

# COUNCIL BUSINESS COMMITTEE

## Budget and Policy Framework 2009/10

12 March 2009

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

#### PURPOSE OF REPORT

To present to the Committee a range of options in respect of targets and outcomes that can be recommended to Council for inclusion in the 2009/10 Corporate Plan as per its delegated powers.

|              |                          |                  |                          |                       |                                     |
|--------------|--------------------------|------------------|--------------------------|-----------------------|-------------------------------------|
| Key Decision | <input type="checkbox"/> | Non-Key Decision | <input type="checkbox"/> | Referral from Council | <input checked="" type="checkbox"/> |
|--------------|--------------------------|------------------|--------------------------|-----------------------|-------------------------------------|

|                               |     |
|-------------------------------|-----|
| Date Included in Forward Plan | N/A |
|-------------------------------|-----|

This report is public.

#### RECOMMENDATIONS

- (1) That the Committee note the extent and scope of the piece of work delegated to them by Council to bring forward a completed draft Corporate Plan for 2009/10.
- (2) That the Committee notes the progress made to date, and comments appropriately on the current draft included as *Appendix B*, and that the Committee notes that it is proposed to recommend a final version of the Plan to Council on 8 April.

#### 1 Introduction

- 1.1 The Corporate Plan brings together all the Council's strategic priorities and objectives set out in the other documents included in the policy framework. Its content drives the allocation of resources that are included in the budget and capital programme and service business plans.
- 1.2 The basis of the plan once again combines the strategic district-wide aspirations set out in the current Lancaster District Local Strategic Partnership's (LDLSP) Sustainable Community Strategy (SCS) with the specific priorities of the Cabinet, and brings these together into 4 key priorities sub divided into 7 objectives each with a series of key actions. It is these key priorities, objectives, and actions that will guide the Council's work and investment over the next three years.
- 1.3 The principles underlying the preparation of the Plan are set out in *Appendix A*

## 2 Proposal Details

2.1 Council, at its meeting on 4 Feb 2009, considered a report relating to a draft of the Council's 2009/10 Corporate Plan. The draft was only partial in that the introductory section to the Plan and the targets for each priority had yet to be determined and would await the agreement of Council's budget for 2009/10. Council delegated consideration of these sections of the Corporate Plan to the Council Business Committee (Min No.102 refers):

"That the remaining outstanding sections of the Plan be completed accordingly and referred to the Council's Business Committee for further consideration prior to Council formally signing off the Plan."

In particular these are :-

- Foreword - to be prepared and signed off by the Leader and Chief Executive
- Vision , Role, Values...
- Key Targets for each Objective
- Key Actions and related projects for each objective
- Corporate Health Indicators

2.2 Since the Council meeting in February, officers have been working to produce a final draft of the Corporate Plan which supports the objectives and priorities agreed by Council. This is attached as **Appendix B**.

The Committee is asked to note that officers have commenced work identifying key targets, actions, and projects and the current position is included in Appendix B. This also includes a draft Vision, Role and Values section for consideration. However, work is still continuing on finalising these sections following Council's recent approval of the 2009/10 budget.

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

A That the Committee consider the Corporate Plan in accordance with Council's request.

B That the Committee decline the request of Council and advise Council accordingly.

Any delay in consideration and final approval of the Corporate Plan will have a knock on effect on the preparation of Service Business Plans which in turn may impact upon service delivery

## 4 Consultation

There has been extensive consultation throughout the district during the preparation of the Sustainable Community Strategy and a limited consultation on the priorities and objectives set out in the Corporate Plan.

## 5 Conclusion

The Committee is asked to consider the draft Corporate Plan and suggest any amendments prior to Council formally signing off the Plan.

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

No additional impact arising – any specific issues would be (or have been) considered as part of the relevant aspect of the policy framework or individual budget proposals, etc.

**FINANCIAL IMPLICATIONS**

None directly arising from this report.

**SECTION 151 OFFICER'S COMMENTS**

The Section 151 Officer has been consulted and has no further comments.

**LEGAL IMPLICATIONS**

Legal Services have been consulted and have no comments to add.

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

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**Ref:** RCM

### 1 The Corporate Plan is:

*A document that provides guidance for people (members and officers) who work in the Council and, more importantly, information for our residents about:*

- what issues the Council believes are important (**priorities**)
- how we intend to address them (**objectives**)
- how we propose to go about our work over the next three years (**actions and projects**)
- how we will measure progress (**targets**)

### 2 The draft Plan uses as its underlying assumption that the Council will seek to maintain current service levels in this difficult financial climate rather than driving service improvements or growth.

Whilst the immediate future is more about maintaining performance levels rather than driving further improvements and growth, it is important that the Council continues to demonstrate that it is delivering its objectives and priorities within the Corporate Plan. As a consequence, in addition to the specific targets and key performance indicators attached to each Corporate Plan objective, this plan also includes a range of corporate health indicators designed to demonstrate the council is operating efficiently and effectively. These are summarised at the end of the draft plan.

### 3 **Statutory Responsibilities**

The Council is required to ensure that residents receive a range of mandatory services, either directly provided by the Council, or by way of partnership /contractual arrangement. These services are summarised below.

The Council however does have a choice in the scope and standard of service delivery for each of these mandatory service activities and this has been reflected in the budget proposals that support this Plan.

- Regulatory services such as Licensing, Planning and Environmental Health
- Council Tax and Housing Benefits
- Waste Collection and Street Cleansing
- Homelessness Services
- Elections

### 4 **Contribution to Deliver the Sustainable Community Strategy**

The Council recognises that all the aspirations of its communities cannot be delivered solely by the Council. In this respect, the adoption by the Council at its November meeting of the Lancaster District Local Strategic Partnership's (LDLSP) Sustainable Community Strategy (SCS) now profoundly influences the content of our Corporate Plan. The SCS sets out, following a comprehensive public consultation exercise, what the LDLSP will deliver through its associated agencies and organisations over the next three years and how it will contribute to delivering the wider Lancashire Local Area Agreement (LAA).

The LSP consists of seven thematic groups each with the responsibility for delivering a range of actions to achieve the agreed SCS's priorities. The Council, in addition to providing community leadership and administrative support for the LSP, will contribute to delivering some of these actions but not all. The draft Corporate Plan therefore includes and reflects those actions that the Council will contribute to delivering, whether as the lead or otherwise, over the next three years.

## **5 Discretionary Services**

In addition to the above, the Corporate Plan also includes a range of discretionary services/activities that surveys confirm are important to local people and which the Council has chosen to finance.

## **6 Support Services**

The Council also recognises that the Corporate Plan can only be delivered if there is an effective framework of support services in place, some of which are mandatory, which underpin the Council's frontline services and partnerships. This is implicit and reflected in the Council's budget proposals. These can be summarised as follows:

- Financial Services
- Legal Services
- Democratic Support
- Human Resources
- Information Technology
- Policy and Performance Management

## **7 Conclusion**

In considering the attached draft , the committee should be mindful to the assumptions set out above.

# DRAFT CORPORATE PLAN

2009 – 2012

## Foreword

To be prepared and signed of by the Leader and Chief Executive

### OUR VISION:

*“By promoting city, coast and countryside, we will secure a safe and prosperous community that’s proud of its natural and cultural assets and provides lasting opportunities for all .”*

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

### What is our role?

- to provide the leadership needed to help the district address the major issues facing it;
- to provide the services that we are responsible for, ensuring they meet people’s needs in an effective and efficient way.
- To represent our communities’ interests within the district, regionally, nationally and in Europe.
- To bring communities and agencies together to work in partnership to address the major issues affecting the district.
- To provide a range of customer focused services that offer value for money and meet the needs of people who live, work and visit the district.
- To maintain a cohesive community by ensuring we understand the needs of our communities and provide equality of access to our services and employment opportunities

## **The Council's Core Values**

Our core values state clearly and simply what Lancaster City Council stands for and wants to be known for.

### **Putting our customers first**

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

### **Leading our Communities**

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

### **Creating a skilled and professional workforce**

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

# OUR CORPORATE PRIORITIES

## 1 SUPPORT OUR LOCAL ECONOMY

Increasing economic opportunity is essential in providing the resources we need to enhance our quality of life. We now have an Economic Strategy in place and whilst the current economic climate continues to present severe problems to us all, now more than ever we need to translate that strategy into a viable funded programme of regeneration work in Morecambe, Lancaster, and Carnforth in order to both secure new jobs for the future and attract and keep skilled people in the district.

**Objective 1** Work in partnership to ensure a strategic approach to economic development and regeneration

## 2 CLEAN AND GREEN PLACES

Residents' satisfaction with street cleanliness, waste collection and our recycling service remains high. We need to maintain those levels of cleanliness and satisfaction.

We need to care for our environment and safeguard the quality of life of the district. We must ensure that we address issues such as how best to respond to the challenges of climate change and effectively manage our resources, protecting our environment as our district grows and develops in a sustainable way

**Objective 2** Maintain the cleanliness of our streets and public spaces.

**Objective 3** Develop local responses to Climate Change.

## 3 SAFE AND HEALTHY COMMUNITIES

Tackling crime, the fear of crime and anti-social behaviour are of paramount importance to our communities and are consistently identified as key priorities for the district. Our residents believe that a low level of crime is the most important thing in making our district a good place to live. The Council will continue to play a leading role in the Community Safety Partnership in addressing these issues

Life expectancy between the more affluent and most deprived parts of our district varies by as much as ten years. These unacceptable health inequalities must be tackled across a wide range of partnerships but there are a number of areas we can influence directly – housing, promoting healthy activities, food protection and accident prevention.

**Objective 4** Work in partnership and make our district an even safer place addressing crime and the fear of crime, and anti-social behaviour.

**Objective 5** To contribute towards health improvement and reducing health inequalities through both the delivery of our own services and our work with partners.

## 4 SUPPORT OUR LOCAL COMMUNITIES

Building cohesive communities is critical to the quality of life for local people. It brings huge benefits by creating a society in which people from different backgrounds can live and work together in an atmosphere of mutual respect and understanding.



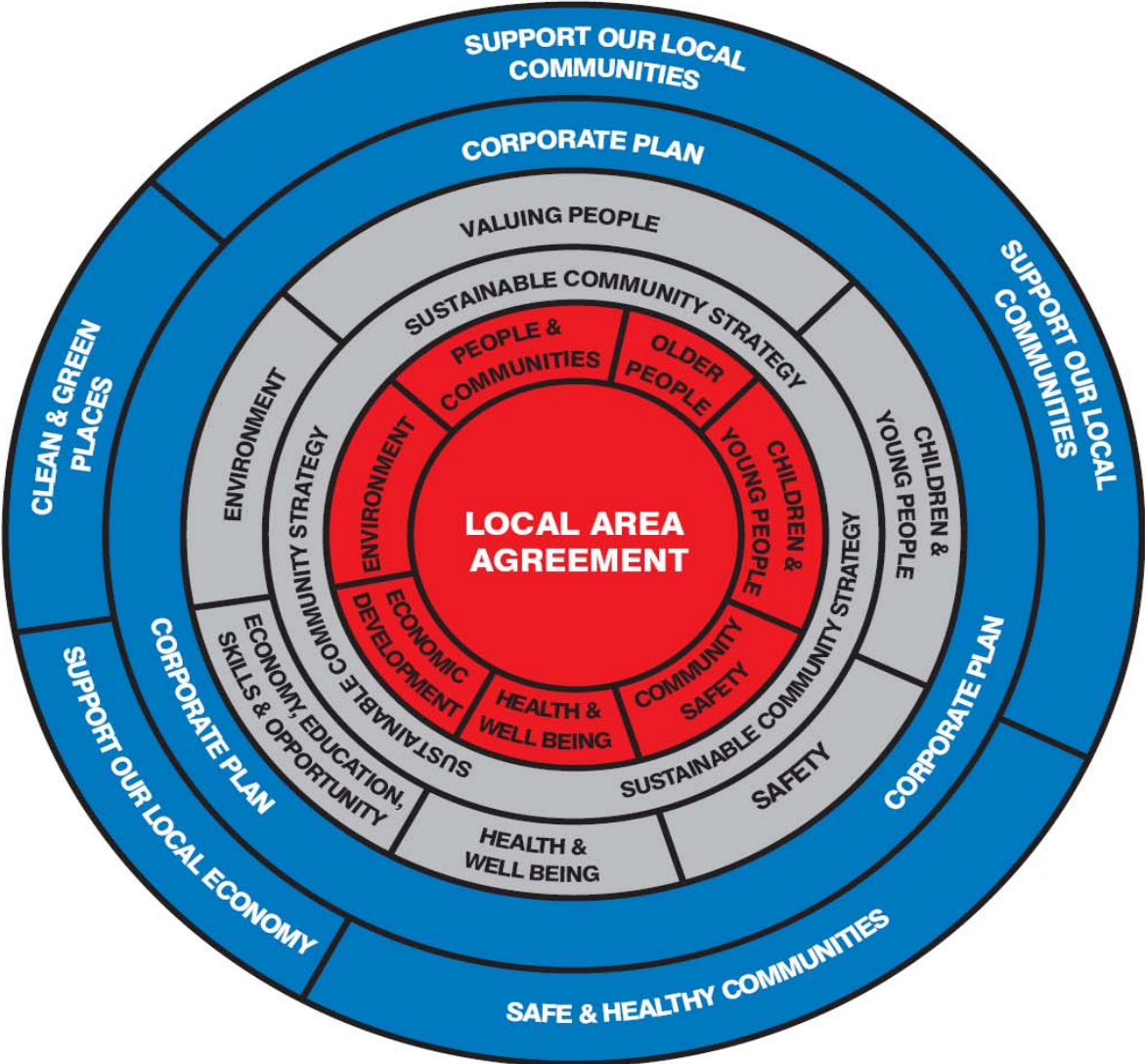
The Council has adopted the Lancaster District Local Strategic Partnership's Sustainable Community Strategy which sets out a long term strategic vision for the Lancaster district putting a strong focus on integrating social, economic and environmental issues. This strategy whilst highlighting the key local aspirations for the district also identifies how it contributes to the wider Lancashire Local Area Agreement as summarised Annex.

Housing is a fundamental component of our quality of life. Without appropriate shelter, people cannot meet their basic needs and participate adequately in society. Reducing homelessness by providing affordable housing for young people and families continues to be a priority.

**Objective 6** To work in partnership with others meet the differing needs of communities within our district.

**Objective 7** To improve the standard, availability and affordability of housing in the district to meet local needs.

Alignment of:  
 Lancashire Local Area Agreement  
 Lancaster District Sustainable Community Strategy  
 Lancaster City Council's Corporate Plan 2009/10



**CORPORATE PRIORITY:  
SUPPORT OUR LOCAL ECONOMY**

**Objective 1: Work in partnership to ensure a strategic approach to economic development and regeneration**

**Key Targets:**

**NI171** – VAT registration rate (source data ONS) target subject to LAA 09/10 negotiations

**NI172** – VAT registered businesses showing growth (source ONS) not within LAA (but may be a helpful measure in the light of economic downturn) no targets set.

**LOCAL** – Tourism spend for last available year (NB. always 12 months lag – therefore hard to react to )

**LOCAL** – worklessness measure (source DWP)

**LOCAL** – £xxxxxx funding secured to deliver the Economic Regeneration Programme

**LOCAL** - % of council’s actions in the LDLSPs Educations, Skills and Opportunities Thematic Group Action Plan achieved

**Key Actions:**

**Action by:**

**Lead  
Offr**

**Lead  
Cab  
Mem**

1.1  
Develop and implement a sustainable regeneration programme based upon the LDLSP Economy Thematic Group Economy Action Plan and our own Tourism Strategy where this is a Council priority.

1.2  
Complete Economic Investment Strategy by developing projects around each of the following 5 Vision Themes and apply for funding support for each.

- Knowledge Economy
- Heysham to M6 Employment Corridor
- Re-inventing Morecambe
- Lancaster City and Riverside
- Carnforth Northern Gateway

1.3  
Deliver the council’s actions in the LSP’s Education, Skills, and Opportunities Thematic Group Action plan

- Prepare Local Employment Skills Plan
- Develop Employer Engagement Action Plan
- Prepare (workless groups and individuals) Outreach and Engagement Action Plans

**Projects**

- Submission of major funding bids for the refurbishment of the Winter Gardens as a nationally significant cultural/events venue by 30<sup>th</sup> September/October(?) (2009)
- Development of firm proposals for site remediation at Luneside East by September 2009
- Undertake detailed site survey for the wider Luneside area by March 2010(?)
- Morecambe Bay Partnership/ Regional Park??
- Development of a comprehensive Cultural Heritage Investment Strategy for Lancaster city centre by October 2009 (?)
- Investigate the economic impact of a bridge across the River Lune by xxxxxx
- Undertake an initial assessment of the viability of potential employment sites along the Heysham to M6 Employment Corridor by xxxxx
- West End Masterplan???
- Housing Exemplar (Chatsworth Gardens)???

**Rationale** • Sustainable Community Strategy • Medium Term Financial Strategy • Local Area Agreement • Local Development Framework • Capital Investment Strategy • Residents Priority

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**CORPORATE PRIORITY:  
CLEAN AND GREEN PLACES**

**Objective: 2. Maintain the cleanliness of our streets and public spaces**

**Key Targets:**

**NI195** – Improved levels of street and environmental cleanliness (litter, detritus and flyposting)

**NI196** - Improved levels of street and environmental cleanliness (fly-tipping, reduced incidents, increased enforcement)

**NI191** – Residual waste per head of population

**NI192** – Household waste recycled and composted

**NI193** – Municipal waste land-filled

| <b>Key Actions:</b>  | <b>Action by:</b> |                     |
|--|-------------------|---------------------|
|  | <b>Lead Offr</b>  | <b>Lead Cab Mem</b> |
| 2.1 Deliver the Council's actions in the LDLSP's Environment Thematic Group Action plan  |                   |                     |
| 2.2 Maintain the cleanliness of our streets and public spaces  |                   |                     |
| 2.3 Promote and implement Clean Sweep and Street Pride initiatives   |                   |                     |
| 2.4 Implement Lancashire Waste Strategy by :- <ul style="list-style-type: none"> <li>• preparing for food waste recycling in 2010/11</li> <li>• offering commercial waste recycling, including at schools</li> <li>• using education and enforcement to increase domestic waste recycling</li> </ul> |                   |                     |

**Projects**

**Rationale** • Sustainable Community Strategy • Statutory Requirement • Resident Priority • Local Area Agreement • Lancashire Waste Strategy

## CORPORATE PRIORITY: CLEAN AND GREEN PLACES

**Objective: 3. Develop local responses to Climate Change**

**Key Targets:**

**NI185** - Reduction in CO2 emissions from local authority operations (this was in last year's Corporate Plan but was not measured as no co-ordinated approach to collection was ever agreed. *Should* be in plan but no point including in future years if strong MT steer requiring key services to co-operate is not given)

**NI186** – Per capita CO2 emissions in the local area (source Defra)

**NI188** – Adapting to climate change

**NI187** – Tackling fuel poverty – people receiving income based benefits living in homes with low energy efficiency ratings

**LOCAL** – Increase SAP rating of council homes from 70 to 73

| <b>Key Actions:</b>  | <b>Action by:</b>    |                             |
|--|----------------------|-----------------------------|
|  | <b>Lead<br/>Offr</b> | <b>Lead<br/>Cab<br/>Mem</b> |
| 3.1 Deliver the Council's actions in the LDLSP's Environment Thematic Group Action Plan                      |                      |                             |
| 3.2 Implement the Council's In House Climate Strategy  |                      |                             |
| 3.3 Promote energy efficiency initiatives for local homeowners (specifically Strategic Housing initiatives ) |                      |                             |
| 3.4 Improve the energy efficiency of our public buildings  |                      |                             |
| 3.5 Develop Management Plans for the district's AONB's   |                      |                             |

### Projects

- Campaign on Sustainability, waste and procurement in order to raise staff awareness and change behaviour
- Implement recommendations of Green Fleet Review using EST grants
- Implement the recommendations of the Carbon Trust Energy Audit
- Conduct thermal imaging survey of homes in the district
- Partnership with Energy Savings Trust (one to one support programme) to identify initiatives to improve energy efficiency and responses to climate change

**Rationale** • Sustainable Community Strategy • Local Area Agreement

**CORPORATE PRIORITY:  
SAFE AND HEALTHY COMMUNITIES**

**Objective: 4 To contribute towards making our district an even safer place by reducing crime and the fear of crime, and anti-social behaviour.**

**Key Targets:**

**NI30** – Re-offending rate of prolific and priority offenders – reported by CDRP at district level

**NI110** – Young people’s participation in positive activities

**LOCAL** - % of council’s actions in the LDLSPs Community Safety Thematic Group Action Plan achieved

**LOCAL** - % of council’s actions in the LDLSPs Valuing People Thematic Group Action Plan achieved

| <b>Key Actions:</b>   | <b>Action by:</b> |                     |
|---|-------------------|---------------------|
|   | <b>Lead Offr</b>  | <b>Lead Cab Mem</b> |
| 4.1 Deliver the Council’s actions in the LDLSP’s Community Safety Thematic Group Action Plan where this is a Council priority.                            |                   |                     |
| 4.2 Deliver the Council’s actions in the LDLSP’s Valuing People Thematic Group - Join up with (Wyre’s) Hate Crime Initiative                              |                   |                     |
| 4.3 Implement Sports and Arts Project (works with targeted young people to divert them away from crime through free access to sports and arts facilities) |                   |                     |

**Projects**

- Carnforth CCTV

**Rationale** • Sustainable Community Strategy • Statutory Requirement • Local Area Agreement • Community Safety Partnership Plan • Residents Priority

|  |                   |                     |
|--|-------------------|---------------------|
| <b>Objective: 5 To contribute towards health improvement and reduce health inequalities through both the delivery of our own services and our work with partners.</b>  |                   |                     |
| <b>Key Targets:</b>  |                   |                     |
| NI8 – Adult participation in sport (collected by Sport England Active People Survey)   |                   |                     |
| NI173 – Flows on to incapacity benefit from employment (source DWP)  |                   |                     |
| LOCAL - % of council's actions in the LDLSPs Health and Well Being Thematic Group Action Plan achieved   |                   |                     |
| Air quality measure -  |                   |                     |
| CDT measure  |                   |                     |
| LOCAL - Increase the number of visits to leisure facilities (suggested)  |                   |                     |
| <b>Key Actions:</b>  | <b>Action by:</b> |                     |
|  | <b>Lead Offr</b>  | <b>Lead Cab Mem</b> |
| 5.1 Deliver the Council's actions in the LDLSP's Health and Well Being Thematic Group Action Plan where this is a priority   |                   |                     |
| 5.2 Maintain children and young people participation in sports and physical activities.  |                   |                     |
| 5.3 Implement Cycling Demonstration Town programme   |                   |                     |
| 5.4 Develop new Air Quality Management Plan  |                   |                     |
| 5.5 Implement Sports and Physical Activities Alliance (SPAA) projects  |                   |                     |
| 5.6 Continuing licensing activity re alcohol harm  |                   |                     |
| <b>Projects</b>  |                   |                     |
| District Playground Improvements <ul style="list-style-type: none"> <li>▪ Big Lottery Parks</li> <li>▪ Poulton Pedestrian Route</li> <li>▪ Cycle Demonstration Town Projects</li> <li>▪ New air quality management plan</li> </ul> |                   |                     |
| <b>Rationale</b> • Sustainable Community Strategy • Statutory Requirement • Local Area Agreement • Residents Priority  |                   |                     |



## CORPORATE PRIORITY: SUPPORT OUR LOCAL COMMUNITIES

**Objective: 6 To work in partnership with others meet the differing needs of communities within our district**

**Key Targets: •**

- NI1** – % of people from different backgrounds getting on well together (Place Survey)
- NI4** - % of people who feel that can influence decisions in their locality (Place Survey)
- NI6** – Participation in regular volunteering (Place Survey)
- NI7** – Environment for a thriving 3<sup>rd</sup> sector (source office for the third sector – 3 year target to be confirmed)
- LOCAL** - % of council’s actions in the LDLSPs Valuing People Thematic Group Action Plan achieved
- LOCAL** - % of council’s actions in the LDLSPs Children and Young People’s Thematic Group Action Plan achieved

| <b>Key Actions:</b>   | <b>Action by:</b> |                     |
|---|-------------------|---------------------|
|   | <b>Lead Offr</b>  | <b>Lead Cab Mem</b> |
| 6.1 Deliver the Council’s actions in the LDLSP’s Valuing People Thematic Group Action Plan – develop and implement a Community Cohesion Strategy  |                   |                     |
| 6.2 Support the LDLSP’s development of a Community Engagement Framework for the district where this is a priority for the Council   |                   |                     |
| 6.3 Deliver the Council’s actions in the LDLSP’s Children & Young People Thematic Group Action Plan – Implement Lancaster City Council’s own C&YP action plan and maintain the range of opportunities for children and young people to take part in positive activities |                   |                     |
| 6.4 Continue to work with Lancashire County Council and the district’s parish and town councils to ensure the three tiers of local government work more effectively (includes development of a district Parish Charter)   |                   |                     |

**Projects**

- Centenary Celebrations
- Establishment of Morecambe Town Council
- Task Group review of Parish service provision & funding
- Prepare response to Sustainable Community Act

**Rationale** • Sustainable Community Strategy • Local Area Agreement • Residents Priority

**Objective: 7 To improve the standard, availability and affordability of housing in the district to meet local needs**

**Key Targets:** •

**NI155** – Number of affordable homes delivered (gross)

**NI156** – Number of households living in temporary accommodation

**NI185** - % of decent council homes

**NI159** – Supply of ready to develop housing sites

**NI160** – Local authority tenants satisfaction with household services

**NI170** – Previously developed land that has been vacant or derelict for more than 5 years

**LOCAL** - % of council's actions in the LDLSPs Health and Well Being Thematic Group Action Plan achieved

| <b>Key Actions:</b>   | <b>Action by:</b> |                     |
|---|-------------------|---------------------|
|   | <b>Lead Offr</b>  | <b>Lead Cab Mem</b> |
| 7.1 Deliver the council's actions in the LDLSP's Health & Well Being Thematic Group action plan - Provide affordable housing in accordance with the Housing and Homelessness Strategies |                   |                     |
| 7.2 Reduce the number of households living in temporary accommodation   |                   |                     |
| 7.3 Refresh Housing Strategy 2009-2012  |                   |                     |
| 7.4 Implement Homeless Strategy Action Plan - Reduce the levels of homelessness within the district   |                   |                     |

**Projects**

- YMCA Places of Change,
- Poulton Renewal
- Regional Housing Board Funding Scheme
- Disabled Facilities Grants

**Rationale** • Sustainable Community Strategy • Statutory Requirement • • Local Area Agreement • Housing Strategy • Residents Priority

## CORPORATE PERFORMANCE

### Key Corporate Indicators:

These are the key targets which will measure the progress as a whole the Council has made towards achieving its overall aim to maintain a well managed, cost-effective Council responsive to the needs and aspirations of local people.

- *Keep the City Council element of Council Tax increases to acceptable levels being 4% or less in 2009/10 and in 2010-11 and 2011/12.*
- *NI179 – Value for money – total net value of ongoing cash releasing value for money gains (Efficiency/ MTFS targets)*
- *Achieve asset sales to generate agreed capital receipts*
- *% of services where initial access can be either face to face, telephone or web – 85% 2010 (NB not measured or owned through appropriate)*
- *NI14 – Avoidable contact*
- *% of residents rate their local area as a very good or fairly good place to live – baseline and target to be established from Place survey*
- *% of residents agree that that the City Council provides value for money (Place Survey)*
- *% of employees who agree that the City Council is a good employer*
- *Reduce the number of days lost to sickness absence from 9.98 (07/08) to 9.50 in 09/10*
- *Level of Equality Standard for Local Government achieved (improve from 1-2 in 09/10)*
- *Continuing positive Direction of Travel and Use of Resources judgements*
- *% of authority buildings accessible to the disabled from 75% to 81% by ????? (clearly owned but not measured)*
- *Maintain level 1 of the Member Development Charter*
- *Overall Network resilience – % ‘uptime’ – entire network?*
- *Income collection*
  - *% of Council Tax collected*
  - *% of NNDR collected*