

SUPPLEMENTARY DOCUMENT

COUNCIL BUSINESS COMMITTEE – 28<sup>TH</sup> JUNE 2007

Re: Agenda Item 5

**COUNCIL'S ANNUAL REPORT**

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# Introduction

This Annual Report gives an overview of the council and the district it serves as well as a snapshot of some of our achievements and initiatives during the year 2006/07. It shows how we performed against the targets set nationally for our services and the goals we set ourselves. It looks back at another successful year for the Council and looks forward to the challenges of the year to come. It provides information on our key priorities for the coming year (outlined in our Corporate Plan) and satisfies our statutory duty to produce a Best Value Performance Plan.

In the year 2006/07, the Council was disappointed by central government's decision not to allow our bid for unitary status to go forward to the next round. This bid grew out of a deeply held belief that our citizens have a right to flexible and focussed local government arrangements experienced in many parts of the country, but not here in Lancashire. Unitary local government is fast becoming the norm in England; it is already universal in Wales and Scotland. The two-tier system leads to inefficiencies, duplication, confusion and lack of accountability. The problem is not recognising that change is necessary, (the case for change is over-whelming) it is in reaching agreement on the form of that change and overcoming the transitional problems which brings difficulties. The council will continue to seek an affordable, long-term solution to the problems of governance in Lancashire in the coming year. This remains a high priority for us.

Back in 2003, independent local government watchdogs the Audit Commission, carried out a Comprehensive Performance Assessment (CPA) of the council and judged us to be a 'fair' authority.

We are ambitious for our communities and know that this Council continues to improve, so we are pleased to report that Lancaster City Council is amongst a very small group of rapidly improving district councils nationally who have been selected for a repeat inspection.

This inspection (which is similar to an OFSTED type inspection in schools) is scheduled to take place in the autumn of 2007. A recent survey told us 69% of the population think we are making our wonderful district a better place to live work and visit, so we are confident that this time round we will be classed as providing a 'good' service overall.

It is important that our residents have a real say in how their council is performing and we welcome comments on this report and its contents or any aspect of council services.

## 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.

As community leader, we are committed to working with all stakeholders, the police, fire, education, health, private companies, voluntary organisations and community groups through the Lancaster District Local Strategic Partnership (LSP).

In the coming year, our 12% share of the overall council tax bill will give us a budget of around £22.5m. Our 920 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 prior to the May 2007 local elections were made by a PR Cabinet of Labour, Green, and Liberal Democrats. As from May 2007, the council has appointed 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](http://www.lancaster.gov.uk)

## Things you might not know about the council

- 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.
- Have you been to the Heysham Heritage centre yet? If not make a date to go! The centre, which is supported by Lancaster City Council and was the vision of the Heysham Heritage Association is home to a permanent display of the unfolding story of Heysham supplemented by temporary exhibitions.
- Did you know 5,338 people from Lancaster, Morecambe and the rural area took part in a consultation about Anti-Social Behaviour. Tackling criminal damage and litter were their top priorities.
- In 2006/07 the council collected 374kg of waste per head of population, one of the lowest counts nationally. This means that our citizens are working incredibly hard to reduce the waste they produce, so thank you!
- Did you know that 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.

## 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, and some of the most beautiful countryside in Britain, including two areas of outstanding natural beauty.

Visit us and you'll experience an undeniable feeling of something different. We are a distinct place with a distinct make-up. Our communities may be diverse, but they all exhibit a common trait; 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.

Our Neighbourhood Management success demonstrates how, when given the chance, residents have relished the opportunity to work effectively and efficiently with the district council, and other agencies, to bring about positive changes for 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 138,000 ours is one of the fastest growing areas in Lancashire and an increasingly popular location to live and work

This district delivers some truly outstanding economic performance, far in excess of regional and national averages, this district has the fastest growing economy in Lancashire and Cumbria, contributing £1.7 billion to the Lancashire economy alone.

Lancaster University is one of the country's top-ten educational research establishments and a world class centre of excellence in many spheres including IT, business and environmental sciences. We will also be home to the main campus for the new University of Cumbria when it is established in August 2007.

Unsurprisingly then, the district is a knowledge based one, with one of the most highly skilled workforces in the country, more than 32% 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 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 Canon Hygiene, British Energy and Axa Direct, power the area's expanding economy. What's more, with an investment package of £25 million, the city's Economic Development Zone (EDZ) is stimulating an influx of ambitious businesses eager to capitalise on the area's world-class academic and research resources, including Lancaster University's 6 Star Business School, affordable property and labour costs and high skill levels.

## Things you might not know about the Lancaster District

- Lancaster District is geographically the second largest district within 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.
- Eric Morecambe, was born in the resort of Morecambe. Born Eric Bartholomew in Christie Avenue (near to Morecambe F.C.'s ground at Christie Park) he decided to adopt the town's name when he went into show business.
- The Midland Hotel on the promenade is one of the finest examples of the Art Deco style from the 1930's. Currently undergoing a major facelift, the hotel featured in an episode of the ITV series "Poriot". Morecambe's architectural treasure is on track to open in Spring 2008 in a form fit for the 21<sup>st</sup> century
- Lancaster's oldest pub is also the 2<sup>nd</sup> oldest in the country! The Three Mariners on the site of the former Bridge Lane, adjacent to St George's Quay. Opened in the 13<sup>th</sup> century and has had a number of names in its history.
- Sir Richard Owen, the man who coined the word 'dinosaur' from the Greek words 'Deinos' (fearfully great) and 'Sauros' (Lizard), was born in Lancaster. In 1846 The Times called Sir Richard "the most distinguished man of science in the country".
- Victoria Wood says her comedy creation Mrs Overall was based on an elderly waitress in Morecambe restaurant.
- John McGuinness from Morecambe is the only man to lap the Isle of Man TT course at over 130mph.

# What residents think of the council and its services

Our residents views on how well we are doing are important to us. They 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.

The latest surveys were carried out in the autumn/winter of 2006/07 and involved survey of 1,100 residents as well as specific surveys of planning and benefits applicants and council housing tenants. A summary of the findings is shown below

## What residents find important

The survey showed 69% of the population think we are making the district a better place to live.

Our residents think that the top three factors which contribute to a good quality of life in an area are:

- Level of Crime
- Health Services
- Clean streets

Locally, the things which most need improving are:

- Traffic congestion
- Activities for teenagers
- Road and pavement repairs

All these are services provided by Lancashire County Council which the City Council tries to influence through the Lancashire Locals Committee

## What residents think of council services

- Overall 51% of residents were satisfied with the services provided by the council, a small improvement from 48% in the last survey
- Improving street cleanliness was one of the council's highest priorities in 2006/07 so we are pleased to note that satisfaction with this service has steadily improved to 61.80%.
- 80.40% of our council tenants said they were satisfied the overall service provided by the council as their landlord. This represents a big improvement from 72.50% three years ago.
- Overall satisfaction with benefits performance has also improved radically to 81.2% from 67.20%, we are delighted as this reflects consistent high performance against all measures brought about by a major investment in this service.
- 80.8% of people are very or fairly satisfied with the waste collection service.
- 71.4% of people are very or fairly satisfied with local recycling provision, a figure we expect to rise when all households in the district have access to the 3 stream waste collection rounds.

# Achievements against medium-term objectives

## 1. To deliver value for money customer focussed services

- 2007/8 saw the lowest council tax rise for eight years at 3.9%.
- 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 25 days)
  - The average time for processing change of circumstances is now 7 days (top quartile 8.5 days)
- Revenues and Benefits have also maintained an excellent score of 4 in a self-assessment against DWP Performance Standards for 2006/7, this is particularly pleasing as it has a strong focus on customer experience, all this is endorsed by the impressive improvement in customer satisfaction discussed elsewhere in this document.
- The council's website continues to grow in popularity as a means of accessing council information and services, and in the year to April 2007 recorded over 1.5 million page hits. Investment in new technology means that visitors to our site can carry out an increasing number of self-service transactions, such as paying bills, reporting highway, streetlighting and litter problems, or finding their nearest health services, schools and public amenities.
- In an independent survey carried out by SOCITM (Society of Information Technology Management), Lancaster City Council was one of only handful of UK councils to be commended for best practice in having clear and comprehensive contact details on their website.
- Each month around 140,000 users visit us the council online, and our monthly survey reveals that half of these visitors are able to find everything they need purely from the website. Since the website is available 24 hours a day, this means that customers can do business with us at a time to suit them, and from the convenience of their own home or place of work. This also means we can manage more effectively the traditional access channels to the council - telephone, letter or personal visit.
- The Council's noise control website pages scored 4 and was in the top 4 in a national survey of local authority websites by 'Noise Bulletin', being awarded the highest possible marks for quality of information.
- Customers are able to submit and pay for Planning applications online, to track current applications, to view applications and submit comments. The quality of the Planning Service offered to our customers goes from strength to strength, this year hitting 100% of its performance targets for planning applications.
- The Council continues to develop its 'Customer Services' approach to service delivery.



- In 2006/07 the new Corporate Customer Services Policy was developed and implemented. The policy outlines standards for dealing with all our customers whether face to face, on the telephone, by letter or email. The policy helps our staff to deal with challenging customers and those who may have special needs – for example those who need documents producing in Braille. The Corporate Customer Services Policy forms the basis of all the Council's Customer Services training as part of induction and further development.
  - Worked with City Council ( Direct ) Services and local charity Furniture Matters to set up the Bulky Matters project – this innovative partnership has reduce the amount of bulky household waste going to landfill from 100% to 40% thus saving many tonnes of landfill per year, at the same time improving the service to customers by introducing appointments and an in-house collection service
  - Incorporated the Council's main switchboard ( 582000 ) into Customer Services – this has improved the percentage of phone calls answered from 86% to 97% and enabled reception staff to concentrate fully on face to face visitors."
- The Council took big steps forward in involving citizens in shaping our priorities in 2006/07. Building on the success of the previous year's consultation, our newly appointed Citizens Panel was asked to comment upon the Cabinet's proposed priorities. Response rates were excellent and resulted in detailed changes to our Corporate Plan for 2007/08. In addition we are pleased that a dedicated Consultation Officer has been appointed who will be working hard in the coming year to enable all our citizens to become ever more involved in the democratic process.

## 2. To make our district a cleaner and healthier place

- Lancaster City Council is the only district council to be designated a Cycling Demonstration Town. The Project Team driving the scheme continue to encourage even more people to take up cycling by offering training, support (free 'Bike Buddy' scheme), information and funding to local cycling groups and by organising guided cycle rides and community events. The team work with local employers and schools to raise awareness of the benefits of cycling and offer support and training to remove barriers and give local people the confidence to cycle to school, work and on other journeys. Improvements to the local cycle network continue, with more links to designated cycle paths, additional signage and resurfacing works.
- Key projects within the Public Convenience improvement programme have been completed. New facilities are now in place at Promenade Clock Tower and the Arndale Shopping Centre Car park. In 2007/8 plans for improvements in Happy Mount Park and Heysham Village are already underway.
- Partnership arrangement with Smokefree Lancaster District to manage smoking prohibition on July 1, together the recruitment of dedicated officer to deal with publicity/enforcement.
- 150 targeted patrols for dog fouling have been undertaken this year with 7 fixed penalty notices issued for offences witnessed.
- 40,000 of households in District now have wheeled bins and boxes. Cabinet approved roll out to further 10,000 households in Sept 2007 and 7,000 households in Sept 2008. In addition plastics will be collected as a recyclable item from September 2007.
- Items of bulky waste now collected by partnership between Lancaster City Council / Furniture Matters called 'Bulky Matters'. Over 50% of all tonnage collected is reused or recycled and 100% of it was removed within our standard of 7 days. This innovative service has been recognised nationally as an example of best practice (eg lets recycle.com awards).
- Trade waste collection service now offers a recycling service to schools (introduced in April 2007)
- Entered into contract with Lancashire County Engineering Services to deliver highways maintenance within the District.
- Anti Litter Action Plan 'Putting Litter in Its Place' launched with a focus on Enforcement, Education and Service Delivery. Supported by a well publicised media campaign. In 2006/7
  - New Environment Enforcement Officer in post from August 2006. From Aug to Jan
  - 130 investigations into cleanliness related complaints have taken place
  - Over 2,200 warning letters have been sent out
  - 893 people were spoken to raise awareness of the penalties for littering
  - Over 1200 portable ashtrays were handed out

- 29 Fixed Penalty Notices have been issued by Council staff and PCSOs for littering / dog fouling
  - 25 Fixed Penalty Notices have been issued by the Police for littering
- CC(D)S has worked with agencies on the clean sweep initiative in partnership with other Council services Police, Fire and Rescue Service.
  - 4 PCSOs have been funded by the City Council to focus on environmental enforcement. These staff are now in post and will be jointly tasked by the Police and the Council's Environment Enforcement Officer. Additional PCSOs are also being funded by West End Partnership and the Community Safety Partnership.
  - Additional beat sweepers have placed in hot-spot areas eg Skerton, Bowerham, Marsh, Ryelands (funded by using existing resources more efficiently).
  - Between April and December 2006 – 2662 incidents of fly tipping were recorded which is a 26% improvement on the same period during the previous year when 3612. By third quarter of this year 81% of all fly tipping incidents reported to the customer service centre were responded to within one working day.
  - Our award winning Grounds Maintenance team have experienced further success in the RHA Tatton Show and continue to share their expertise with the communities across the district through continued support of 'Britain in Bloom' entries. They continue to work in partnership with Piccadilly Garden Centre to provide training opportunities for learning disabled adults at the nursery.
  - Grounds Maintenance worked with Job Centre + to provide work opportunities for 20 long term unemployed people during the summer months. Street trees are being re-planted as a result of the tree strategy.
  - Strategy for playground improvement agreed and several playgrounds have already been improved- Peel Ave, The Cliffs, Glasson Dock, Palatine Rec, Yealand Redmayne, Benson Ave.
  - Our sports facilities, venues and programmes provided a service to one million customers in the year 2006/07
  - The Splash Park in Happy Mount Park was opened and was a tremendous success with both residents and visitors

### 3. To reduce crime and the fear of crime

- The Community Safety Partnership (CSP) has agreed stringent targets to reduce crime by 16-19% over a 3 year period. The key areas for the Lancaster District are alcohol related violent crime and criminal damage. The Partnership is currently seen as having a "good" chance of meeting the target.<sup>1</sup>
- The CSP is constantly seeking to improve its impact. A consultancy provided by Government Office North West is currently considering the processes which underpin the partnership's activity, examining issues such as governance, structures, and performance management. A report with recommendations will be produced from this consultancy.
- The Council and CSP are working ever closer with the agencies who can together tackle crime and the fear of crime. A Multi Agency Problem Solving (MAPS) team has recently moved into offices on Caton Road. It is intended that the team will eventually reside in Lancaster Police Station. The team comprises, on a full time basis, the City Council's Community Safety Officer and Assistant as well as the Police Partnership Officer and Crime Prevention Team. Other agencies will also be working in the MAPS team on a part time basis such as the Environmental Co-ordinator, Youth Offending Team and Youth and Community Workers and an officer from Victim Support.
- Working Groups have been set up to implement action plans in respect of alcohol related violent crime and criminal damage, and close links have been formed with the Local Strategic Partnership (LSP) Alcohol Harm Group. Multi agency meetings are taking place to run Clean Sweeps in key areas within the district.<sup>2</sup>
- In 2006/7 the CSP spent just over £380,000 (mostly external funding). Key projects have been: Police Community Support Officers, the development of a (Multi Agency Problem Solving) MAPS team, analytical work to develop partnership understanding of key problems, domestic violence projects such as SAL's Place and LDWA and substance misuse projects such as XS, Tower and the Arrest Referral Scheme.
- The PCSOs have been coming on stream throughout the year and more are planned. It is envisaged that from the next financial year there will be 20 PCSOs in place. These are part funded from Government via the Police and part funded as follows:
  - 4 x City Council (these four PCSOs are focusing on the cleaner, safer, greener agenda);
  - 6 x West End Partnership;
  - 10 x Community Safety Partnership.
- The Domestic Abuse Strategy was launched on 30<sup>th</sup> March 2007. The Domestic Abuse Executive Group is already using the action plan to manage work around domestic abuse.
- An audit of activity around Section 17 of the Crime and Disorder Act has been carried out with Service Heads. The results of this audit have been integrated into service business plans and additional resources agreed in the 2007/8

<sup>1</sup> Government Office North West Tracker Tool

<sup>2</sup> Clean Sweeps – 5 week programmes targeted at key areas including: cleaning, enforcement and public reassurance.

budget.. These include funding for a Domestic Abuse Co-ordinator and Training and Education Pack.

- The district benefited from extra street lighting of nearly £29,000 due to a successful bid from the CSP.
- Work is taking place around the Neighbourhood Policing agenda. Police and Community Together (PACT) meetings continue to take place.

## 4. To lead the regeneration of our district

- Another outstanding year of festivals and events maximised the number of visitors to our district, including the well-received jazz and heritage festivals. In a major coup for the council, BRIT award winners the Arctic Monkeys played a sell-out concert in the Dome. With a renewed Festivals Innovation Fund, there is much to look forward to in the coming year.
- In the most recent complete year for which tourism figures are available (2005) the value of tourism to the district rose from £216.99m in 2004 to £217.71m in 2005. Although the number of day visitors dropped slightly, the amount of people staying in serviced accommodation increased by 22%.
- Our partnership arrangement with the County Museums service continues to develop. In 2006/07, our Museums were awarded Museums Libraries & Arts (MLA) accreditation having been assessed against a wide range of professional standards, rightly recognising the excellent quality of the service provided to our customers.
  - The Museums Partnership acquired the rare roman tombstone found during archaeological work in Lancaster. Conservation is under way and the stone will undoubtedly become a major draw for visitors when it is installed in its permanent home in the city.
  - A silver replica of the Morecambe's former super swimming stadium has been acquired for public display
- The Lancaster & Morecambe Economic Development Zone (EDZ) is the largest externally funded regeneration programme ever undertaken by the City Council. The past year has seen some major achievements and all its key projects have now been secured. This means that the City Council will be able to draw down the full £8 million of European funding available to the EDZ by the end of 2008.
- Luneside East, the EDZ's "flagship" project was begun in 2006/7. Following a successful compulsory purchase, the prominent gasholder was demolished in December 2006. A full detailed planning application has been approved and work has commenced on site. The Council has supported affected businesses and several have already been relocated.
- The emerging Luneside East urban village project will replace contaminated and derelict land with a mixed development of 300+ housing units; 80,000 sq ft of modern office space, parkland and leisure facilities. There will be better links through Quay Meadow into the city centre.
- The new CityLab offices were officially opened in August 2006 and have created an impressive, state of the art office development in the heart of the city. The £2.7 million scheme also makes an important contribution to the townscape of the Dalton Square Conservation Area with a sensitively designed, contemporary building that reflects the heritage of its surroundings. The building is proving popular and was 39% let after 6 months, which is on course to meet its business plan projection for the equivalent of at least a break even position in the first year. The first tenants are five businesses that have all expanded/relocated from within the city.
- A £560,000 capital project to improve industrial access in the Port of Heysham was completed in 2006, opening up nearly 10 acres of serviced industrial land at the Port. Two phases of marketing have now been completed and terms have been agreed for sale of the entire site in seven separate plots. The purchasers

are mostly local businesses and are expected to support 100 existing jobs and create a further 190 jobs by the end of 2008.

- In October 2006 funding was secured for a £3.5 million scheme to create a Centre for Creative Industries in the Storey Institute, workspace as well as public galleries, a new auditorium/conference centre, a bar/café, and a new state of the art Tourist Information Centre. Converting this underused Grade 11 listed building will provide a heritage gateway and increased "footfall" for the Castle Precinct.
- We are working closely with the new owners of the Lune Industrial Estate (now Lune Business Park) to support plans for upgrading of the estate and provision of improved workspace. This will be done through an ERDF project approved under the EDZ programme.
- The City Council is working jointly with NWDA and Lancaster University on the development of a new science park at Bailrigg adjacent to Lancaster University. Progress during 2006/07 includes the completion of a market demand study and an application for outline planning permission. NWDA released funding for site acquisition and detailed design and the site has now being purchased by the City Council, subject to the outcome of the outline planing application. Further detailed design and development work will continue during 2007, leading to a final funding application to NWDA which will lead to a start on construction of access roads and an Innovation Centre during 2008. The Science Park is designated as one of the North West's Regional Strategic Sites where technological spin-out from academic research should provide an internationally significant contribution to our local economy involving knowledge transfer and value added products.
- Proposals for a retail led regeneration of the Canal Corridor North area progressed during 2006/07. The Council entered into a formal development agreement with potential developers Centros Miller in the summer of 2006, which is 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, will 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 initiative between the city and Centros Miller.
- Significant new office and leisure facilities have been completed on the Cottom's Farm industrial site. Further developments are now also underway for completion in 2007/8.
- The ongoing regeneration of Morecambe continued in 2006/07
  - Work began in 2006/7 on the renovation of the long time derelict Midland Hotel under a development partnership agreement with "Urban Splash".
  - Following an international design competition open to architects, Central Promenade close to the Midland is to be refurbished by the eventual winners 'Flaq'. This was another joint initiative with 'Urban Splash'.
  - Promenade facilities in the West End of Morecambe are being improved, including community designed public art and play facilities. This will be complete is summer 2007 and will complement our award winning promenade.
  - The Winter Gardens is now owned by a buildings preservation trust led by local volunteers who are bidding to secure the funds they need to refurbish the building.

## 5. To support sustainable communities

- We have made a clear Corporate Plan commitment to produce a 'practical', locally focussed Climate Change Strategy. In addition, the council has signed the Nottingham Declaration and the Northwest Climate Change Charter.
- We are preparing an Air Quality Action Plan with partner organisations and working hard to find achievable ways of improving air quality. We know there are localised concentrations of air pollution in the city centre closely associated with road congestion and heavy traffic. A wide-ranging consultation will take place during 2007.
- Neighbourhood Management gives local people a bigger say on how their localities are shaped and in holding service providers to account. Working alongside local 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 working in the Poulton and West End areas of Morecambe is impressive:
  - There has been a significant decrease in the proportion of local residents who are unemployed or claiming Job Seekers Allowance from 7% in 2003 to 3% in 2006.
  - The proportion of people expressing dissatisfaction with Poulton as a place to live has decreased from 16% in 2003 to 11% in 2006. This is greater than the change seen across all Neighbourhood Management Areas nationally
  - Feelings of neighbourliness have increased, with 59% of residents feeling that neighbours looked out for each other in 2006 compared to 50% in 2003
  - Compared to 2003, in 2006 fewer residents identified problems across the range of service areas including rubbish collection, street lighting, local bus services and social and leisure facilities
  - Residents also perceived positive progress to have been made in crime-related areas such as drug-dealing, burglary and violent crime.
- The Council's partnership with Adactus Housing Association has produced 13 remodeled properties in the West End, 10 in Poulton, with further 47 properties recently acquired there. Most of these shared ownership properties have been purchased by people on low incomes who were previously renting in the private sector in Morecambe. The Exemplar scheme in the West End, now known as Chatsworth Gardens is at the final stages of developer selection. 38 properties have been acquired and a further 7 are near completion. Elsewhere in the District, Adactus have refurbished 3 properties in Lancaster and 8 (for shared ownership) in rural areas.
- We are proud of the fact that we continue to maintain the Decent Homes Standards for all our council owned dwellings.
- Council homes are some of the most energy efficient in the country and in the private sector, the most recent HECA (Home Energy Conservation Act) return reported an annual improvement in district-wide energy efficiency of 2.32%. This achievement was double the estimated target for the year.
- Excellent progress continues to be made in improving the Council Housing repairs service. The average time taken to undertake all repairs is now just 11 days (against a target of 15 days) and all tenants are being offered fixed appointments by trade operatives to visit at their first point of contact to



report a repair.

- Progress has been made in reducing the average time taken to allocate council properties, the average re-let time has reduced from 42.8 days to 38.3 days.
- The council's homelessness team continue to focus strongly on prevention initiatives and early interventions. 'Drop in' advice services have increased and there has been an overall reduction in the numbers of homeless applications and acceptances, bringing reductions in spend against the B&B budget. There has also been increased access to both temporary dispersed housing (RSL managed) and accommodation within the private rented sector.
- Council support will enable the YMCA to re-open emergency accommodation in Portland Street. This will provide for 6 young people. Our funding will also enable the Home Support team to provide a flexible support package to socially excluded people who need help to maintain a home and become independent, moving from welfare to work.
- The council is committed 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 S106 agreements - 11 units having been agreed at the Bulk Road site, Lancaster
- 2006/07 saw the development of a new Home Maintenance and Housing Options Services for vulnerable private households. These have been integrated with existing services, (like the district-wide Handyperson Scheme) enabling delivery of Home Improvement Agency type services designed to help make homes decent, promoting independence
- The 2004 Housing Act says that all houses in multiple occupation must now be licensed and also introduced a new system of assessing the condition of properties. Together, these changes represent the biggest change in Housing Legislation in the last 80 years. Our new scheme for HMO licensing became operative on 6 April 2006 and our highly trained staff and re-vamped systems and procedures ensure that the council is ready to provide the best possible service to our communities.
- The Council has entered into a joint management arrangement with South Lakeland District Council to share the services of a cross-district Licensing Manager based in both Lancaster and Kendal.

## 6. To continue to improve the Council

- Sound financial management delivered the lowest council tax rise for eight years at 3.9%, whilst at the same time offering opportunities for growth. So in the coming year we will be able among other things, to provide:
  - two new face-to-face customer service centres based in Lancaster and Morecambe town halls
  - adjustments to our buildings that will help us respond to the challenge of climate change and provide better DDA compliant accommodation for our staff
- More council services than ever have achieved formal recognition for the quality of the services they provide.
  - Council Housing Services has successfully achieved two major quality accreditations. The Repair and Maintenance Section has obtained ISO 9002 Quality Accreditation which means that the whole of the service is now accredited and our sheltered housing team has received accreditation from the Centred for Sheltered Housing Studies.
  - CCDS has successfully achieved Investors in People Employer accreditation, a magnificent achievement.
  - Highways Maintenance section achieved ISO 9001, OHSAS accreditation
  - 90% of all building cleaning staff have been accredited with a national vocational qualification
  - Revenues and Benefits service awarded a Charter Mark recognising the excellent service offered to our customers.
- Our award winning Communications team had another busy year, narrowly missing out on an award for the top council magazine of the year from the Chartered Institute of Public Relations (CIPR). Judges warmly commended the quality of 'Your District Council Matters' and at only 14p a copy per household (including delivery) it was recognised as providing council tax payers with outstanding value for money.
- In 2006/07 the Council's approach to performance management has gone from strength to strength. We have seen a significant improvement against key BVPI's, and our customers are experiencing high quality service. Recent analysis shows that Lancaster City Council is amongst the top performers in the country against many measures and we are improving at a faster rate than comparable District Councils. This sea-change in the Council's approach to performance management underpins all our other achievements:
  - The revised Performance Management Framework came into force on 1<sup>st</sup> April 2006 after comprehensive revision and streamlining and has bedded in well in 2006/07. A single document was produced which explains all roles and responsibilities within it. Member and officer responsibilities have been clarified. The Leader of the Council now has responsibility for Budget and Corporate Performance, mirrored on the officer side by the re-designated Corporate Director (Finance and Performance). Duplication in monitoring and documentation has been eliminated with all parties receiving the same information in a timely manner through the quarterly Performance Review Team

process. Data Quality assurance procedures are already in place and these will become a focus for further work in the coming year.

- We continued to roll-out our computerised performance management system 'Escendency' which provides a 'picture' of performance in relation to priorities in real time, highlighting under and over performance. For the first time we are able to see a single, real-time, top down picture of our success in delivering our vision for the District. All Council services are now reporting performance through the medium of Escendency.
  - The Lancaster Approach to Managing Projects (LAMP), was adopted this year. The change associated with improvement requires processes to manage it well – project management is a key tool to help us to do this. So the new project methodology will better assure intended project benefits are realised and that individual projects are delivered to time, cost and quality. The original intention was to train 50 officers, but initial sessions were so well received and the feedback so positive that far more than the original number applied for training and the courses were oversubscribed in a very short time. At this time around 120 council officers have been LAMP trained and that number continues to rise.
  - Customer Service Standards, together with enhanced an feedback and complaints procedures have been embedded over this year with more to be introduced as further services are integrated into the Customer Service Centres.
- 
- Our staff appraisal systems include monitoring of progress against individual targets and council priorities
  - The Land Charges section continues to provide a speedy service, carrying out almost 99% of standard searches within five working days
  - Emergency Planning and Business Continuity are now statutory responsibilities for the Council under the Civil Contingencies Act 2004 and the Council created a new post of Civil Contingencies Officer as part of Health and Strategic Housing, to fulfil these responsibilities. The council now has in place a Corporate Business Continuity Plan and individual plans for all its services.
  - The council's financial management arrangements continue to improve. The Council's scored a 3 out 4 for its Use of Resources annual assessment by the audit commission ( performing well - in excess of minimum expected levels). It also received an unqualified opinion on its annual accounts and was adjudged to be providing value for money services.

# Planning Ahead

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 fully articulated in our Corporate Plan which is the companion to this Annual Report.

[http://www.lancaster.gov.uk/Documents/Corporate%20Strategy/corporate\\_plan\\_2007\\_2008.pdf](http://www.lancaster.gov.uk/Documents/Corporate%20Strategy/corporate_plan_2007_2008.pdf)

However, in addition to our 6 Medium Term Objectives, the Council has in recent years, chosen to decide which things are the most important of all in the coming year. We call these 'over-riding priorities'.

For the year 2006/07 these were

- Keeping the council tax increase below 5%
- Improving the cleanliness of our streets and public open spaces
- Modernising the way we deliver all our services and making them accessible to all who need them

The Council took big steps forward in involving citizens in shaping our priorities in 2006/07. Building on the success of the previous year's consultation, our newly appointed Citizens Panel was asked to comment upon the Council's proposed priorities. Response rates were excellent and resulted in detailed changes to our Corporate Plan for 2007/08. This consultation helped our politicians to decide that for the coming year our 'over-riding' priorities will be:

- Keeping the city council's portion of the council tax increase below 4.5% and further improving the financial management of the council
- Improving the cleanliness of our streets and public open spaces to make them more attractive and usable
- Modernising the way we deliver all our services and making them accessible to all who need them
- Responding to the Local Government White Paper by pursuing a bid for unitary local government, improving neighbourhood engagement and further developing neighbourhood management

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 for our budget process. Consequently, all the resources in the council's revenue and capital budgets are aligned to the 6 key objectives included in the Corporate Plan. In this way, the Council's resources are directed into the service areas where the public want to see them.

# How well are we improving?

## What the Audit Commission has said about us

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

In 2003 the Commission carried out a comprehensive assessment of our performance (CPA) which looked at how well the council was managed and the quality of the services we were providing to you. We rated as a 'fair council', well placed to deliver further improvement.

We are delighted that the Commission will return in the autumn of 2007 to repeat the CPA process. Lancaster City Council is one of only a very small number of rapidly improving district councils who have been selected for this re-assessment. This rigorous inspection is only offered where there is a realistic prospect of a change in category. We hope that when the process is completed in 2008, the council's considerable improvement will be reflected in an improved score, so watch this space.

We did not have a detailed CPA assessment in 2006/07. Instead, the Audit Commission carried out an annual 'health check' which helps us to see if we are still on the right track and making progress, so in the last year, external auditors have carried out a number of detailed and rigorous audits of the council's accounts, finances, internal controls and performance, and visited us for four days to look at whether we offer value for money. Their findings have been published in a report called 'The Annual Audit and Inspection Letter' looking back over the year 2005/06 and progress that has been made since then.

We firmly believe that there is always room for improvement. This report is an important part of the way we review how well we are performing in providing services and in managing the financial and other resources involved in managing the council's functions. We then develop action plans to make sure any weaknesses are addressed.

Overall the most recent report confirms that our performance management, internal controls and financial standings are extremely sound, that we provide good services and are moving forward and getting better all the time. Not only are we continuing to improve, but we are doing so at a considerably faster rate than comparable district councils. It is pleasing to note that the audit commission has recognised that our ambition to improve is not for our own benefit, but directly for the benefit of our local communities. This is something that we are very proud of.

## Performance and Progress

The report concluded that we have successfully implemented our improvement plans and achieved many of our desired outcomes. Particular strengths include:

- Performance against target in both national and local priority areas is improving. Current performance levels are good with 42% of indicators in the top band compared with the district council average of around 30%
- Access to services and information continues to improve
- Corporate and Business planning processes are more effective and stronger corporate leadership of performance management has delivered real improvement

- Waste management is improving and the council has exceeded its DEFRA recycling target

Areas for further development include:

- Develop and embed our approach to work-force planning, equality and diversity and tackling staff abuse
- Build on performance management success to more effectively tackle under-performance
- Further develop partnership working in order to:
  - Ensure responsibilities under Children Act 2004 are met
  - Ensure Local Area Agreement targets are met by better integration with other authorities and key partners
  - Develop robust risk management and governance arrangements with all our significant partnerships, thereby maximising outcomes from joint objectives
- Use benchmarking for key services to systematically improve value for money

## 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 of three out of four, "performing well and consistently above minimum standards", puts us amongst the top council's in the country although it was recognised that we could do more to develop our approach to assessing Value for Money. This area will therefore be the focus of further activity for the council 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'

All of the deadlines on the closing of accounts were met in 2006/07, despite being earlier than most private companies. The deadline of 30<sup>th</sup> June was set for the first time for the closedown of 2005/06 accounts. Robust forward planning ensured the council successfully met this new and challenging deadline and is now very well placed to continue to comply in coming years. 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.

The full Annual Audit and Inspection Letter is published on the council's website following publication by the Audit Commission. [www.lancaster.gov.uk](http://www.lancaster.gov.uk) and on the Audit Commission's own website [www.Audit-Commission.gov.uk](http://www.Audit-Commission.gov.uk)

## Statement of contracts involving a 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 2006/07 and therefore had no need to initiate the Code of Practice.

# Review to Improve

From time to time, the Audit Commission carries out specific targeted inspections with a view to supporting a council's improvement against its stated priorities. In 2006/07 one of our over-riding priorities was to improve the cleanliness of our streets and open spaces for our communities. Our customers have told us that this is of particular importance.

In Summer 2006, an Audit Commission inspection of our environmental services in the area of Waste Management took place. They said that overall we provide a 'fair' service with 'promising prospects for improvement'.

Undoubtedly, in the last two years the council has under-gone a step change in service quality, we are therefore delighted that the Audit Commission report highlighted many innovative improvements, in particular the many ways in which we have become more focussed than ever on our customers in recent years.

## Key strengths included:

- a single point of telephone contact and access for users;
- communication, consultation and engagement with users and a proactive approach to diversity, for example, in neighbourhood management areas;
- publicised service standards and a wide range of information about street cleansing, sustainability and waste management;
- some areas are maintained to a good level of cleanliness;
- promotion of reuse and recycling schemes;
- statutory recycling/composting targets have been achieved, with low levels of waste production and reductions in landfill disposal.
- a track record of improvement that has delivered benefits for users;
- service weaknesses are being addressed through action plans and strategies to improve environmental cleanliness and waste management; councillors and staff are committed to service improvements;
- the corporate framework for performance management is being strengthened;
- additional financial investment in the service, including external funding, has improved value for money in some areas; and good partnership working to deliver its priorities.

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

## The way forward

- Further embed service based performance management arrangements in order to drive and monitor progress and review impact;
- Tackle high levels of sickness absence;
- Use benchmarking more systematically to improve value for money;
- Maximise information and communications technology to achieve efficiencies.

The Council welcomed these recommendations which have been fully incorporated into the service improvement plan. We are pleased to report that the majority of these recommendations have now been implemented.

# Managing our performance

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.




Each of the following six sections details the performance measures which we have in place to help us achieve our objectives and Corporate Priorities. ALL services and staff throughout the authority play their part and have highlighted their individual contribution in service business plans.

Our success measures are a range of statutory performance indicators and locally based targets for the next 3 years to March 2010, in the following pages we will account for our performance against those targets. We will look back at what we said we would do last year and track our progress. These targets and objectives form a central element of our planning and improvement programmes. Comments are given where there is a variance against targets.

## 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 the 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 data is reliable. All our performance information must be correct and fit for external scrutiny. Therefore we have set a target to score a level 4 (maximum rating) against the Audit Commission assessment of data quality by the end of the financial year 2007/08.

Responsibility for ensuring the robustness of our data rests at the highest level with the Leader of the Council and the Corporate Director (Finance and Performance). 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, a performance management culture has been embedded into the culture of council decision making that can rely on up to date and accurate data to inform the process.



# To deliver value for money customer focussed services

TABLES HERE

# Success Measures 2006/07

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
<b>TO DELIVER VALUE FOR MONEY, CUSTOMER FOCUSED SERVICES</b>												
<b>Statutory BVPI's</b>												
BV76a	Benefits - Number of claimants visited/1000 caseload	596.75	244.34	331.54	610	554	Deleted	Deleted	Deleted	N/A	N/A	N/A
BV76b	Benefits - Number of fraud investigators/1000 caseload	0.16	N/A	N/A	0.17	0.16	0.16	0.16	0.16	N/A	N/A	N/A
BV76c	Number of fraud investigations/1000	88.42	45.32	60.27	74	83	83.5	84	84.5	N/A	N/A	N/A
BV76d	No. of prosecutions & sanctions/1000 caseload	6.57	5.47	8.16	6.67	6.17	6.80	7.0	7	N/A	N/A	N/A
BV78a	Average time for processing new claims (days)	22.20	31.0	25.5	25	19.00	22	22	22	Low	😊	😊
BV78b	Average time for processing change of circumstances (days)	7.40	11.9	8.5	9	7.00	8	8	8	Low	😊	😊
BV79a	% of cases where calculation was correct	99.20%	98.20	99.00	99%	98.60%	99.01%	99.01%	99.01%	High	😞	😞
BV79b (i)	Amount of HB overpayments recovered	86.23%	70.35	79.46	87.0%	94.37%	95.0%	95.00%	95%	High	😊	😊
BV79b (ii)	Overpayments recovered as a % of total debt outstanding (plus overpayments raised during the year)	33.03%	34.11	41.22	35.0%	37.22%	38.0%	39.0%	40%	High	😊	😊
BV79b (iii)	Overpayments written off during the year.	9.38%	N/A	N/A	10%	5.13%	5%	4%	3%	Low	😊	😊

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
BV80h	Contacting the local Benefits office - satisfaction	69.5% (03/04 actual)	N/A	N/A	Not set	78.10%	N/A	N/A	N/A	High	☺	N/A
BV80i	Experience of visiting the local Benefits office satisfaction	74.6% (03/04 actual)	N/A	N/A	-Not set	82.00%	N/A	N/A	N/A	High	☺	N/A
BV80j	Telephone service provided satisfaction	60.6% (03/04 actual)	N/A	N/A	Not set	77.80%	N/A	N/A	N/A	High	☺	N/A
BV80k	Service provided by staff in Benefits office satisfaction	73.5% (03/04 actual)	N/A	N/A	Not set	81.40%	N/A	N/A	N/A	High	☺	N/A
BV80l	Satisfaction with Housing/Council Tax benefits form	52.5% (03/04 actual)	N/A	N/A	Not set	61.40%	N/A	N/A	N/A	High	☺	N/A
BV80m	Satisfaction with length of time to be told of outcome of Housing/Council Tax benefit claim	55.6% (03/04 actual)	N/A	N/A	Not set	78.30%	N/A	N/A	N/A	High	☺	N/A
BV80n	Satisfaction with service received from local Benefits office	67.2% (03/04 actual)	N/A	N/A	Not set	81.20%	N/A	N/A	N/A	High	☺	N/A
BV156	% of authority buildings accessible to disabled	75%	72.87	87.50	81%	75%	81%	81%	81%	High	☹	☹
<p><b>Comment:</b> BV156: Access audits have been carried out and it is anticipated that some improvements, identified by the audits, can be effected which may enable at least one premise to become accessible. It should be noted that the City Council is conducting a comprehensive accommodation review as part of its Access to Services project and accessibility constitutes an important consideration. There is potential within this to significantly change the number of premises used by the council.</p>												
BV109a	% of major planning applications determined within 13 weeks	49%	66.67	74.75	63%	69%	64%	65%	66%	High	☺	☺

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High/ Low	Getting Better	On target
BV109b	% of minor planning applications determined within 8 weeks	78.00%	74.01	80.39	75%	76.00%	77%	80%	80%	High	☹️	☺️
BV109c	% of 'other' planning applications determined within 8 weeks	82.00%	88.23	91.61	82%	87.00%	83%	85%	88%	High	☺️	☺️
BV111	% of planning applicants satisfied with the service received	71% (2003/04 out-turn)	N/A	N/A	Not set	68.60%	N/A	N/A	N/A	High	☹️	N/A
BV204	% of appeals against decision to refuse planning applications	26.00%	N/A	N/A	30%	14.00%	25%	20%	20%	Low	☺️	☺️
<b>Comment:</b> The percentage demonstrates considerable success in defending development control decisions.												
BV205	Quality of service checklist	100.00%	94.0	94.4	100%	83.30%	100%	100%	100%	High	☹️	☹️
<b>Comment:</b> The council no longer employs an officer with a recognised Urban Design qualification. To do so would require the establishment of a new post.												
BV226a	Total amount spent by the authority on advice and guidance services provided by external organisations	£287,654	N/A	N/A	£290,300	£272,400	£292,100	£293,900	£299,778	N/A	N/A	N/A
BV226b	New % of monies spent on advice and guidance services which was given to organisations holding the CLS Quality Mark	60.95%	N/A	N/A	60.94%	65.30%	60.62	60.25	60.61	High	☺️	☺️
BV226c	New total amount spent on advice and guidance in the areas of housing, welfare benefits & consumer 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	N/A	N/A	N/A
<b>Comment 226c</b> - this indicator was not calculated in accordance with the definition of the indicator and therefore will not be reported. An action plan is now in place to												

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
BV3	Overall Satisfaction with the council - (Customer satisfaction ratings in top quartile for district councils by March 2010)	47.8% (Actual 03/04)	N/A	N/A	56%	50.50%	N/A	N/A	N/A	High	☺	☹
<b>Comment - DCLG weighted outturn - 46%</b>												
<b>Local Indicators</b>												
LCC56	Percentage of turn-out at last local government election (NB. Last election 2003 (Admin))	N/A	N/A	N/A	35%	35.00%	N/A	N/A	N/A	High	☺	☺
<b>Comment: LCC56: Turnout at previous election in 2003 - 33%</b>												
LCC25	Percentage of complaints where contact is made with the complainant by a licensing officer in person (Legal)	73%	N/A	N/A	85%	75%	85%	87%	90	High	☺	☹
LCC26	Percentage of complaints where final response to complainant is given within 10 working days (legal)	83%	N/A	N/A	90%	72%	85%	87%	90	High	☹	☹
LCC79	Percentage of prosecutions won or otherwise satisfactorily concluded to the reasonable satisfaction of the client (legal)	96.50%	N/A	N/A	95%	85.00%	90%	90%	90	High	☹	☹
LCC80	% of property transactions completed or before target date where a reasonable target date was set in advance by the client (legal)	73%	N/A	N/A	75%	75%	78%	80%	80	High	☺	☺

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
LCC78	Searches of local land register - percentage of searches carried out within 5 working days	97.15%	N/A	N/A	95%	98.91%	98%	99%	99%	High	☺	☺

To make our district a cleaner and healthier place

TABLES HERE

# Success Measures 2006/07

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
<b>TO MAKE OUR DISTRICT A CLEANER AND HEALTHIER PLACE</b>												
<b>Statutory BVPI's</b>												
BV82a(i)	% of household waste recycled	12.54%	18.15	21.72	16.00%	15.64%	18.00%	20.50%	22.30%	High	☺	☺
BV82a(ii)	Total tonnage of household waste recycled	6754.82	6839.79	9082.98	6754.82%	8211.52	9450.00	10762.00	11707.00	High	☺	☺
BV82b(i)	% of household waste composted	6.85%	8.29	14.67	9.00%	9.68%	11.00%	12.50%	13.70%	High	☺	☺
BV82b(ii)	The total tonnage of household waste composted	3,455.57	3157.91	6048.83	3455.57%	5,082.74	5,775.00	6,562.00	7,192.00	High	☺	☺
BV84a	Kg of household waste collected per head of population	369kg	409.6	381.0	365kg	380.43	381	381	381	Low	☺	☺
<b>Comment - Top quartile performance within acceptable range</b>												
BV84b	% change in Kg of household waste collection	0.00%	-0.44	-3.22	<6.72%	3.10%	0%	0%	0%	Low	☺	☺
BV89	Improve levels of customer satisfaction with street cleanliness	55% (03/04 actual)	N/A	N/A	72%	62.00%	N/A	N/A	74%	High	☺	☺
<b>Comment: BV89 CLG weighted figure 61%</b>												
BV86	Cost of waste collection per household	£44.24	46.25	40.28	£58.00	£46.46	£46.25	£43.00	£40.28	High	☺	☺
BV90a	% of people satisfied with household waste collection.	84.90%	N/A	N/A	80%	81%	N/A	N/A	90%	High	☺	☺
<b>Comment BV 90a CLG weighted figure 77%</b>												
BV90b	% of people satisfied with waste recycling	67.50%	N/A	N/A	80%	71%	N/A	N/A	84%	High	☺	☺
<b>Comment BV90b CLG weighted figure 67%</b>												
BV91(a)	% of pop. served by kerbside collection of recyclables (one recyclable)	New definition	99.4	100.0	80.00%	80.64%	90.00%	100.00%	100.00%	High	N/A	☺



PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
BV91(b)	% of pop served by a kerbside collection of at least two recyclables	76.74%	98.8	100.0	80.00%	80.64%	90.00%	100%	100%	High	☺	☺
BV119a	Number of residents satisfied with sports and leisure facilities	63.70%	N/A	N/A	Not set	61.40%	N/A	N/A	N/A	High	☹	N/A
Comment BV119a CLG weighted figure 59%												
BV119e	Number of residents satisfied with parks and open spaces	78.60%	N/A	N/A	Not set	77.00%	N/A	N/A	N/A	High	☹	N/A
Comment BV119e CLG weighted figure 27%												
BV166a	Score against a checklist of enforcement best practice for environmental health	90%	90.0	98.7	100%	90%	100%	100%	100%	High	☺	☹
BV199a	Proportion of land and highways assessed as having deposits of litter and detritus which fall beneath an acceptable level (as a %)	18.00%	12.0	8.0	17.00%	12.78%	12.00%	11.00%	9%	Low	☺	☺
BV199b	Proportion of land and highways from which unacceptable levels of graffiti are visible (on day of survey)	0	1	0	0	4%	4%	3.50%	3%	Low	☹	☹
BV199c	Proportion of land and highways from which unacceptable levels of fly-posting are visible (on day of survey)	0	0	0	0	0.33%	1%	1%	1%	Low	☹	☹
Comment BV199d has been omitted. The Audit Commission have confirmed that Local authorities will not be expected to include this PI within their BVPP												
BV 216a	Number of sites in the LA area of potential concern with respect to land contamination	1415	697	1198	1715	1760	2000	1500	1000	High	☺	☺

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
BV 216b	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%	3	8	1%	2%	2%	5%	10%	High	☹️	☺️
BV217	% of pollution control improvements to existing installations completed on time	53	94	100	70	73	90	90	90	High	☺️	☺️
<b>Comment:</b> BV217: Government set target of 90% is based on adequate resources since 1990. A programme is in place to improve compliance following several years of under resourcing, but the target of 90% includes both upgrading permits and work by operators to comply.												
BV 218a	% of abandoned vehicles investigated within 24 hours	76.57%	87.00%	96.12%	80%	54.80%	80%	80%	80%	High	☹️	☹️
BV 218b	% of abandoned vehicles removed within 24 hours (from point at which legally entitled to remove)	67.42%	77.50%	93.95%	70%	93.00%	70%	70%	80%	High	☺️	☺️
BV219a	Total number of conservation areas in the local authority area	37	N/A	N/A	37	37	37	38	39	N/A	☹️	☺️
BV219b	% of conservation areas in the local authority area with an up-to-date character appraisal	5.40%	7.69	26	18.90%	8.10%	18.90%	29.70%	40.50%	High	☺️	☹️
<b>Comment</b> BV219b: The 2006/07 target has not been met as only one appraisal (2.70%), for Wray Conservation Area, has been carried out this financial year. The reason for this has been one of resources. The council had no Assistant Conservation Officer for months and resources have had to be directed to other areas of work such as the completion of the Morecambe Townscape Heritage Initiative (MYHI), large development projects and other grant schemes.												
BV219c	% of conservation areas with published management proposals	2.70%	0	5.5	2.70%	2.70%	5.40%	8.10%	10.80%	High	☹️	☺️
<b>Local indicators</b>												

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
CCS 09 (Defra)	Percentage of household waste arisings that were recycled & composted	19.39%	N/A	N/A	25%	25.40%	29%	33%	36%	High	☺	☺
CCS08	% of bulky waste re-used (Bulky Matters Project)	0	N/A	N/A	40%	48%	40%	40%	40%	High	☺	☺
Cult 3	Number of children who receive coaching per week (average)	N/A	N/A	N/A	1010	2174	2200	2220	2240	High	N/A	☺
Cult 4	% of children under 11 in schools swimming programme taking up the offer of a BMI test and the recommended subsequent activity programme	0%	N/A	N/A	0-20%	0-20%	0-20	30	50	High	N/A	☺
Cult 17	Average Number of Children per week from Rural Schools being coached within the Education Swimming Programme.	N/A	N/A	N/A	Baseline	33.33%	36%	38%	40%	High	N/A	N/A
LCC48	Progression rates in swimming lessons - Key Stage 2 attainment % (Cultural Services)	N/A	N/A	N/A	85%	77%	90%	90%	90%	High	N/A	☹
LCC49	Participation rate as a % of maximum (Cultural Services)											
	a.Sports Halls	54.80%	N/A	N/A	82%	57%	82%	82%	84%	High	☺	☹
	b.Swimming Pools	77.05%	N/A	N/A	84%	78%	84%	84%	86%	High	☺	☹
	c.Play Schemes	81.10%	N/A	N/A	100%	81%	100%	100%	100%	High	☹	☹
LCC38	Work with Lancashire County Council to increase km of cycle routes	56km	N/A	N/A	61km	60km	65km	70km	Not set	High	☺	☺
LCC39	Provide more cycle parking facilities in line with the Council's cycling strategy	176	N/A	N/A	210	530	230	250	Not set	High	☺	☹

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
Comment LCC39 - 312 public spaces and 218 private spaces in areas such as places of work												
CCS 01	Average time in working days taken to deal with bulky waste collection requests.	16.78	N/A	N/A	7 days	6.5	7 days	7 days	7 days	Low	☺	☺
CCS 02	Percentage of household waste collections which were missed	0.17%	N/A	N/A	0.75%	0.14%	0.75%	0.50%	0.25%	Low	☺	☺
CCS 03	% of households in the district served by 3-stream waste collection	48%	N/A	N/A	60%	80.64%	75%	90%	100%	High	☺	☺
CCS 04	% of recyclables collected at bring sites	13.50%	N/A	N/A	12%	1.93%	10%	8%	6%	High	☹	☹
CCS 05	Effectiveness of recycling method - % of recyclables collected at Household Waste Recycling Centres	7.40%	N/A	N/A	7%	5.85%	7%	6%	5%	High	☺	☺
Comment: CCS04 and CCS05: As 3 stream waste collection increases recycling through bring sites and Household Waste recycling centres is likely to decrease.												
CCS 06	% of recyclables collected from the kerbside	79.10%	N/A	N/A	81%	85.58%	81%	84%	87	High	☺	☺
CCS 07	% of household waste collected by WCA going to landfill	80.61%	N/A	N/A	75%	74.68%	75%	72%	68	Low	☺	☺
EP01	Air pollution monitoring - meets standards	Yes	N/A	N/A	Yes	yes	yes	yes	Yes	N/A	☺	☺
EP08	Contaminated land - inspection programme on schedule	No	N/A	N/A	Yes	No	yes	yes	Yes	N/A	☹	☹
FS03	FSA food sampling programme maintained	Yes	N/A	N/A	Yes	Yes	Yes	Yes	Yes	N/A	☺	☺
FS10	% Category A food premises inspected on schedule.	100%	N/A	N/A	100%	100%	100%	100%	100%	High	☺	☺

# To reduce crime and the fear of crime

TABLES HERE

# Success Measures 2006/07

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
<b>TO REDUCE CRIME AND THE FEAR OF CRIME</b>												
BV126	Domestic burglaries per 1,000 households	8.83	7.4	5.7	8.06	6.82	6.52	6.24	5.98	Low	☺	☺
<b>Comment BV126:</b> A significant reduction in this crime category has been evident during 2006/07. This can be explained through the Community Safety Partnership's commitment to reduce PSA1 crime, of which burglary in dwelling is a category, as well as the ongoing development of the Tower Project and the local PPO schemes tackling persistent offenders with a history of burglary. Crime prevention advice continues to be disseminated throughout the local authority area encouraging local residents to introduce safeguards against opportunist burglaries in their homes.												
BV127a	Violent Crime per 1,000 population.	10.08	14.5	11.1	8.096 - 7.964	19.56	18.72	17.93	17.16	Low	☺	☺
BV127b	Robberies per 1,000 population	0.50	0.3	0.02	0.542 - 0.534	0.47	0.45	0.43	0.41	Low	☺	☺
BV128	Vehicle crimes per 1,000 population	8.30	8.3	6.4	7.53	7.79	7.46	7.14	6.83	Low	☺	☺
BV174	The number of racial incidents recorded by the authority per 100,000 population	3.65%	N/A	N/A	3.65%	4.35%	4.35%	4.35%	4.35%	Low	☺	☺
<b>Comments:</b> BV 174 - Target to remain the same as last year due to the low numbers involved (slight numerical changes can be significant in terms of percentage changes when dealing with low figures).												
BV175	Racial incidents resulting in further action	100%	100%	100%	100%	100%	100%	100%	100%	High	☺	☺
BV225	Actions against domestic violence	9.10%	N/A	N/A	45%	36.40%	45.50%	45.50%	45.50%	High	☺	☺
<b>Comment:</b> BV225: LAA baseline is 5.4 (out of 11) this is the county average and equates to a percentage of 49.0% and we are aiming to score 5 in the coming financial year (hence our target of 45%)												

# To lead the regeneration of our district

TABLES HERE

# Success Measures 2006/07

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
<b>TO LEAD THE REGENERATION OF OUR DISTRICT</b>												
<b>Statutory BVPI's</b>												
BV64	Vacant private sector dwellings returned to occupation or demolished.	41	13	38	40	46	53	65	77	High	☺	☺
BV106	% of new homes built on previously developed land	71.40%	75.00%	89.36%	72%	80.20%	72%	75%	78%	High	☺	☺
BV119c	Number of residents satisfied with museums	68.4% (03/04 actual)	N/A	N/A	Not set	64.80%	N/A	N/A	N/A	High	☹	N/A
<b>Comment BV199c CLG weighted figure 60%</b>												
BV119d	Number of residents satisfied with theatres and concert halls	58.3% (03/04 actual)	N/A	N/A	Not set	56.50%	N/A	N/A	N/A	High	☹	N/A
<b>Comment BV119d CLG weighted figure 54%</b>												
BV170a	The number of visits usages of museums per 1,000 pop	1206.29	312	861	1250	810	1200	1225	1250	High	☹	☹
<b>Comment BV170a:</b> Disappointingly low out turn due mainly to losing the website visits to the netting the bay site. The site although vastly improved lost it's dominant name when the site was transferred from it's originators to Lancashire County Council IT department. The Netting the Bay domain name does not fit with County corporate policy. Access is through the Fleetwood and Lancaster Maritime Museum websites.												
BV170b	The number of visits that were in person per 1,000 population	468.32	178	460	460.86	472.98	480	490	500	High	☺	☺
<b>Comment: BV170b:</b> - The two main Museums, Lancaster City Museum and Lancaster Maritime Museum, showed an increase in visitors. - The Cottage Museum dropped by 105 visitors, this is a small museum and numbers are limited at any one time. It is clear that that this museum is in need of some new investments to attract new audiences. The Facilities Manager at Lancaster City Council who arranged and gave many of the tours at Lancaster Town Hall has retired. Unable to system the impact and amount of previous year's exhibitions, a Lancaster based staff that concentrated on Lancaster city museums are now working on a county-wide basis.												



PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
BV170c	The number of pupils visiting museums and galleries in organised school groups	3,049	1279	3302	3,175	2,230	2,230	2,500	2,750	High	☹	☹
<b>Comment: BV170c:</b> It is becoming increasingly difficult to extract Lancaster City Council BVPI figures for its 3 museums from that of the County Museum Service that manages 12 sites including the Lancaster sites. E.g The increase and use of video conferencing, this is done from the Judges Lodgings Museum in Lancaster and therefore doesn't appear on the BVPIs although it is a facility used by all the sites in Lancaster - Risk assessments and spiralling coach prices continue to be an obstacle. More competition, many more places now offer outreach sessions. Only one lifelong learning/outreach officer to cover 6 sites.												
<b>Local Indicators</b>												
LCC1a	Provision of new/refurbished workspace (through EDZ programme)	1500 sq m (CityLab)	N/A	N/A	None	None	3000 sq m (Thetis House)	3000 sq m (Storey Institute)	Pro-gramme ends	N/A	N/A	☺
1b	EDZ financial performance - lifetime contracted expenditure	N/A	N/A	N/A	£6,049,282	£5,867,803	£7,615,371	£8,000,000	Pro-gramme ends	N/A	N/A	N/A
1c	EDZ physical performance % of lifetime contracted physical indicators expected to be achieved to date	N/A	N/A	N/A	70%	70%	70%	85%	100%	N/A	N/A	N/A
<b>Comment LCC1c</b> physical indicators lag behind expenditure but will continue to be collected after programme completion. % figure is calculated across the range of multiple outputs, results and impacts.												
LCC2	Tourism - Marketing the district (as measured by											
a	increase tourist spend by an average of 5% annually across all categories of visitor	2005 £217.7m	N/A	N/A	>5%	Due July 07	>5%	>5%	Not set	High	N/A	N/A
b	Increase the number of staying visitors by average 3% annually	262,000	N/A	N/A	275,000	Due July 07	298,000	311,000	Not set	High	N/A	N/A
c	% of TIC customer satisfaction forms recording	70%	N/A	N/A	70%	80%	80%	80%	85%	High	N/A	N/A

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
d	Annual increase of 10% in income through on-line and hot-line bookings	£6,300	N/A	N/A	£6,900	Due July 07	£7,600	£8,300	Not set	High	N/A	N/A

**Comment:** LCC2 a&b above Please also note there will be a time lag in reporting STEAM data as it is collected annually and usually published in June/July the following year. LCC2c We have not set a target to increase customer satisfaction. We have already achieved a high level satisfaction rating and believe it would be un-realistic to set a target to improve further at a time when disruption to service is anticipated as a result of capital works.

# To support sustainable communities

TABLES HERE

# Success Measures 2006/07

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
<b>TO SUPPORT SUSTAINABLE COMMUNITIES</b>												
<b>Statutory BVPI's</b>												
BV63	Energy efficiency of LA dwellings (SAP) rating	69	67	69	70	69	71	72	73	High	☺	☹
Comment BV63 - although the target was not hit this year, this still represents top quartile performance												
BV66a	Proportion of rent collected	98.70%	98.20%	98.84%	100%	98.40%	100%	78.60%	78.84%	High	☹	☹
Comment: BV66a: Slight improvement on 2005/06. Introduction of direct debit option for tenants to pay. Approx. 10% take up.												
BV66b	New The number of LA tenants with more than seven weeks of (gross) rent arrears as a % of the total number of council tenants.	2.69%	5.23%	3.39%	2.30%	3.38%	3.20%	3.10%	3.00%	Low	☹	☹
Comment BV66b: Target set without any previous trend or benchmarking information available. Local target was over ambitious. Future target now set in the light of comparative performance data.												
BV66c	% of LA tenants in arrears who have had Notices Seeking Possession served	40.8%	25.12	13.55	30%	25.8%	20%	15%	13.55%	Low	☺	☺
Comment BV66c: Significant improvement on previous year. New protocols introduced in October 2006												
BV66d	% of LA tenants evicted as a result of rent arrears	0.31%	0	0	0.20%	0.29%	0.20%	0.20%	0.20%	Low	☹	☹
BV74a	Tenant satisfaction - overall service with landlord - all tenants	72.5% (03/04 Actual)	83.00%	85.00%	78%	80.40%	N/A	N/A	85%	High	☺	☺
BV74b	Tenant satisfaction - overall service with landlord - black and minority ethnic	60% (03/04 Actual)	75.00%	85.75%	78%	90.90%	N/A	N/A	86%	High	☺	☺
BV74c	Tenant satisfaction - overall service with landlord - non black & minority ethnic.	72.6% (03/04 Actual)	83.00%	85.00%	78%	80.10%	N/A	N/A	85%	High	☺	☺

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
BV75a	Tenant satisfaction with involvement in management - all tenants	51.2% (03/04 Actual)	65.00%	70.00%	55%	68.80%	N/A	N/A	70%	High	☺	☺
BV75b	Tenant satisfaction - participation in management - black & ethnic minority tenants	0% (03/04 Actual)	62.50%	75.00%	55%	100.00%	N/A	N/A	75%	High	☺	☺
BV75c	Tenant satisfaction - participation in management - non black & ethnic minority tenants	51.2% (03/04 Actual)	65.50%	70.00%	55%	68.30%	N/A	N/A	70%	High	☺	☺
BV183a	Average length of stay in B&B (weeks)	4.0	3.0	1.4	3.00	1.86	1.50	1.00	0.00	Low	☺	☺
<p><b>Comment</b> BV183a - there has been a vast improvement in the service of administering B&amp;B accommodation, resulting in an overall reduction. The DCLG targets have been successfully achieved and the pre-set BVPI target has been exceeded. There has been further emphasis placed upon prevention and tackling homelessness, this has been achieved through early intervention. The temporary accommodation provisions and other housing options will continue to be developed, creating a service that is community focussed towards the prevention of homelessness.</p>												
BV183b	Length of temporary stay in hostels (weeks)	0.0	6.8	0.0	1.00	0.14	1.00	1.00	0.00	Low	☹	☺
<p><b>Comment:</b> BV183b: During the last 12 months concerted efforts have been made to tackle the issues around temporary accommodation. This involved the restructuring of the housing advice team, with designated prevention officers and a more community focused service, which has been contributable towards the reduction in temporary accommodation placements. The use of hostel accommodation remains low. This reduction is due to officers continuing to take a more proactive approach and making concerted efforts to access all housing services available to temporarily house clients. However, due to the lack of hostel accommodation within the district, this is seen as a least preferred option which is reflected within the low targets.</p>												
BV184a	Proportion of LA homes none decent	0%	24.00%	12.00%	0%	0%	0%	0%	0%	Low	☺	☺
BV184b	% change in proportion of none decent LA homes	0%	14.2%	29.2%	0%	0%	0%	0%	0%	Low	☺	☺
BV212	Average time taken to re-let council dwellings	35.5	36	27	38	38.3	35	32	29	Low	☺	☺
<p><b>Comment:</b> BV212: Applied Audit Commission revised definition of January 2006 to total properties let in 2005/2006. Target to be reviewed in light of definition changes.</p>												
BV202	Number of people rough sleeping on a single night	7	1	0	5	0	3	2	2	Low	☺	☺

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
BV203	% change in average no of families placed in temp accomm	72.58% (107 house-holds)	1.05	-17.82	+10% Increase	0.00%	+5% Reduction	-5% Reduction	-16% Reduction	Low	☺	☺
<p><b>BV203:</b> In accordance with DCLG guidelines, provisions were made to improve temporary accommodation, which resulted in an increase in the temporary dispersed house type accommodation for families. Due consideration was given towards the lack of accommodation within the district, which was reflected in the target set. There has been no % change in the number of families within temporary accommodation, which is due to the increased level of prevention initiatives in place to tackle homelessness prior to crisis taking a proactive approach towards securing suitable accommodation. The actual target achieved reflects the stability created following the restructuring of the housing advice team and the high success rate of initiatives instigated by the designated prevention officers.</p>												
BV213	Number of homeless households given LA housing advice where situation was resolved	1.42 (85 house-holds)	2	5	1.75	2.42	3	3.25	3.5	High	☺	☺
<p><b>Comment:</b> BV213: During the last 12 months there has been many changes made to improve procedural practice and its overall service delivery. The restructuring of the Housing Advice Team involved the designation of two prevention officers and also, the recruitment of a front line liaison officer. The team are now more community focused, resulting in an increase in the level of drop in advice service around the district which allows them to meet and advise clients before crisis level. The Authority will continue to improve services with emphasis upon prevention initiatives, to achieve future set targets and reduce the levels of homelessness.</p>												
BV214	Proportion of statutorily homeless households accepted as homeless more than once with a two year period	0	1.82	0	0	0	0	0	0	Low	☺	☺
<p><b>Comment:</b> BV214: The actual target achieved reflects the stability created, following the restructuring of the housing advice team and the high success rate of initiatives instigated by the designated prevention officers. The community focused service offers a client based accessible service, creating awareness of all housing options and services available. The increased levels of prevention work has contributed towards the maintained target of no repeat homelessness and created long term sustainability. The Authority will continue to improve services to reduce and prevent repeat homelessness.</p>												
BV200a	Development Plan unexpired and under 5 yrs old?	Yes	N/A	N/A	Yes	Yes	Yes	Yes	Yes	Yes	☺	☺
BV200b	Has the local planning authority met the targets which the Local Development Scheme (LDS) sets out?	Yes	N/A	N/A	No*	No	Yes	Yes	Yes	Yes	N/A	☺

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
BV200c	Did the local planning authority publish an annual monitoring report by December of the last year?	Yes	N/A	N/A	Yes	yes	Yes	Yes	Yes	Yes	N/A	N/A
<b>Local indicators</b>												
LCC15	Improving Private Sector Properties											
a	Number of private sector properties improved through financial assistance	43	N/A	N/A	70	80	45	45	45	High	😊	😊
b	Number of private sector properties improved through non-financial assistance	634	N/A	N/A	500	663	500	500	500	High	😊	😊
c	The number of private sector properties improved through enforcement activity	170	N/A	N/A	150	159	150	150	150	High	😊	😊
LCC18	Increase affordable housing (Health and Strategic Housing)											
a	Increase total number of affordable housing units in district as a whole	46	N/A	N/A	35	43	30	30	30	High	😊	😊
b	Increase the total number of new affordable housing units which are in rural areas.	13	N/A	N/A	18	8	15	15	15	High	😊	😊

# To continue to improve the Council

TABLES HERE



# Success Measures 2006/07

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
<b>TO CONTINUE TO IMPROVE THE COUNCIL</b>												
<b>Statutory BVPI's</b>												
BV2a	Equality Standard for Local Gov - level achieved	1	N/A	N/A	2	1	2	2	3	High	☹	☹
BV2b	The duty to promote race equality - checklist score	42.10%	58%	73%	52.63%	42.10%	57.89%	63.15%	68.40%	High	☹	☹
<b>Comment:</b> BV2b There is a variance of -20% when the actual and the target for 2006/07 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 2005/06.												
BV4	The % of complainants satisfied with the handling of their complaint	39.8% (03/04 Actual)	N/A	N/A	35.70%	35.70%	N/A	N/A	N/A	High	☺	☺
<b>Comment BV4</b> CLG weighted figure 45%												
BV8	% of correct invoices paid within 30 days	80.63%	N/A	N/A	90%	89.17%	93%	97%	97%	High	☺	☹
BV9	% of Council Tax collected by the authority	96.40%	98.11%	98.53%	96.90%	96.50%	96.70%	96.90%	97.40%	High	☺	☹
BV10	% of NNDR collected by the authority	98.80%	99.00%	99.30%	99.10%	99.10%	99.15%	99.20%	99.30%	High	☺	☺
BV11a	% of top 5% of earners that are women	19.57%	25.00%	31.25%	24%	25.53%	25.50%	26.00%	29.00%	High	☺	☺
<b>Comment:</b> The variance between the actual and the target is +6.38. The council has recruited 3 women this year in the top 5% of earners.												
BV11b	% top 5% of earners that are from BME communities	2.17%	0.0%	3.37%	2.17%	2.12%	2.17%	2.17%	2.17%	High	☹	☹
<b>Comment:</b> There is a variance of 2.30% from the 2006/2007 target. There are now 47 people in the top 5% rather than the 46 of last year and the new member of staff who appear in the top 5% is not of the BME minorities. There is still only one such member of staff in the top 5%. The council is continuing to strive to attract staff from all BME communities and is currently looking to achieve Level 2 of the Equality Standard for Local Government.												
BV11c	% of top 5% of earners with a disability	2.17%	2.09	5.91	2.17%	0.00%	2.17%	3.40%	4.60%	High	☹	☹

PI.ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
	<p><b>Comment:</b> There is a -100% variance between the target and the actual for 2006/07. The Council had one disabled member of staff last year in the top 5% of earners which made up the 2.17%. This member of staff was made redundant during the year, and no new disabled staff have entered or have been recruited to the top 5% of earners. 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 the LA due to sickness absence.	11.60	9.54	8.29	10	11.82	10	9.5	9	Low	☹️	☹️
	<p><b>Comment:</b> The variance between the target and the actual for 2006/07 is -18.2%. The Council has experienced several long term sickness cases this year which we believe have contributed towards the increase in days.</p>											
BV14	Early retirements - staff	0.24%	0.40%	0.00%	0.40%	0.12%	0.40%	0.40%	0.40%	Low	☺️	☺️
	<p><b>Comment:</b> The variance between the target for 2006/07 and the actual is -0.17%. In the last financial year some applications for Early Retirement had been put on hold and the target for the current financial year reflected the fact that it was envisaged that several of these may be granted. None of the early retirement applications were granted, and only one early retirement occurred this year.</p>											
BV15	Ill health retirements - staff	0.36%	0.25%	0.00%	0.40%	0.60%	0.40%	0.40%	0.40%	Low	☹️	☹️
	<p><b>Comment:</b> The variance between the target and the actual for 2006/07 is -50%. The council has had several long term sickness cases this year and in the interests of reducing sickness absence and in line with pensions scheme regulations four of these members of staff have retired on the grounds of ill health.</p>											
BV16a	Percentage of employees with a disability	6.20%	3.11%	4.37%	6.50%	5.54%	5.75%	6.00%	6.50%	High	☹️	☹️
	<p><b>Comment:</b> The variance between the target and the actual for 2006/07 is -14.77%. The council continues to try to attract staff to the organisation who have disabilities through its advertising and policies which are in place within the organisation.</p>											
BV16b	Percentage of economically active people in the district who have a disability	15.88%	N/A	N/A	15.88%	15.88%	N/A	N/A	N/A	N/A	N/A	N/A
BV17a	Percentage of staff from ethnic minorities	0.74%	1.40%	2.70%	1.00%	0.75%	1.00%	1.10%	1.20%	High	☹️	☹️
	<p><b>Comment:</b> The variances between the target and the actual for 2006/07 is -24%. The council has attracted two members of staff this year from ethnic minorities. However, we have also lost 3 members of staff therefore this is no increase this year which has affected our achievement of the target.</p>											

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
BV17b	Percentage of economically active people in the district from ethnic minorities	2.40%	N/A	N/A	N/A	2.40%	N/A	N/A	N/A	N/A	N/A	N/A
<b>Local Indicators</b>												
LCC81	Recruitment (HR&OD)											
a	Prepare short-list for interview within 2 weeks of the closing date	91.37%	N/A	N/A	90%	96.48%	92%	93%	94%	High	😊	😊
b	All candidates given 5 days notice of interview	89.86%	N/A	N/A	90%	95.74%	92%	93%	94%	High	😊	😊
c	All candidates informed of outcome within 3 working days	97.06%	N/A	N/A	90%	93.15%	92%	93%	94%	High	😊	😊
d	Percentage of posts not filled	5%	N/A	N/A	9.50%	5.70%	9.00%	9%	8%	Low	😞	😊
LCC61	Internal Communications (Corporate Strategy - Comms Team)											
b	through attending staff briefing	732	N/A	N/A	700	935	700	700	700	High	😊	😊

# 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 out this responsibly, the council must:

- Have a sound system of internal control which ensure it carries out its functions and services effectively, including arrangements for the managing of risk
- Fulfil 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 & Corporate Governance that forms part of the council's Statement of Accounts.

All this information can be viewed at the Council's website at [www.lancaster.gov.uk](http://www.lancaster.gov.uk)

# Our financial performance

This section should be agreed by Audit Committee and will be inserted following final approval

# How to contact the council

## Telephone

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

- **Telephone:** 01524 582000
- **Minicom:** 01524 582175
- **Fax:** 01524 582161 (Lancaster) or 01524 582162 (Morecambe)

### Out-of-hours Emergencies

- **Telephone:** 01524 67099 (Calls are recorded to improve our service 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 -  
<http://www.lancaster.gov.uk/Documents/General/A-Z.pdf>

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## Email

**Email (General issues):** [info@lancaster.gov.uk](mailto:info@lancaster.gov.uk)

**Email (Website issues):** [webmaster@lancaster.gov.uk](mailto:webmaster@lancaster.gov.uk)

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## Write or Visit

Lancaster City Council  
Town Hall  
Dalton Square  
Lancaster  
LA1 1PJ

Or

Lancaster City Council  
Town Hall  
Marine Road East  
Morecambe  
LA4 5AF

**Town Hall opening hours:** Monday to Friday 8.45am to 5.15pm

**Benefits Office opening hours:** 9am to 5pm

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## 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**, visit our website where procedure is fully explained