vitally important that the information this council produces and relies upon to make its decisions is correct. Lancaster City Council is therefore strongly committed to ensuring that all its published 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 Cabinet Member for Information Technology and Customer Services and the Corporate Director (Finance and Performance). Monitoring of strategic performance indicators takes place quarterly in the Cabinet led 'Performance Review Teams' and then these are scrutinised within the Budget and Performance Panel. In this way, an awareness of performance management has been embedded into the culture of the council and all decision makers are able to rely upon timely and accurate data.











Our sound management in this area was endorsed by the Audit Commission in 2006/07 when Lancaster City Council was judged to be 'performing well' (i.e. Level 3 - the second highest out of four possible grades).

The introduction of the Comprehensive Area Assessment (CAA) framework from 2009 will make reliable performance information more important. The CAA will place greater emphasis on assessments that are proportional to risk. Councils will also be required to use information to reshape services and to account to the public for performance.

The CAA focuses on positive outcomes for communities and the way in which local agencies work together to deliver them, so in the coming year we will work closely with the other members of the Local Strategic Partnership. Together we will ensure that a best practice approach the production of high quality, reliable data is shared by our key partners. Through this work we aspire to achieve a Level 4 (the highest possible score) against the Data Quality KLOE (key line of enquiry) by the end of 2009/10.

Success Measures 2007/08













PI ref	Indicator description	Lancaster 06/07	All District Median	All District top quartile	Target 07/08	Actual 07/08	Good to be High / Low	Getting Better	On target
TO DELIVER VALUE FOR MONEY, CUSTOMER FOCUSED SERVICES									
Statutory BVPI's									
BV76b	Benefits - Number of fraud investigators/1000 caseload	0.16	N/A	N/A	0.16	0.16	N/A		
BV76c	Number of fraud investigations/1000 caseload	83	N/A	N/A	83.5	78.3	N/A		
BV76d	No. of prosecutions & sanctions/1000 caseload	6.17	N/A	N/A	6.8	5.94	High		
BV78a	Average time for processing new claims (days)	19	28	24	22	19	Low		
BV78b	Average time for processing change of circumstances (days)	7	9.8	7.1	8	7	Low		
BV79a	% of cases where calculation was correct	98.60%	98.40%	99.20%	99.01%	99.80%	High		
BV79b (i)	Amount of HB overpayments recovered	94.37%	72.82%	81.71%	95%	86.58%	High		
BV79b (ii)	Overpayments recovered as a % of total debt outstanding (plus overpayments raised during the year)	37.22%	33.22%	39.02%	38.00%	39.76%	High		
BV79b (iii)	Overpayments written off during the year.	5.13%	N/A	N/A	5%	3.32%	Low		
BV109a	% of major applications determined within 13 weeks	69%	74.19%	80.71%	64%	65%	High		
BV109b	% of minor applications determined within 8 weeks	76%	77.33%	83.66%	77%	84%	High		
BV109c	% of other applications determined within 8 weeks	87%	89.13%	92.57%	83%	88%	High		
BV204	Planning appeals allowed	14%	30.40%	25%	25%	58%	Low		
BV205	Score against planning quality checklist	83.30%	94.40%	100%	100%	83.30%	High		

PI ref	Indicator description	Lancaster 06/07	All District Median	All District top quartile	Target 07/08	Actual 07/08	Good to be High / Low	Getting Better	On target
Comment: The Council currently does not employ an officer with a recognised Urban Design qualification. However, a staff member is currently studying part time for such a professional qualification.									
BV156	% of authority buildings accessible to the disabled	75%	72.87%	87.50%	81%	75%	High		
BV226a	Total amount spent by the authority on advice and guidance services provided by external organisations	£290,300	N/A	N/A	£292,100	£274,000	Within range		
BV226b	% of monies spent on advice and guidance services which was given to organisations holding the CLS Quality Mark	65.30%	N/A	N/A	60.62%	66.46%	High		
BV226c	total amount spent on advice and guidance in the areas of housing, welfare benefits and customer matters provided directly by the authority to the public	Not reported	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Local indicators									
LCC25	% of searches of local land register carried within 5 working days	98.91%	NA	NA	98%	99.46%	High		
LCC79	% of prosecutions won or otherwise satisfactorily concluded to the reasonable satisfaction of the client.	85.00%	NA	NA	100%	100.00%	High		















Success Measures 2007/08

PI ref	Indicator description	Lancaster 06/07	All District Median	All District top quartile	Target 07/08	Actual 07/08	Good to be High / Low	Getting Better	On target
TO MAKE OUR DISTRICT A CLEANER AND HEALTHIER PLACE									
Statutory BVPI's									
BV82a(i)	% of household waste recycled	15.64	19.98	24.19	18	18.69	High		
BV82a(ii)	tonnage of household waste recycled	8211.52	7870.9 1	10069.9 5	9450	9934.91	High		
BV82b(i)	% of household waste composted	9.68	11.2	17.97	11	12.14	High		
BV82b(ii)	tonnage of household waste composted	5082.74	3890.3 3	7513.87	5775	6455.07	High		
BV84a	Kg of household waste collected per head of population	380.43	411.0	380.0	381	371.70	Low		
BV84b	% change in household waste collected year on year	3.10%	0.47%	-1.87%	0%	-0.32%	Low		
BV86	cost of household waste per household	£46.60	£49.52	£42.14	£51.00	To follow	Low		
BV91a	% of population served by collection of one recyclable	80.64%	99.20%	100%	90%	90.20%	High		
BV91b	% of population served by kerbside collection of two recyclables	80.64%	99%	100%	90%	90.20%	High		
BV199a	Proportion of land and highways assessed as having unacceptable levels of litter and detritus	12.78%	10.70%	6%	12%	10.67%	Low		
BV199b	Proportion of land and highways from which unacceptable levels of graffiti are visible (on day of survey)	4%	1%	0%	4.00%	0.67%	Low		
BV199c	Proportion of land and highways from which unacceptable levels of fly-posting are visible (on day of survey)	0.33%	0%	0%	1%	0.22%	Low		

















PI ref	Indicator description	Lancaster 06/07	All District Median	All District top quartile	Target 07/08	Actual 07/08	Good to be High / Low	Getting Better	On target
BV199d	This indicator has been omitted. The Audit Commission has confirmed that local authorities will not be expected to include this PI within their Annual Report.	1.00	N/A	N/A	1.00	To be supplied by DEFRA	N/A	N/A	N/A
BV166a	Score against Environmental Health best practice checklist	90%	96.70%	100%	100%	100%	High	😊	😊
BV216a	Number of sites in the LA area with potential concern with respect to land contamination	1170	N/A	N/A	2000	2845	N/A	N/A	N/A
Comment: Two research contractors have now completed their work and have found a greater number of potentially contaminated sites than previously considered. This result is not unexpected however, as proactive survey work is likely to identify sites.									
BV216b	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)	2%	4%	10%	2%	1%	High	😞	😞
Comment: Two research contractors have now completed their work and have found a greater number of potentially contaminated sites than previously considered, but the number of sites resolved did not alter.									
BV217	% of pollution control improvements to existing installations completed on time	73	100	100	90	81	High	😊	😞
BV218a	Abandoned vehicles investigated within 24 hours	54.80%	92.00%	98.22%	80.00%	39.00%	High	😞	😞
BV218b	Abandoned vehicles removed within 24 hours	93.00%	88.00%	97.76%	70.00%	To follow	High		
BV219b	% of conservation areas in the local authority area with an up to date character appraisal	8.10%	15%	35.07%	18.90%	8.10%	High	😐	😞
Comment: Conservation resources have had to be directed to other areas of work such as large scale development projects, assisting with Morecambe Townscape Heritage Initiative (THJI) bid, 'A View for Eric', other projects and grants schemes.									
Local indicators									
CCS01	Efficient handling of bulky wastes	3 days	NA	NA	7 days	3 days	Low	😐	😊

PI ref	Indicator description	Lancaster 06/07	All District Median	All District top quartile	Target 07/08	Actual 07/08	Good to be High / Low	Getting Better	On target
CCS02	% of household waste collections that were missed	0.14%	NA	NA	0.75%	0.15%	Low		
CCS07	5 of household waste collected by WCA going to landfill	74.68%	NA	NA	72.00%	68.66%	Low		
CCS09	(Defra indicator) % of household waste arisings that were recycled and composted	25.40%	NA	NA	28.00%	32.27%	High		
Cult03	Number of children who receive coaching per week (average)	2174	NA	NA	2200	2814	High		
EP08	Contaminated land-inspection programme on schedule	No	NA	NA	Yes	Yes	NA		
FS10	% Category A food premises inspected on schedule	100.00%	NA	NA	100.00 %	100.00%	High		











Success Measures 2007/08

PI ref	Indicator description	Lancaster 06/07	All District Median	All District top quartile	Target 07/08	Actual 07/08	Good to be High / Low	Getting Better	On target
TO REDUCE CRIME AND THE FEAR OF CRIME									
Statutory BVPI's									
BV126	Domestic burglaries per 1,000 households	6.82	7.1	5	6.52	6.24	Low		
BV127a	Violent crime per 1,000 population	19.56	15.1	11.4	18.72	16.22	Low		
BV127b	Robberies per 1,000 population	0.47	0.4	0.2	0.45	0.38	Low		
BV128	Vehicle crime per 1,000 population	7.79	8.1	6.2	7.46	5.45	Low		
BV174	The number of racial incidents recorded by the authority per 100,000 population	4.35%	N/A	N/A	4.35%	1.40%	High		
<p>Comment: There was a 67% reduction in the number of reports to the City Council compared to 2006/07 (6 reports in 06/07 down to 2 in 07/08).</p>									
BV175	Racial incidents resulting in further action	100%	100%	100%	100%	100%	High		
BV225	Actions against domestic violence	36.40%	N/A	N/A	45.50%	73%	High		
<p>Comment: The target for 2007/08 was established on the basis of capacity at the time. From the beginning of October 2007 additional resources were assigned by the City Council to deliver these actions, in particular a Domestic Abuse Co-ordinator was appointed whose workplan has ensured the delivery of a number of these actions.</p>									











Success Measures 2007/08

PI ref	Indicator description	Lancaster 06/07	All District Median	All District top quartile	Target 07/08	Actual 07/08	Good to be High / Low	Getting Better	On target
TO LEAD THE REGENERATION OF THE DISTRICT									
Statutory BVPI's									
BV64	Private sector dwellings returned to occupation or demolished	46	18	55	53	61	High		
BV106	% of new homes built on previously developed land	80.20%	78.89%	91%	72%	77.40%	High		
BV170a	The number of visits/usages of museums per 1,000 population	810	453	928	1200	1097	High		
BV170b	The number of visits/usages of museums per 1,000 population that were in person	472.92	244	557	480	481	High		
BV170c	The number of pupils visiting museums and galleries in organised school groups	2230	1489	3805	2230	2899	High		
Local indicators									
ED01	Financial Performance of EDZ (% contracted expenditure achieved)	96.00%	NA	NA	90.1%	77.09%	High		
ED02	Physical Performance of EDZ	70.00%	NA	NA	65.0%	46.09%	High		
ED12	No. of staying visitors, data from Steam report (obtained in July for previous year)	461,898	NA	NA	Increase by 3 %	Due July 08	High		
ED13	Tourism customer satisfaction - % of TIC customer satisfaction forms recording excellent/good for quality of service	80.00%	NA	NA	80.00%	97.52%	High		
ED14	Level of tourism spend, across all visitors	£224.75M	NA	NA	Increase by 5%	Due July 08	High		

























Success Measures 2007/08

PI ref	Indicator description	Lancaster 06/07	All District Median	All District top quartile	Target 07/08	Actual 07/08	Good to be High / Low	Getting Better	On target
TO SUPPORT SUSTAINABLE COMMUNITIES									
Statutory BVPI's									
BV63	Energy efficiency of LA dwellings (SAP rating)	69	68	72	71	70	High		
BV66a	Proportion of rent collected	98.40%	98.24%	97.53%	100%	98.60%	High		
BV66b	The number of LA tenants with more than 7 weeks of (gross) rent arrears as a % of the total number of council tenants	3.38%	4.90%	3.43%	3.20%	3.65%	Low		
BV66c	% of LA tenants who have had Notices Seeking Possession served	25.80%	24.59%	13.61%	20.00%	27.70%	Low		
Comment: Variance against target is explained in that there was no trend analysis or benchmarking information available at the time of setting target. Original targets set are not realistic based on current benchmarking information.									
BV66d	% of LA tenants evicted as a result of rent arrears	0.29%	0.28%	0.17%	0.20%	0.30%	Low		
Comment: The variance is explained by a change of definition. In the past calculation has been made using the number of all tenants who have been evicted divided by the total number of tenants.									
Comment: The PI for 2007/08 has been calculated using the number of secure tenants who have been evicted divided by the number of secure tenants in arrears.									
BV74a	Overall tenant satisfaction with landlord (all tenants)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
BV74b	Satisfaction with landlord - ethnic minority tenants	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
BV74c	Satisfaction with landlord - non ethnic minority tenants	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
BV75a	Satisfaction with involvement in management (all tenants)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
BV75b	Satisfaction with involvement in management (ethnic minority tenants)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

PI ref	Indicator description	Lancaster 06/07	All District Median	All District top Quartile	Target 07/08	Actual 07/08	Good to Be High/Low	Getting Better	On target
BV75c	Satisfaction with involvement in management (non ethnic minority tenants)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
COMMENT - BV74a - 75c No satisfaction survey carried out in 2007/08. Next one due in 09/10									
BV183b	Average length of stay in temporary accommodation (hostel)	0.14	6.84	0	1	0	Low		
Comment: During the last 12 months concerted efforts have been made to tackle the issues around temporary accommodation. In order to meet the revised targets further emphasis was placed upon prevention initiatives. There are now 2 designated prevention officers who offer a more community focused service, which has contributed towards the reduction in temporary accommodation hostel placements.									
Comment: The use of hostel accommodation remains low. This reduction is due to officers continuing to take a more pro-active approach and making concerted efforts to access all housing services, making full use of the devised multi-agency protocols and move on services available to temporary house clients. However, due to lack of hostel accommodation within the district this is seen as a last preferred option, which is reflected in the low targets.									
BV184a	Proportion of LA homes which are not decent	0%	21%	10%	0%	1%	Low		
BV184b	% change in proportion of non decent LA homes	0%	16.80%	32.90%	0%	0%	Same		
BV202	Number of people sleeping rough on a single night	0	1	0	3	0	Low		
Comment: During 2007/08 the number of rough sleepers reported was 0, therefore, in accordance with DCLG guidelines a rough sleepers count was not necessary.									
Comment: The restructuring of the housing advice team and the increased advice services across the district has allowed the service to be more accessible and able to make contact with hard to reach client groups. These changes in the service provision have made a significant contribution to the actual achieved target in 07/08. It is acknowledged that this target is difficult to predict, and subsequently, due consideration has been given towards future targets as to allow for any changes.									
BV212	Average time taken to re-let LA housing	38.30%	33%	25%	35.00%	32.19%	Low		
BV213	Number of homeless households given LA housing advice where situation was resolved	2.42%	2	5	3	7.07	High		
Comment: During the last 12 months there have been many changes made to improve procedural practice and its overall service delivery. In order to meet the devised targets further emphasis was placed upon increasing prevention activity. There are now 2 designated prevention officers who offer a more community focused service, resulting in the increase in the level of advice drop in services and the vast increase in the successful prevention outcomes.									
Comment: The Authority will continue to improve services with more emphasis placed upon prevention initiatives, to achieve future set targets and reduce the levels of homelessness.									
BV200a	Plan making - Development plan unexpired and under 5 yrs old?	Yes	N/A	N/A	Yes	Yes	N/A		

PI ref	Indicator description	Lancaster 06/07	All District Median	All District top Quartile	Target 07/08	Actual 07/08	Good to Be High/ Low	Getting Better	On target
BV200b	Has the local planning authority met the targets which the Local Development Scheme (LDS) sets out?	No	N/A	N/A	Yes	No	N/A		
Local indicators									
SH12	(Health and Strategic Housing) - Number of private sector properties improved through enforcement	159	N/A	N/A	115	175	High		
SH13	Number of private properties where serious hazards (category 1) have been eliminated	92	N/A	N/A	70	89	High		
SH16	Number of private properties where risk profile has been reduced	67	N/A	N/A	70	86	High		
SH06	Number of houses improved in the district as a result of the home maintenance service	21	N/A	N/A	20	40	High		

Success Measures 2007/08

PI ref	Indicator description	Lancaster 06/07	All District Median	All District top quartile	Target 07/08	Actual 07/08	Good to be High / Low	Getting Better	On target
TO CONTINUE TO IMPROVE THE COUNCIL									
Statutory BVPI's									
BV2a	Equality standard for local government - level achieved	1	N/A	N/A	2	1	High		
<p>Comment: The council has failed to reach its target of level 2 this year and has remained at level 1. Progress is being made however towards gaining level 2 and the council is committed to its achievement in 2008/09.</p>									
BV2b	The duty to promote equality - checklist score	42.1	64%	79%	57.89%	42.10%	High		
<p>Comment: There is a variance of -27.28% when the actual and target for 2007/08 are compared. The council has not completed any more of the criteria on the checklist this year and so the figure for this year remains the same as the actual for 2006/07.</p>									
BV8	% of correct invoices paid within 30 days	89.17	N/A	N/A	90.00%	90.22%	High		
BV9	% of Council Tax collected by the authority	96.50	98.2	98.6	96.70%	96.80%	High		
BV10	% of non-domestic rates collected by the authority	99.10%	99.02	99.36	99.15%	99.30%	High		
BV11a	% of top 5% of earners that are women	25.53%	26.92%	33.31%	25.5%	27.66%	High		
BV11b	% of top 5% of earners that from minority ethnic communities	2.12%	0.00%	3.70%	2.17%	2.12%	High		
BV11c	% of top 5% of earners with a disability	0.00%	3.13%	6.25%	2.17%	0.00%	High		
<p>Comment: There is a -100% variance between the target and the actual for 2007/08. The council recruited only one member of staff to the top 5% of earners this year and this member of staff did not have a disability. The council continues to seek to promote the two tick symbol and promote equality for the disabled both in its recruitment strategy and throughout the council via the new Disability Equality Scheme.</p>									
BV12	Number of working days lost to sickness absence	11.82	9.35	8.08	10	9.93	High		
BV14	% of early retirements - staff	0.12%	0.50%	0.00%	0.40%	0.12%	Low		
<p>Comment: The variance between the actual and target is -70%. The council has revised its Early Retirement and Voluntary Redundancy Policy earlier this year and Early Retirement Applications are no longer sought annually from staff. Of those staff who have become affected most have been redeployed or have been at an age whereby early retirement was not an option which could be considered.</p>									
BV15	% of ill health retirements - staff	0.60%	0.18%	0.00%	0.40%	0.12%	Low		
BV16a	% of employees with a disability	5.54%	3.60%	5.25%	5.75%	5.25%	High		

PI ref	Indicator description	Lancaster 06/07	All District Median	All District top Quartile	Target 07/08	Actual 07/08	Good to Be High/Low	Getting Better	On target
BV16b	% of economically active people in the district who have a disability	15.88%	N/A	N/A	N/A	15.88%	N/A	☹️	☹️
BV17a	% of black and ethnic minority employees	0.76%	1.60%	3.10%	1%	0.81%	High	😊	☹️
Local indicators									
LCC81	Recruitment (HR & OD)								
a	prepare a short list for interview within 2 weeks of the closing date	99.48%	N/A	N/A	92.00%	93.70%	High	☹️	😊
b	All candidates given 5 days notice of interview	95.74%	N/A	N/A	96.50%	93.00%	High	☹️	☹️
c	All candidates informed of outcome within 7 working days	93.15%	N/A	N/A	92.00%	93.80%	High	😊	😊
d	% of posts not filled	5.70%	N/A	N/A	9.00%	8.30%	Low	☹️	😊
LCC61a	Internal Communications (Corporate Strategy) % of staff who are satisfied with internal communications channels	81	N/A	N/A	80	80%	High	☹️	😊
b	Number of staff reached through staff briefings	935	N/A	N/A	700	420	High	☹️	☹️
<p>Comment: LCC 61b - Reduced number of staff briefings in the year, but other methods were used to ensure information reached people, this is endorsed by high level of satisfaction with communication methods.</p>									

Ensuring the council's high standards

The council is responsible for ensuring that:

- It acts in accordance with the law and proper standards
- Public money is safeguarded, properly accounted for and used economically, efficiently and effectively

To carry this out responsibly the council must:

- Have a sound system of internal control which ensures it carries out its functions and services effectively, including arrangements for the management of risk
- Fulfill the specific responsibilities relating to the council's financial statements

These financial responsibilities include:

- Making arrangements for the proper administration of the council's financial affairs and giving one of its officers overall responsibility for this (at Lancaster City Council that officer is the Head of Financial Services, Nadine Muschamp)
- Approving the Statement of Accounts and accounting policies

The City Council operates a system of Corporate Governance in accordance with the framework developed by CIPFA (Chartered Institute of Public Finance and Accountancy) and SOLACE (Society of Local Authority Chief Executives and Senior Managers).

An Annual Review is carried out on the effectiveness of the system of internal control and corporate governance and the results are published in a Statement on Internal Control and Corporate Governance that forms part of the council's Statement of Accounts.

All this can be viewed at the council's website at www.lancaster.gov.uk

Our financial performance

The following snapshot covers some of the key points of the Council's finances for the 2007/08 financial year, which ended on 31 March 2008.

The figures included in this summary have been produced in line with good accounting practice for Local Government, but some aspects have been simplified in order to make them more meaningful.

All the figures are still draft, however, as the Council's accounts have yet to be audited by KPMG LLP, who are the Council's external auditors. The full draft Statement of Accounts is available on the Council's Website at www.lancaster.gov.uk. Once the audit has been completed, the audited Accounts will be published by 30 September.

These will also be available on the website, and they will be available to view at the Town Halls in Lancaster and Morecambe.

Financial Performance

The Council has two different types of spending and income.

- The running costs of day to day services provided are known as **revenue** expenditure. This is paid for entirely through government grants, council tax and income from direct charges for services, which are known as **revenue** income.
- Spending on things like buying or improving property, where it will have a lasting value, is known as **capital** expenditure, or capital investment. This is paid for in a number of ways:
 - by selling other properties (from which the proceeds are known as **capital receipts**)
 - by borrowing money, which spreads the cost over a number of years
 - by receiving capital grants and developers' contributions
 - and also, by making some contributions from the Council's revenue income or its reserves. (Revenue income can be used for either purpose – revenue or capital).

Revenue Performance

During the year the Council spent £23.7 million on services. This represents its net revenue expenditure (which is basically total revenue expenditure on services, less any income received from direct charges for services and any grant funding towards specific activities). Overall the £23.7 million outturn was £0.5 million lower than expected when compared to the Council's most recent budget forecast, which it updated during the autumn/winter of last year. The figures mean that only 98% of the revised budget was spent, and therefore the savings were put into reserves in line with the Council's policies.

The main reasons for the underspend included extra grant being received from Government, savings made on staff costs, and extra interest being earned on the Council's bank balances. There were some areas that cost the Council more than it expected though.

A summary of the Council's net revenue spending is shown below. This includes headings and items that the Council must show, in line with its accounting practices.

2007/08 Summary Revenue Account	Draft Outturn £'000
Service Costs (net of income from direct charges):	
Central Services to the Public	1,631
Cultural, Environmental and Planning Services	14,582
Highways, Roads and Transport Services	868
Council Housing Services	(3,394)
Other Housing Services	2,550
Corporate and Democratic Activities	2,861
Other central Costs	749
Net Revenue Cost of Services	19,847
Less: Surpluses made on Trading Operations	(536)
Investment Interest earned	(1,139)
Add: Payments to Parish Councils (precepts)	271
Interest Payable (on borrowings)	3,630
Other Net Charges and transfers in line with Statute or Accounting Practice	1,601
Net Revenue Expenditure	23,674
Funded by:	
Revenue Support Grant from Government	2,146
Other General Grants	1,094
Business Rates	12,786
Council Tax	7,648
Total	23,674

Capital Performance

In 2007/08 the City Council spent £15.631M on capital schemes. An analysis of the expenditure and funding is shown on the following page. The Council's revised Capital Programme for 2007/08 was £21.997M, however due to delays in progressing a number of schemes, around £4.7M will need to be rolled forward into 2008/09.

2007/08 Capital Summary, by Service Area	Draft Outturn £'000
Leisure and Parks Facilities	230
Coast Protection and Flood Defence Schemes	2,513
Other Environmental Schemes	998
Planning and Regeneration Schemes	2,273
Highways and Transport Related Schemes	516
Council Housing Improvements	2,879
Other Private Sector Housing Renewal and Regeneration	4,937
Computer Equipment and Software	711
Municipal and Other Building Improvements	574
Total Capital Expenditure	15,631
Financed by:	
Capital Receipts from property sales	1,466
Borrowing	1,762
Capital Grants and Contributions	9,528
Revenue and Reserves	2,875
Total	15,631

Value for Money and 'Gershon'

As part of Government's Efficiency Review and following Sir Peter Gershon's report 'Releasing Resources to the Front Line', all Councils were required to achieve annual efficiency savings of 2.5% per year, when compared to their 2004/05 spending. For 2007/08 the Council's cumulative target was £1.752 million. In July 2008 the Council will report to Government on the progress made, and the Council will be in a position to confirm that it has met the Government target.

Overall Financial Position (from the Balance Sheet)

At the end of 2007/08 the Council had net 'equity' of £154 million. This was made up of a property portfolio of £278 million, although it had £45 million long term borrowing outstanding, and also estimated future potential liabilities totalling £42 million in connection with its employees' Pension Fund. Other net liabilities amounted to £37 million. The Council had money set aside in usable reserves amounting to £17 million. Of these, £15 million has already been earmarked to fund future spending plans, or to provide protection against the main financial and other risks facing the Council.

Conclusion

During 2007/08 the Council continued to strengthen its overall financial position, in line with the improvements made in previous years. It has kept its net spending well within budget and as at 31 March 2008, reserves and balances reserves were in a healthy position. This performance will feed into the review of the Council's financial planning arrangements, to support service delivery in future years.

How to contact the council

Telephone

General Enquiries (8am-5pm Monday –Friday)

- Telephone 01524 582000
- Fax 01524 582161 (Lancaster) or 01524 582162 (Morecambe)

Out-of-hours Emergencies

- Telephone 01524 582175 (Calls are recorded to improve our standards)

Domestic Waste and Street Cleaning (8am-5pm Monday-Friday)

We have a dedicated customer service centre for all enquiries relating to household waste collections, bulky waste, missed bins, abandoned vehicles, flytipping, flyposting, public toilets, litter bins and street cleansing

- Telephone 01524 582491

Individual Services and Departments

Please use the telephone directory on the website –
www.lancaster.gov.uk/Documents/General/A-Z.pdf

Email

Email (General issues): customerservices@lancaster.gov.uk
Email (Website issues): webmaster@lancaster.gov.uk

Write or visit

Customer Service Centre
Town Hall
Dalton Square
LANCASTER
LA1 1PJ

Or

Customer Service Centre
Town Hall
Marine Road
Morecambe
LA4 5AF

Town Hall opening hours: Monday to Friday 9am-5pm

Benefits Office opening hours: 9am to 5pm

Our Customer Service Standards

If you **write** to us, we will reply within 5 working days

If you **email** us, we will reply within 1 working day

If we need longer to give you a fully detailed response, we will still reply to you within these stated times, and inform you when a more detailed response can be expected.

If you have a **complaint**, please visit our website where our complaints procedure is fully explained

<http://www.lancaster.gov.uk/Complaints/>

This document is available in other formats upon request including alternative languages, Braille and large print.

If you wish to request any of the above, or comment upon this document, please contact:

Corporate Strategy
Town Hall
Dalton Square
LA1 1PJ

Telephone 01524 582150

Or

Email: Liz Stokes – Lstokes@lancaster.gov.uk

BUDGET AND PERFORMANCE PANEL**Work Programme Report****15th July 2008****Report of Head of Democratic Services****PURPOSE OF REPORT**

To update Members with regard to the Work Programme.

This report is public

RECOMMENDATIONS

- (1) That Members note the items that will be available for consideration at the meeting of the Budget and Performance Panel scheduled to take place on 29th July 2008, as detailed in the report.
- (2) That Members agree for the presentation by the North Lancashire Teaching Primary Care Trust (NLTPCT) to be delivered at the meeting scheduled for Tuesday, 9th September 2008, and that this be added to the Work Programme.

1.0 Introduction

This report provides Members with recommendations for additions to its Work Programme for consideration and advises of upcoming items to be dealt with by the work of the Panel.

1.1 Upcoming Reports to the Panel

The Panel is requested to note that an additional meeting has now been set for Tuesday, 29th July 2008. This meeting was established to consider the Outturn report that would be considered by Cabinet at its meeting on 31st July 2008, and Members should note that the Final Backward Looking Statement report for 2007/08 will also be available for the Panel's consideration at this meeting.

Members were advised at the meeting of 29th April 2008 that a report on Service Level Agreement Monitoring would be available for consideration at this meeting. However, the review of monitoring procedures is still in development and the Panel

will be advised at a future meeting as to when the report will be available for consideration.

Members should note that there has been a request from the North Lancashire Teaching Primary Care Trust (NLTPCT) to deliver a presentation to the Panel regarding their Strategic Plan for the Area. Members are requested to agree for the presentation to be delivered at the meeting scheduled for Tuesday, 9th September 2008, and that this be added to the Work Programme.

BACKGROUND PAPERS

Current Work Programme

Contact Officer: Jon Stark

Telephone: 01524 582132

E-mail: jstark@lancaster.gov.uk

Ref: JS/DSO

ISSUE	JUNE 10TH	JULY 15TH	JULY 29TH	SEPT 9TH	OCT 21ST	NOV 25TH	JAN 27TH	FEB 24TH	MARCH 31ST	APRIL 28TH
STAR CHAMBER										
B&P FRAMEWORK										
PERFORMANCE MANAGEMENT MONITORING	4 th Quarterly Corporate Performance Monitoring report									
PARTNERSHIP MONITORING										
EXETER BENCHMARKING										
BEST VALUE AND PERFORMANCE PLAN (ANNUAL REPORT)										
VALUE FOR MONEY/EFFICIENCY STRATEGY										
HOUSING SLA's										
DISCUSSIONS WITH SERVICE HEADS (ONGOING)		Head of Env Health								
SCRUTINY OF FUNDING TO EXTERNAL BODIES		Head of Cultural Services			Demographic Data from Dukes Theatre					

ISSUE	JUNE 10TH	JULY 15TH	JULY 29TH	SEPT 9TH	OCT 21ST	NOV 25TH	JAN 27TH	FEB 24TH	MARCH 31ST	APRIL 28TH
MONITORING OF NON-HOUSING SLA's										
PROGRESS AND SUCCESS OF CUSTOMER SERVICE CENTRES	Report of Head of I&CS									
LOCAL ENVIRONMENT QUALITY PILOT STUDY RESULTS	CC(D)S And Corporate Strategy									
FINANCIAL TRAINING EVENT WITH BUTLERS										
FESTIVALS AND EVENTS										
REVENUE AND CAPITAL OUTTURN 2007/08										
FINAL BACKWARD LOOKING STATEMENT 2007/08										
NORTH LANCASHIRE TEACHING PCT PRESENTATION										

Please Note:

Performance Management - Following consideration of performance management information the Panel may be minded to timetable meetings with Service Heads and Cabinet Members as a need is identified.