

BUDGET & PERFORMANCE PANEL

Corporate Plan Progress Monitoring 6 Monthly Review

23 October 2007

Report of Corporate Director (Finance & Performance)

PURPOSE OF REPORT

To advise the Panel of progress to date in implementing the Council's Corporate Plan priorities and of agreed action to address any underperformance

Recommendation :-

- 1. That the Panel note the progress made in delivering the Corporate Plan priorities as at 30th September and also the corrective action that has been agreed.**
- 2. That the Panel consider if any further recommendations are appropriate**

1.0 Background

- 1.1 This report sets out the latest progress in delivering the priorities within the Corporate Plan as at 30th September 2007.**
- 1.2 Within the Plan there are 6 medium term objectives, 22 priority outcomes, and 58 associated KPIs.**
- 1.3 The KPI under priority outcome 20, in relation to delivering the targets in the Corporate Improvement Plan (CIP), is now obsolete following Cabinet's decision to subsume the CIP into the Corporate Plan to avoid duplication of targets. This is reflected in the figures reported in the table below that show the number of KPIs as being 57.**
- 1.4 The table shows that good progress is being made in the vast majority of priorities. 3 have been completed ahead of schedule, 17 completed on schedule, a further 33 on target, but 4 are in need of corrective action.**

- 1.5 The Performance Management Group (PMG) met on 12th October to consider progress and the report is also to be tabled to the appropriate Performance Review Team meetings.
- 1.6 Arising from their consideration of the report, the PMG agreed corrective action in respect of the 4 indicators that were red at the half year stage. These are set out in the attached Appendix.

PRIORITY OUTCOMES	KPI ACHIEVED AHEAD OF TARGET (BLUE)	KPI NOT ON TARGET (RED)	KPI ON TARGET TO BE ACHIEVED (AMBER)	KPI ACHIEVED IN LINE WITH TARGET (GREEN)
To Deliver vfm, customer focused services	1	1	4	1
To make our district a cleaner, healthier place	-	-	5	1
To reduce crime and the fear of crime	-	-	4	2
To lead the regeneration of our district	2	1	5	7
To support sustainable communities	-	1	9	4
To continue to improve the Council	-	1	6	2
TOTAL	3 (5%)	4 (7%)	33 (58%)	17 (30%)

MEDIUM TERM OBJECTIVE

To deliver value-for-money customer-focused services

The Council is committed to keeping Council tax rises to a maximum of 4.5% in 2008/9 and 4.0% in 2009/10 in order to meet the targets set out in its Medium Term Financial Strategy (MTFS). At the same time we must ensure that the capital programme remains affordable. Unsupported borrowing must be kept to a minimum. Key to this is ensuring that the money we have is spent on our corporate priorities set out in this Plan and that value for money is achieved.

The most severe threat to the financial stability of the Council is the cost of repairing and maintaining our buildings. We need to reduce these long term costs as part of the ongoing accommodation review within the Access to Services Action Plan.

Council has decided that all of its telephone and face to face services, wherever possible, will be delivered through modern, accessible customer friendly, Customer Service Centres in Lancaster and Morecambe. The existing Customer Service Centre is popular with our customers and the roll-out of this successful approach will continue.

Link to the Community Strategy: Meeting Essential Needs; Taking Part; Positive Planning and Development

Priority Outcomes	What we will do this year	Key Performance Indicators	Progress
1. To keep the annual council tax increase to a minimum whilst achieving the other policy objectives and priority outcomes	Keep annual council tax increases to no more than 4.5% in 2008/9 and 4.0% in 2009/10	1.1 2008/9 council tax increase below 4.5% and 4.0% in 2009/10	Amber - Medium Term target Is being progressed through agreed budget and policy framework timetable
	Achieve the savings targets set out in our Medium Term Financial Strategy	1.2 £802,000 of MTFS target savings by March '09, and £1.468M cumulative savings by March '10	Amber- Medium term target Savings for 2008/9 budget reduced to £514k as part of the MTFS review

Priority Outcomes	What we will do this year	Key Performance Indicators	Progress
	Achieve our annual Gershon efficiency targets	1.3 £1.752M cumulative Gershon efficiency savings by March '08.	Blue -Over achieved a year early. Savings of £ 2.069 secured
	Achieve asset sales sufficient to fund the Capital Programme	1.4 3.488M of General Fund capital receipts confirmed or received by Sept '07, & a further £1.823M confirmed by March '08.	RED - Report to Cabinet in October to review position and to consider amending capital receipts schedule.
2. Refocus services around the needs of our citizens and other customers and improve customer satisfaction with both the Council and the services it provides	Continue to integrate council services into our customer service centres	2.1 Phase 2 services integrated into our Customer Service Centres by Mar 2008 Phase 3 services integrated by Mar 2009	Amber -Progress in achieving these targets are continually monitored and reviewed through 1:2:1s and PRTs.
	Open face to face customer service centres in Lancaster and Morecambe Town Halls	2.2 Face to face customer service centres in LTH and MTH by September 2007	Green - Completed. Both opened to the public on 1 st October
	Improve customer satisfaction levels	2.3 Customer satisfaction ratings in top quartile for district councils by March 2010	Amber -Medium Term target- an annual satisfaction tracking process is being developed

MEDIUM TERM OBJECTIVE

To make our District a cleaner, healthier place

Residents' satisfaction with street cleanliness has increased to 72% (allowing for deprivation indices adjustment) in a recent survey. Residents' satisfaction with our waste collection service is 81%. Our residents still want to see higher standards and we want to improve further.

71% of residents are satisfied with recycling facilities, and we have met statutory government targets. The ongoing roll-out of the 3 stream waste collection will be completed by 2008/9, and from this year, we will be collecting plastic bottles as a recyclable item. But we know our residents want us to do still more. We understand that this is a high priority for them, so it must also be a high priority for the Council.

Improving the cleanliness of our streets and open spaces continues to be an over-riding priority for this Council.

Link to the Community Strategy: Using Resources Wisely; Meeting Essential Needs; Fun, Leisure and Creativity

Priority Outcomes	What we will do this year	Key Performance Indicators	Progress
3 Cleaner streets and public open spaces	Improving street cleanliness	3.1 Reduce the amount of relevant land with deposits of litter/detritus at an acceptable level from 18% to 15% by March 2008	Amber- On track to hit target
	Use enforcement and education as a means of altering people's behaviour	3.2 Increase Number of Fixed Penalty Notices issued in 2007/8 & Reduce number of Fly tipping incidents by 25% in 2007/8	Amber - On track to hit target
4 Reduce waste in the district by recycling and re-use	Complete planned phases of the introduction of wheeled bins and kerbside recycling. Phase 5 by Sept 2007 and Phase 6 by Sept 2008	4.1 Increase % of household waste recycled and composted from 25% in 2006/07 to 28% in 2007/08 (BV82a&b)	Amber - Phase 5 implemented on schedule. Phase 6 on track

Priority Outcomes	What we will do this year	Key Performance Indicators	Progress
		4.2 Maintain performance for collecting Kg of household waste (per head) within the top national quartile	Amber - On track to hit target
	Introduce plastics recycling	4.3 Phased Plastics Recycling implemented by Sept 2007	Green - Introduced on schedule
	Special collection service delivered through Bulky Matters Partnership	4.4 Continue to reuse/recycle at least 40% of all bulky waste collected	Amber - On track to hit target

MEDIUM TERM OBJECTIVE

To reduce crime and the fear of crime

Tackling crime, the fear of crime and anti-social behaviour are of paramount importance to the public and are identified within the Community Strategy as key priorities. 59% of our residents believe that a low level of crime is the most important thing in making our district a good place to live.

The Council will continue to play a leading role in the Community Safety Partnership in tackling criminal damage and alcohol related violence in the district.

The Council is doing even more to mainstream community safety effectively within Council Service Business Plans. We will focus more strongly on enforcement in the coming year.

Link to the Community Strategy: Meeting Essential Needs

Priority Outcomes	What we will do this year	Key Performance Indicators	Progress
5 To reduce Crime and the Fear of Crime and to help residents feel safer in their communities.	Work with our partners to reduce the fear of crime, and the number of crime and disorder incidents within the district	5.1 Reduce all crime in District by between 16% -19% by 2008 (PSA1) from the baseline figures established in 2005	Amber - On track to hit target
	Be a key partner in the newly established Multi Agency Problem Solving (MAPS) team	Same as 5.1 above	Green - Effective working established. New MAP offices opened and staff relocated.
6 Reduce alcohol related violence and harm; reduce alcohol related anti-social behaviour.	Work with the Police, Primary Care Trust and other agencies within the Community safety partnership to address issues around alcohol related violence and harm in line with the Alcohol Related Harm Strategy	6.1 Develop and implement Alcohol Related Harm Strategy	Green - Approved by LSP in Sept 2007
			Amber - Implementation underway

Priority Outcomes	What we will do this year	Key Performance Indicators	Progress
	Work with other agencies to ensure that Licensing Act 2003 licensable activities are properly licensed and that licence conditions are complied with.	6.2 'Best Bar None' scheme rolled out across the district over the year.	Amber - Police led initiative with licensing support. The scheme is voluntary for licensed premises. 14 have applied to be accredited to date, and some of these have failed. Perhaps more significantly, the Multi Agency Licensing Team (MALT) proactively deals with problem premises in a robust way.
7 Reduce domestic violence	Work in partnership in line with the Domestic Abuse Strategy	7.1 Number of positive responses to the BVPI225 Checklist (Target score 8 by April 2008)	Amber - DV Co-ordinator in post to take the work forward

MEDIUM TERM OBJECTIVE

To lead the regeneration of our District

We are now delivering major regeneration programmes in Lancaster, Morecambe, and Carnforth. During this coming year, the future shape of the Canal Corridor development will be decided.

The Vision Board has now produced its economic vision for the district and we and our partners will take that vision into account in our planning for the future.

We recognise that Tourism continues to play an important role in the economy of the district and we will continue to support that activity.

Link to the Community Strategy: Economy and Work; Positive Planning and Development; Fun, Leisure and Creativity

Priority Outcomes	What we will do this year	Key Performance Indicators	Progress
8 To make best use of European ERDF and other funding within the Economic Development Zone to provide new and refurbished individual and commercial space	Transfer Luneside East to our private sector partner and oversee remediation of the contaminated site	8.1 Land transfer completed by July 2007	Amber -Transfer date slipped due to prolonged legal process relating to the transfer of Network rail land. Licence agreement in place to allow developer access to the site in advance of legal transfer so enabling works can take place
	Storey Institute	8.2 Start on commercial space by December 2007	Blue - Contractors on site in October 2007

Priority Outcomes	What we will do this year	Key Performance Indicators	Progress
	Lancaster Science Park	8.3 Contract agreed with preferred partner and work starts on site by September 2007	Amber - Developer recruitment underway but not yet concluded. Planning application needs to be in place and this has been delayed in order to deal with highways issues. Application now due to be considered in Nov 07
		8.4 Funding approval from NWDA in place and site acquired by August 2007	Amber - Funding confirmed in NWDA investment plan and individual project approvals now being confirmed and discussion ongoing about Lancaster taking up underspend from other areas
	Regeneration programme aligned to the work of the Vision Board	8.5 NWDA funds for Vision Board work agreed for 2007/08 by May 2007	Green - Funding agreed
		8.6 Full Strategic Investment Plan costs included in the sub regional economic strategy by January 2008	Blue -Agreed at LEP board in September 2007
9 To regenerate the West End of Morecambe	Progress implementation of the West End Masterplan	9.1 Promenade Gardens Scheme completed by May 2007	Green - Gardens formally opened September 2007
10 A varied programme of festivals and events throughout the district	Implement our tourism strategy	10.1 Increase tourist spend by an average of 5% annually across all categories of visitors	RED - STEAM data shows that visitor spend declined by 1% from 2005 to 2006

Priority Outcomes	What we will do this year	Key Performance Indicators	Progress
	To continue to work with both the private sector and other organisations to develop a successful programme.	10.2 Increase the number of staying visitors by 3% annually	Green – Number of staying visitors increased by 4% from 2005 to 2006 (Source : STEAM data)
		10.3 Achieve 80% good or excellent on quality of service TIC customer satisfaction forms	Green – 80% achieved good or excellent July 2007
	Review the Festivals Innovation Fund	10.4 Fund operation reviewed and new guidelines for bids to be developed by July 2007	Green – Fund operation reviewed and new guidance for bids for 2008/09 issued July 2007
	Green Flag status for Happy Mount Park	10.5 Green Flag bid submitted and determined by July 2007	Green - Green Flag status acquired July 2007
11 To improve the retail, leisure and residential offering in Lancaster city centre	Take forward development plans for the Canal Corridor in Lancaster	11.1 To work with partners to ensure an outline planning application is submitted by April 2007	Green - Outline application submitted
		11.2 To ensure planning committee consider the outline application by September 2007	Amber – application delayed to allow for further technical work on retail impact and highways. Application expected to be at committee by January 2008

Priority Outcomes	What we will do this year	Key Performance Indicators	Progress
12 To regenerate Carnforth and its rural hinterland	Implement the Carnforth Market Towns Initiative Action Plan	12.1 Increase overall satisfaction with the effectiveness of Carnforth Area Regeneration partnership from current baseline	Amber – baseline satisfaction survey completed, baseline update required towards the end of the programme to demonstrate change

MEDIUM TERM OBJECTIVE

To support sustainable communities

In Morecambe we are using Neighbourhood Management to deliver both social and physical regeneration. There are opportunities to work more closely with neighbourhoods, rolling out this approach across the district so that decisions can be made at a local level. This is an over-riding priority for the Council.

Levels of homelessness (and increasingly, homeless young people) are of concern and as the Council Housing stock continues to reduce, it is essential to work with partners to develop sustainable solutions.

Improving housing throughout the district by providing affordable housing for young people and families is a high priority.

The Council is considering how to best respond and adapt to the challenges of climate change and this issue will increasingly impact upon our future plans and policies.

Link to the Community Strategy: Meeting Essential Needs; Using Resources Wisely

Priority Outcomes	What we will do this year	Key Performance Indicators	Progress
13 To reduce the amount of energy used by both the Council and households across the district	Undertake all works in the Council's Energy Management Action Plan (in 05/06 our energy policy resulted in total savings of 29.83 tonnes of CO2)	13.1 Reduce overall energy use in Council buildings from 6,563,842kwh (05/06) to 5,328,114kwh in 08/09	RED Incorrect baseline figures established therefore targets need revising
	Energy efficiency measures at Salt Ayre Sports Centre.	13.2 Reduce CO2 emissions from Council buildings from 0.0666 (05/06) to 0.057 in 08/09)	Amber - Medium Term Target.

Priority Outcomes	What we will do this year	Key Performance Indicators	Progress
	Implement national / EU sustainability policies through planning decisions and implementation of Building Regulations	13.3 Increase the % of energy the Council uses from sustainable sources from 9.90% in 05/06 to 60% in 08/09	Amber – Medium term target. Energy contracts are due for renewal in 2008 and will give the opportunity to meet the 60% target subject to member approval
14. Reduce impact of Climate Change within the District	Establish a comprehensive Council wide Climate Change 5 year Strategy through the Cabinet Liaison Group	14.1 Implement Year 1 actions from the strategy	Green - Cabinet liaison Group has agreed and revised Year 1 programme .
			Amber - Strategy being developed to feed in medium term financial planning process
15 Reduce the risk of flooding from the sea.	Complete Phase 6/7 of the Morecambe Coastal Sea Defences	15.1 Complete Phase 6/7 by July 2007	Amber - Construction work ongoing and on track for costs.
16 Continue to Develop Neighbourhood Management within the district	Introduce in the West End of Morecambe	16.1 Developer partner appointed for the exemplar housing scheme jointly with English Partnerships by August 2007	Amber - preferred developer identified. Progress waiting on outcome from treasury panel review of EP board decision to approve gap funding.
		16.2 Roll out of the first phase of 3 stream waste collection to the West End by October 2007	Green - completed

Priority Outcomes	What we will do this year	Key Performance Indicators	Progress
17 Increase the provision of more affordable housing.	Increase the number of affordable units provided in both the rural and urban areas particularly by using planning powers to ensure that significant developments include a proportion of affordable homes	17.1 A minimum of 20% of all dwelling completions to be affordable	Amber – completions currently running below 20% due to negotiations with developers producing commuted sums as preferred outcome that will then fund affordable housing across the wider market. Consideration needs to be given to changing the target to reflect current practice.
18 Reduce levels of homelessness with a particular emphasis on young people, domestic violence and emergency accommodation	Reduce both the numbers presenting themselves as homeless and those accepted	18.1 Increase the number of homelessness cases successfully resolved from 1.75 % in 06/07 to 2% in 07/08 (BV 213)	Amber – on target (but measure should be cases/thousand)
		18.2 Maintain the level of repeat homelessness cases at 0 in 2007/08 (BV214)	Green – maintained at 0 at present
	Implement the HMO Licensing Scheme and the Housing Renewal programmes operating in the Poulton and the West End of Morecambe	18.3 10 % reduction in numbers of HMOs achieved by March 2010	Amber Medium Term Target – On track to hit target
19 Develop a comprehensive corporate approach to children and young peoples issues	Develop & Implement a C&YP's strategy	19.1 Child Protection Policy revised and actioned by July 2007	Green Approved by Cabinet July 07

Priority Outcomes	What we will do this year	Key Performance Indicators	Progress
	Introduce C&YP Panels	19.2 Implement Action Plan responding to “Working in Partnership to Deliver Improved Outcomes for Children and Young People” assessment; by June 2007	Amber - Action Plan being implemented. Not all actions completed.

MEDIUM TERM OBJECTIVE

To continue to improve the Council

The Council's Improvement Plan provides a clear direction for the Council to go forward. The Plan is constantly under review as circumstances change but much has already been achieved. We recognise there is still much more we can be doing to improve our organisation.

We have a professional, committed work-force. When staff know what is expected of them, feel listened to, and appropriately skilled they will be more satisfied with their job. Further, there is a demonstrable link between staff satisfaction and improvement in service and Council performance. As one of the largest employers in the district it is right that we maximise our most valuable resource, our staff, for the benefit of the District.

Link to the Community Strategy: Taking Part

Priority Outcomes	What we will do this year	Key Performance Indicators	Progress
20 Council continues to improve; external assessment validates that improvement.	Deliver the targets included in the Council's Improvement Plan	20.1 % of Imp Plan targets achieved (Target 100%) in accordance with Action Plan deadlines	Corporate Plan has now replaced the Corporate Improvement Plan
	To reduce the average days lost to sickness	20.2 To reduce the average days lost to sickness to 10 days per employee by Mar 2008	Amber On target to date . The figure per employee as at the end of July 2007 was 3.41 days, and this is on target.
	Undertake a pay and grading review of the workforce	20.3 Completion of the review and implement new pay system by April 2008	Amber On track to complete interviews by end of October 2007. Implementation of new pay scheme will depend on the impact of moderation and agreement with TUs which are not yet known.

Priority Outcomes	What we will do this year	Key Performance Indicators	Progress
	Aspire to reach top quartile service delivery in key services	20.4 Services to achieve top quartile performance ratings in all corporate KPIs by March 2010	Amber - Medium Term target Service Improvement Plan agreed at Cabinet in July 2007
21 To improve the council's performance monitoring, management and reporting arrangements	Implement the <i>Escendency</i> performance management system across all Council Services.	21.1 Services reporting performance through Escendency by July 2007.	Green - All scheduled services now able to report performance through Escendency.
	Implement the data quality strategy.	21.2 To achieve the highest score of 4 (as judged by the Audit Commission) for the quality of our published data (by April 2008)	Amber - Medium Term target On track. Action plan being implemented. Awaiting 2006/7 judgement.
	Implement the Lancaster Approach to Project Management (LAMP)	21.3 100% of new projects using methodology by Sept 2007	Green. Implemented on time
	Implement the 'Civica Financials' management system throughout the Council	21.3 All modules implemented by November 2007	Amber - On track to hit target
22 To increase the awareness of equal opportunities and diversity issues.	Progressing the Equality Standard for local government Action Plan	22.1 Achieve level 2 of the Equality Standard for local government by November 2007	RED Lack of capacity to take forward within agreed timescales in order to focus on Fair Pay Project The end of November is unrealistic given the other pressures on HR. The achievement is audited at the end of March, which is perhaps more realistic.

Priority Outcomes	What we will do this year	Key Performance Indicators	Progress
	Develop a Gypsy & Traveller Strategy & Action Plan	22.2 Strategy developed and Action Plan implemented within agreed timescales	Amber- On track to hit target