



FYLDE BOROUGH COUNCIL



Meeting Agenda

Cabinet
Town Hall, Lytham St Annes
13 June 2007, 7.00pm

The main doors to the Town Hall will be open to the public at 6:40pm

This meeting will be filmed for publication on the Council web site



CABINET

MEMBERSHIP

LEADER – COUNCILLOR JOHN COOMBES

Councillor	Portfolio
TIM ASHTON	STREETSCENE
SUSAN FAZACKERLEY	CORPORATE PERFORMANCE & DEVELOPMENT
PATRICIA FIELDHOUSE	COMMUNITY & SOCIAL WELLBEING
ALBERT POUNDER	CUSTOMER RELATIONS & PARTNERSHIPS
SIMON RENWICK	CULTURE & TOURISM
PAUL RIGBY	FINANCE & EFFICIENCY
ROGER SMALL	DEVELOPMENT & REGENERATION

Contact: Peter Welsh - Telephone: (01253) 658502 - Email: peterw@fylde.gov.uk



CORPORATE OBJECTIVES

The Council's investment and activities are focused on achieving our five key objectives which aim to :

- Conserve, protect and enhance the quality of the Fylde natural and built environment
- Work with partners to help maintain safe communities in which individuals and businesses can thrive
- Stimulate strong economic prosperity and regeneration within a diverse and vibrant economic environment
- Improve access to good quality local housing and promote the health and wellbeing and equality of opportunity of all people in the Borough
- Ensure we are an efficient and effective council.

CORE VALUES

In striving to achieve these objectives we have adopted a number of key values which underpin everything we do :

- Provide equal access to services whether you live in town, village or countryside,
- Provide effective leadership for the community,
- Value our staff and create a 'can do' culture,
- Work effectively through partnerships,
- Strive to achieve 'more with less'.



A G E N D A

PART I - MATTERS DELEGATED

ITEM	PAGE
1. DECLARATIONS OF INTEREST: <i>If a member requires advice on Declarations of Interest he/she is advised to contact the Legal Services Executive Manager in advance of the meeting. (For the assistance of Members an extract from the pocket guide produced by the Standards Board for England is attached).</i>	4
2. CONFIRMATION OF MINUTES: <i>To confirm as a correct record the Minutes of the Cabinet meeting held on 14 March 2007 attached at the end of the agenda.</i>	4
3. SPECIAL URGENCY BUSINESS (please note that any key decisions requiring urgent action are subject to rule 16 procedure rules)	4
4. DATA PROTECTION POLICY	6 – 12
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11. THE JOB EVALUATION SCHEME AT FYLDE	143 – 155

Declaring Interests In Meetings

Say and Stay

If the issue being discussed affects you more than other people in the area, you must **say** you have a personal interest but can **stay** and take part and vote in the meeting.

This applies if the personal interest affects either:

- You
- Your partner, relative or a friend
- Your employer, or the employer of your partner, relatives or friends
- Any corporate body in which you, your partner, relatives or friends hold shares with a nominal value of more than £5,000 or of which you or they are a director
- Any firm in which you, your relatives or friends are partners

You must also declare if discussion concerns one of the following organisations in which you, relatives or friends hold a position of control or management:

- A body where you or they are a representative or nominee of the authority
- A body exercising public functions
- A company, industrial and provident society, charity or body directed to charitable purposes
- A body which seeks to influence public opinion or policy
- A trade union or professional association

All declarations should be made at the beginning of the meeting or as soon as you are aware of the issue being discussed. You should also say if anything being discussed relates to anything you are required to declare on the register of interests.

Withdrawing From Meetings

Prejudicial interest

Wash and Go

If a member of the public, who knows all the relevant facts, would view your personal interest (see above) in the issue being discussed to be so great that it is likely to prejudice your judgement of the public interest, then you must leave the meeting. You must leave the room and cannot seek to influence any decision made.

You also have a prejudicial interest, if you are a member of an overview and scrutiny committee that is considering a decision taken by another committee of which you are a member.

There are some limited exceptions to the requirement that you withdraw from meetings if you have a prejudicial interest. You should refer to the detailed provisions of the code of conduct. If in doubt speak to your Monitoring Officer.

REPORT



REPORT OF	MEETING	DATE	ITEM NO
LEGAL SERVICES	CABINET	13 JUNE 2007	4

DATA PROTECTION POLICY

Public item

This item is for consideration in the public part of the meeting.

Summary

Members are asked to formally adopt a data protection policy. The policy has been considered and endorsed by the Policy and Service Review Scrutiny Committee.

Recommendation

1. Adopt the data protection policy as set out in the draft attached to the report.

Cabinet portfolio

The item falls within the following cabinet portfolio:

Corporate Performance and Development

Councillor Sue Fazackerley

Report

1. On 14 December 2006, I presented a report to the Policy and Service Review Scrutiny Committee on proposals to introduce a policy setting out how the council intended to comply with its obligations under the Data Protection Act 1998.
2. The report explained that most organisations adopt and maintain an information or data protection policy setting out how it would comply with its obligations. It added that such a policy could serve to assist persons working in the organisation to know how they are expected to deal with personal data. It could also help provide assurance to external

bodies that the council takes its obligations seriously and is complying with them. He explained that the act required the council to comply with the eight data protection principles in dealing in any way with personal data

3. The Committee resolved to recommend that the Cabinet adopt the Data Protection Policy as set out in the report. That policy is annexed to this report

IMPLICATIONS	
Finance	None
Legal	Contained in the report.
Community Safety	
Human Rights and Equalities	The Data Protection Act is an important element in the protection of personal privacy.
Sustainability	
Health & Safety and Risk Management	Having a useable policy will help the council comply with its obligations and prove it complies with them.

REPORT AUTHOR	TEL	DATE	DOC ID
Ian Curtis	(01253) 658506	3 March 2007	

LIST OF BACKGROUND PAPERS		
NAME OF DOCUMENT	DATE	WHERE AVAILABLE FOR INSPECTION
Loughborough University data protection policy		www.loughborough.ac.uk
Information Commissioner's website		www.ico.gov.uk

Attached documents

Data Protection Policy



DATA PROTECTION POLICY

May 2007

Section 1: Policy Statement

Fylde Borough Council is committed to a policy of protecting the rights and privacy of individuals (includes customers, staff and others) in accordance with the Data Protection Act. The Council needs to process certain information about its staff, customers and other individuals it has dealings with for administrative purposes (e.g. to recruit and pay staff, to carry out its functions, and to comply with legal obligations). To comply with the law, information about individuals must be collected and used fairly, stored safely and securely and not disclosed to any third party unlawfully.

The policy applies to all staff. It sets out what you need to do to help the council comply with its legal obligations. It does not repeat the whole of the law about data protection. You can get more detailed advice from the Head of Legal Services, who is the Council's lead officer for data protection.

As a matter of good practice, agencies and individuals working with the Council, and who have access to personal information, will be expected to have read and to comply with this policy. Units who deal with such external partners should ensure that they agree to abide by this policy.

Section 2: Background to the Data Protection Act 1998

The Data Protection Act 1998 is intended to protect the privacy of each individual. It applies to any person or body who holds certain information about living individuals. It sets out when and how such information can be collected, used and disclosed. Organisations or individuals can be prosecuted if they breach the Data Protection Act.

Section 3: Definitions (Data Protection Act 1998)

Personal Data

Any information relating to a living individual who can be identified from that information or from that data and other information in possession of the data controller. This includes expression of opinion about the individual, and of the intentions of the data controller in respect of that individual.

Sensitive Personal Data

Personal data that relates to racial or ethnic origin, political opinions, religious beliefs, trade union membership, health, sex life, criminal convictions. Sensitive personal data is subject to much stricter conditions of processing.

Data Controller

Any person (or organisation) who makes decisions with regard to particular personal data, including decisions regarding the purposes for which personal data is processed and the way in which it is processed. The Council is the data controller for the purposes of this policy

Data Subject

A person who is the subject of personal data.

Processing

Virtually anything that can be done to data, including accessing, altering and destroying it.

Third Party

Any individual/organisation other than the data subject, the data controller (the Council) or its agents.

Section 4: Responsibilities under the Data Protection Act

- The Council as a body corporate is the data controller under the Act.
- The Head of Legal Services is responsible for day-to-day data protection matters and for developing specific guidance notes on data protection issues for Council staff.
- The Senior Management Team (Chief Executive, Deputy Chief Executive, executive managers), and all those in managerial or supervisory roles are responsible for developing and encouraging good information handling practice within the Council.
- As a member of staff, if you process personal data must comply with the data protection legislation. You must also make sure that any personal data supplied to the Council is accurate and up-to-date.

Section 5: Registration

The Council has to register with the Information Commissioner as a body that holds personal data. The Head of Legal Services keeps the Council's registration up to date. Details of the Council's registration are published on the [Information Commissioner's website](#). The entry lists all of the purposes for which the council processes data. If you intend to process data for purposes not included in the Council's registration, you should seek advice from the Head of Legal Services.

Section 6: Data Protection Principles

You must only process personal data in accordance with the eight data protection principles. These are contained in the Data Protection Act and summarised here:

1. **Personal data shall be processed fairly and lawfully.**
Those responsible for processing personal data must make reasonable efforts to ensure that data subjects are informed of the identity of the data controller, the purpose(s) of the processing, any disclosures to third parties that are envisaged and an indication of the period for which the data will be kept.
2. **Personal data shall be obtained for specific and lawful purposes and not processed in a manner incompatible with those purposes.**
Data obtained for specified purposes must not be used for a purpose that differs from those.
3. **Personal data shall be adequate, relevant and not excessive in relation to the purpose for which it is held.**
Information which is not strictly necessary for the purpose for which it is obtained should not be collected. If data is given or obtained which is excessive for the purpose, it should be immediately deleted or destroyed.
4. **Personal data shall be accurate and, where necessary, kept up to date.**
Data which is kept for a long time must be reviewed and updated as necessary. No data should be kept unless it is reasonable to assume that they are accurate.
5. **Personal data shall be kept only for as long as necessary.** (see Section 12 on [Retention and Disposal of Data](#))
6. **Personal data shall be processed in accordance with the rights of data subjects under the Data Protection Act.** (see Section 7 on [Data Subjects Rights](#))
7. **Appropriate technical and organisational measures shall be taken against unauthorised or unlawful processing of personal data and against accidental loss or destruction of data.** (see Section 9 on [Security of Data](#))
8. **Personal data shall not be transferred to a country or a territory outside the European Economic Area unless that country or territory ensures an adequate level of protection for the rights and freedoms of data subjects in relation to the processing of personal data.**
Data must not be transferred outside of the European Economic Area (EEA) - the EU Member States together with Iceland, Liechtenstein and Norway - without the explicit consent of the individual. You should be particularly aware of this when publishing information on the Internet, which can be accessed from anywhere in the globe. This is because transfer includes placing data on a web site that can be accessed from outside the EEA.

Section 7: Data Subject Rights

Data Subjects have the following rights concerning personal data about them:

- To make subject access requests regarding the nature of information held and to whom it has been disclosed.
- To prevent processing likely to cause damage or distress.
- To prevent processing for purposes of direct marketing.
- To be informed about mechanics of automated decision taking process that will significantly affect them.
- Not to have significant decisions that will affect them taken solely by automated process.
- To sue for compensation if they suffer damage by any contravention of the Act.
- To take action to rectify, block, erase or destroy inaccurate data.
- To request the Commissioner to assess whether any provision of the Act has been contravened.

Section 8: Processing Personal Data

The Council can generally only collect use or disclose data if one of the conditions summarised in this section applies:

- It is necessary in connection with a contract with the data subject
- It is necessary so that the Council can comply with a legal obligation (except a contract)

- It is necessary to protect the vital interests of the data subject: that is, a medical emergency
- It is necessary for the administration of justice
- It is necessary to perform a statutory function
- It is necessary to perform a public function on the public interest
- It is necessary for the legitimate interests of the council or a third party to whom the data is disclosed – but this must be balanced against the legitimate interests of the data subject
- The data subject has given their active consent

If you are in any doubt about whether data can be processed in a particular way, get advice from your manager or the Head of Legal Services

Section 9: Security of Data

You must make sure that any personal data (on others) which you deal with is kept securely and is not disclosed to any unauthorised third party (see Section 11 on [Disclosure of Data](#) for more detail).

All personal data should be accessible only to those who need to use it. You should form a judgement based upon the nature of the information in question, but always consider keeping personal data:

- in a lockable room with controlled access, or
- in a locked drawer or filing cabinet, or
- if computerised, password protected, or
- on disks which are themselves kept securely.

Take care that PCs and terminals are not visible except to authorised staff and that computer passwords are kept confidential. Do not leave PC screens unattended without password protected screen-savers. Don't leave manual records where they can be seen by unauthorised personnel.

Put appropriate security measures in place for deleting or disposing of personal data. Shred manual records or dispose of them as "confidential waste". Wipe clean or destroy hard drives of redundant PCs before disposal.

This policy also applies to staff who process personal data "off-site". Off-site processing presents a potentially greater risk of loss, theft or damage to personal data. Take particular care when processing personal data at home or in other locations outside the Council's offices.

Section 10: Rights of Access to Data

Data subjects can request access any personal data about which the Council holds about them. If you receive a request, you should ask for it to be put in writing and either:

- refer the request to the Head of Legal Services, or
- if the request is specific to information that you control, disclose it (but only after making sure that the person requesting it is the data subject)

The Council reserves the right to charge a fee for data subject access requests (currently £10). Any such request must be complied with within 40 days of receipt of the written request and, where appropriate, the fee. There are some exemptions to the right to access personal data. If you feel that an exemption may apply, contact the Head of Legal Services.

The right to request access applies to any personal data held about a person. However, if the data is not kept or ordered by reference to individuals, the data subject would normally have to say what data they wish to see. The Council could refuse the request if complying with it exceeds a cost limit set by government.

Section 11: Disclosure of Data

The Council must ensure that personal data is not disclosed to unauthorised third parties which includes family members, friends, government bodies, and in certain circumstances, the Police. You should exercise caution when asked to disclose personal data held on another individual to a third party. For instance, it would usually be appropriate to disclose a colleague's work contact details in response to an enquiry regarding a particular function for which they are responsible. However, it would not usually be appropriate to disclose a colleague's work details to someone who wished to contact them regarding a non-work related matter. Nor would it be appropriate to give home contact information. The important thing to bear in mind is

whether or not disclosure of the information is relevant to, and necessary for, the conduct of Council business. Best practice, however, would be to take the contact details of the person making the enquiry and pass them onto the member of staff concerned.

As well as the conditions listed in [section 8](#), there are some other specific instances where disclosure to a third party is allowed. These concern national security, crime and taxation and regulatory activity. If any issue arises about these, or if in doubt, ask for advice from your executive manager or the Head of Legal Services.

There are some other exemptions not listed here which would be unlikely ever to arise.

Section 12: Retention and Disposal of Data

The Council discourages the retention of personal data for longer than they are required. It is good practice to have a system of reviewing data at pre-determined intervals to make sure that it is still needed for one of the purposes it was collected for. If it is not, it should be deleted. We cannot keep personal data just in case it may be useful in the future.

Guidelines for data about staff are set out below. Units should develop similar short practice notes about data retention in their own fields of activity.

Staff

Considerable amounts of data are collected on current staff. However, once a member of staff has left the Council, it will not be necessary to retain all the information held on them. Some data will be kept for longer periods than others. In general, electronic staff records containing information about individual members of staff are kept indefinitely and information would typically include name and address, positions held, leaving salary. Other information relating to individual members of staff will be kept by the Personnel Department for 6 years from the end of employment. Information relating to Income Tax, Statutory Maternity Pay etc will be retained for the statutory time period (between 3 and 6 years).

Units should regularly review the personal files of individual staff members.

Information relating to unsuccessful applicants in connection with recruitment to a post must be kept for 12 months from the interview date. Human Resources may keep a record of names of individuals that have applied for, be short-listed, or interviewed, for posts indefinitely. This is to aid management of the recruitment process.

Disposal of Records

You must only dispose of personal data of in a way that protects the rights and privacy of data subjects (e.g., shredding, disposal as confidential waste, secure electronic deletion).

Section 13: Direct Marketing

Any unit that uses personal data for direct marketing purposes must inform data subjects of this at the time of collection of the data. Individuals must be provided with the opportunity to object to the use of their data for direct marketing purposes (e.g. an opt-out box on a form).

REPORT



REPORT OF	MEETING	DATE	ITEM NO
CONSUMER WELLBEING & PROTECTION	CABINET	13 TH JUNE 2007	5

SMOKEFREE LEGISLATION

Public Item

This item is for consideration in the public part of the meeting.

Summary

To consider the smoke-free premises legislation to be introduced in England on the 1st July 2007 and delegate responsibility for enforcement to the Executive Manager Consumer Wellbeing & Protection.

Recommendation

1. To delegate responsibility for enforcement of the smoke-free provisions of the Health Act 2006 to the Executive Manager Consumer Wellbeing and Protection.

Cabinet Portfolio

The item falls within the following Cabinet portfolio:

Community & Social Wellbeing

Councillor Miss Patricia Fieldhouse

Report

Background

1. In Spring 2004, the Department of Health published a consultation document '*Choosing Health ? A consultation on the action to improve people's health*'. The consultation involved over 150,00 people and some 2,230 submissions were received. The issue of smoking in public places and workplaces featured heavily in the responses.

2. The resulting White Paper, *Choosing Health: Making Healthier Choices Easier* was published in November 2004 and set out the response:

“This is an area where people cannot readily secure change for themselves. In our 1998 White paper *Smoking Kills* we were clear that fast and substantial progress was needed: we decided that the case for legal action to restrict smoking was not, at that time, sufficiently strong. However, change has been slow and public demand for action has increased. It is one of the few instances in this White Paper where we believe the right response is Government action in the form of legislation”.

Legislation

3. Following the enactment of the Health Act 2006 and further consultation on the proposed legislation, the Government has introduced smoke-free regulations coming into force on the 1st July 2007.

4. The Act stipulates the offences and the regulations further define those places which will be required by law to be smoke-free. Subject to certain exceptions as outlined in paragraph 6 below, the following places will be smoke-free:

- Every enclosed or substantially enclosed premises open to the public.
- Every enclosed or substantially enclosed premises used as a work place if more than one person works there (whether intermittently or not), or where members of the public might attend for the purpose of seeking or receiving, goods services from the person or persons working there.
- Enclosed vehicles, including trains, vessels, aircraft and hovercraft, used for public transport or those used as a workplace.

Note: the above are required to be smoke free all times.

5. Enclosed or substantially enclosed has been given the following meaning:

- Enclosed premises: Premises will be considered to be enclosed if they have a ceiling or roof and, except for doors, windows or passageways are wholly enclosed whether on a permanent or temporary basis.
- Substantially enclosed premises: Premises will be considered substantially enclosed if they have a ceiling or roof, but where there are openings in the walls which are less than half of the total area of the walls, including structures that serve the purpose of walls and constitute the perimeter of the premises. When determining the area of an opening, no account can be taken of openings in which doors, windows or other fittings can be opened or shut.
- Roof includes any fixed or moveable structure or device, which is capable of covering all or part of premises as a roof. This would include retractable canvas awnings.

6. Exemptions relate in the main to places that could be regarded as someone's home. For example, designated rooms in care homes, hospices, long stay mental health units and adult prisons. Designated rooms with doors that open onto smoke-free parts of premises will have to have mechanical closing devices. Private homes, not used as workplaces, will not be covered by the law.

7. In addition to the requirement for premises to be smoke-free, the legislation also requires premises and vehicles to provide specific signage. Smoke-free premises will have to display a 'prominently visible' no-smoking sign at each public entrance to the premises.

Enforcement

8. District councils are designated as the enforcing authority within the regulations.
9. Enforcement powers include the issuing of fixed penalty notices. The offences are as follows:
 - Failure to display no smoking signs in accordance with the regulations:
Fixed penalty £200 (reduced to £150 for early payment)
Fine on summary conviction £1,000 maximum;
 - Smoking in a smoke-free place:
Fixed penalty £50 (reduced to £30 for early payment)
Fine on summary conviction £200 maximum;
 - Failing to prevent smoking in a smoke-free place:
Fine on summary conviction £2,500 maximum;
10. In the main it is hoped that the legislation will be self-regulating. The success of this will depend upon awareness through the publicity leading up to the implementation of the regulations. The Government's intention is to create a supportive environment where people are encouraged to comply with the new legislation. The approach to enforcement will be non-confrontational, focused on raising awareness and understanding to ensure compliance, and enforcement officers will work closely with local businesses to build compliance through education, advice and support. Enforcement action will be considered only where the seriousness of the situation warrants it. Any enforcement action that is taken will be fair, proportionate and consistent, in accordance with the Council's enforcement policy. Routine inspections to ensure compliance will not normally be undertaken. Where inspections are undertaken they will be based on risk and, where possible combined with other regulatory inspections to reduce burdens on business and to utilise existing resources. A smoke-free enforcement protocol has been developed across Lancashire to assist individuals and organisations to understand their responsibilities, and to ensure that regulatory authorities take a consistent approach in cases of non-compliance.

IMPLICATIONS	
Finance	The Government has provided each local authority with a grant to cover the initial costs associated with the educational and enforcement activity required by this legislation.
Legal	The local authority is required to enforce this legislation.
Community Safety	This legislation aims to improve public health through reducing exposure to second hand smoke in public places and work places. It is envisaged that there will be a resultant displacement of smoking activity to the outside of premises, with the likelihood of increasing associated noise and litter problems.
Human Rights and Equalities	This legislation intends to protect non-smokers from exposure to second hand smoke.
Sustainability	This legislation aims to improve public health through reducing exposure to second hand smoke in public places and work places. It is also suggested that the requirements will encourage some smokers to quit.
Health & Safety and Risk Management	Risk assessments will be reviewed to ensure officer safety in relation to premises visits.

REPORT AUTHOR	TEL	DATE	DOC ID
Stuart Handley	(01253) 658603	22 nd February 2007	13.06.07 Smoke-free Report.doc

LIST OF BACKGROUND PAPERS		
Name of document	Date	Where available for inspection
Smoke-free premises legislation	22 nd February 2007	Town Hall, Lytham St Anne's, FY8 1LW

REPORT



REPORT OF	MEETING	DATE	ITEM NO
POLICY & PERFORMANCE	CABINET	MAY 30 TH 2007	6

END OF YEAR PERFORMANCE REPORT 2006/2007

Public item

This item is for consideration in the public part of the meeting.

Summary

The report provides details of the national and local performance indicator outcomes for the financial year 2006/07. The complete set of national compulsory indicators is presented in this report including the key indicators that the Cabinet has been monitoring throughout the year. The report also includes details of the Audit Commission perspective on CPA and a proposed table of key performance indicators for Fylde in the financial year 2007/08.

Recommendations

1. That the Cabinet assesses the 2006/07 final performance figures and makes any appropriate recommendations to support continued improvement for the 2007/08 financial year.
2. That the cabinet approves the list of key performance indicators outlined in Appendix 4 for Exception Reports during 2007/08.
3. That the Portfolio Holders ensure performance monitoring against the key performance indicators is included on the agenda of formal briefing meetings with senior responsible officers.
4. That the Community Outlook Overview and Scrutiny Committee is presented with a report about the change in policy by local housing providers that is likely to impact on BVPI 183a.

Cabinet Portfolio

This item falls within the following cabinet portfolio:

Corporate Performance and Development

Councillor Susan Fazackerley

Report

The Performance Tables

1. The table in Appendix 1 provides details of the final performance figures for the financial year 2006/07 for all the national and local indicators applicable to Fylde. Assessing overall performance is not straight forward because of the number of variables that must be considered which include, targets, previous performance, comparison with others and priority at Fylde. This report examines performance across all the indicators for 2006/07 and is an assessment of overall achievement. It is important that readers of the report have a full understanding of the data presented in the supporting appendices.
2. The column on the far right hand side of the table indicates the 'direction of travel' in respect of the indicator. This is a measure as to whether the council is improving or not against the indicator. The Audit Commission place an emphasis on the 'direction of travel' when they assess the performance of an authority. It is an important element when the Audit Commission assesses the CPA (Comprehensive Performance Assessment) rating of the council. It is not enough for the local authority to simply be improving when direction of travel is assessed, the improvement must be in the right areas and performance must be in context with the 'best'.
3. If performance is travelling in the right direction then this is indicated by a 'smiling' face symbol, if it is not then it is indicated by a 'sad' face symbol. If performance has remained the same then the symbol is not 'smiling' or 'sad'. The direction of travel is determined by the whether the performance has improved on the previous year (2005/06) that is also included in the table. Where direction of travel has not been possible to determine because the indicator is new or amended the column has no symbol.
4. For most of the national performance indicators (those prefixed with a BVPI number) there is quartile data available to enable comparison with 'All English Councils'. Quartile data is where performance for all the councils in England has been divided into four. The councils performing best against an indicator are referred to as 'top quartile' and the worse performing are 'bottom quartile'. The table in Appendix 1 includes the top and bottom quartiles along with the average for all English councils. This allows Fylde's performance to be placed into context with the whole of the country.
5. Where performance at Fylde is in the top quartile for all England the indicator has been coloured 'green'. Where performance at Fylde is in the bottom quartile for all England the indicator has been coloured 'red'. It is possible to have indicators in the top quartile that are not travelling in the right direction (improving) and it is possible to have indicators in the bottom quartile that are. All quartile data presented in this report are the latest figures available from the Audit Commission.

6. It is compulsory to set three year targets for national performance indicators and these are included in the table. The targets are set by the senior managers responsible for the services in consultation with the employees who deliver the service and the Portfolio Holder.
7. In 2006/07 the council was required to carry out the tri-annual satisfaction surveys that every local authority must undertake. Key national performance measures are obtained from the surveys that must be reported as part of the end of year out turn. The three surveys carried out at Fylde were the General Household Survey (BVPI's 3, 4, 89,90a, 90b, 119a,c,d and e), the Benefits Survey (BVPI's 80a to g) and the Planning Survey (BVPI 111). Because the survey is carried out once every three years the only target set is the one for three years time in 2009/10. The quartile data is based on the all England figures from the audited data collected in 2003/04.

Overall Performance (National Indicators)

8. The authority is required to report performance against all the national best value performance indicators (BVPI's) and when considering overall figures it is important to understand that some of the national performance indicators are not a priority at Fylde. Priority indicators were identified by the Cabinet as key measures that will contribute to the corporate objectives of the council and monitored in an Exception Report presented at every meeting during the financial year. The table in Appendix 2 includes the key performance measures that were selected by the Cabinet as priority in 2006/07. Equally, some of the national indicators will never be top quartile performance at Fylde because of the demographic or socio-economic nature of the borough. For example, the council has a low number of private sector homes that require bringing back into occupation and will never achieve the numbers to place it in the top quartile.
9. In terms of overall performance against the national performance indicators the following facts should be noted:
 - 53% of indicators have improved on the previous year 2005/06 (travelling in the 'right direction')
 - 24% of indicators have NOT improved and got worse on the previous year 2005/06
 - 38% of indicators are performing to top quartile when compared against all England figures (where comparisons are possible)
 - 23% of indicators are performing to bottom quartile when compared against all England figures (where comparisons are possible)

The Key Performance Indicators (National Indicators)

10. Appendix 2 is a table of the key performance indicators that the Cabinet selected as priority indicators for Fylde in 2006/07. The performance of these indicators shows the following:
 - 68% of the key indicators have improved on the previous year 2005/06 (travelling in the 'right direction')

- 32% of the key indicators have NOT improved and got worse on the previous year 2005/06
- 37% of the key indicators are performing to top quartile when compared against all England figures (where comparisons are possible)
- 26% of the key indicators are performing to bottom quartile when compared against all England figures (where comparisons are possible)
- 79% of the key indicators have achieved the target set for the financial year 2006/07

The majority of the key performance indicators have shown an improvement when compared to the performance last year. This trend is favourable for the 'direction of travel' report and future CPA inspection work. The council has set a corporate target for 2009/10 to have all the key indicators performing to top quartile.

The Corporate Health National Indicators

11. The first group of indicators in Appendix 1 are titled the Corporate Health Indicators and contain measures that are applicable across the whole council. The majority of these indicators are linked to equality and diversity examining in particular race, gender and disability. The council operates an equal opportunities policy that states we will employ the best applicant for any post regardless of gender, race, disability, sexual persuasion, age or beliefs. The council does not operate any positive discrimination practices and therefore the indicators that relate to the percentage of different groups employed are not top priorities.
12. The council is fully committed to the equality standard and places high importance on achieving the levels outlined in the targets for the next three years. Rather than simply focusing on the race agenda (2b) the council has dedicated resources to the wider equality agenda to encompass age, disability, belief etc many of which are more applicable to the Fylde population.
13. The payment to suppliers (BVPI 8) is a key indicator where the target for 2006/07 has not been achieved but the performance is above average when compared against all England councils. Appendix 4 is a table of the proposed key performance indicators for 2007/08 and BVPI 8 has been included. The implementation of a new financial system in the accounts section has required the redirection of resources at periods through out the 2006/07 financial year that has led to a negative impact on the performance of this indicator.
14. The collection of council tax and domestic rates is traditionally very good at Fylde and the figures for 2006/07 are less than 1% below the top quartile. The figures represent the money collected during the year that is due during the year, local measures that will be reported in future demonstrate that the almost all of the unpaid council tax and business rates is collected during the following financial year.

Housing and Related Services

15. The second group of indicators measures the performance of the housing service at Fylde. District councils that have retained the public sector housing stock report several other national indicators in this group.
16. BVPI 64 is the number of private sector dwellings returned to occupation and is currently below target. The housing team sends out a questionnaire every month to the owners of each property that is vacant and classed as unfit. At present the majority of these properties are on the market for sale in their current state or there is renovation work already under way, although work is currently underway to pursue return to use for several properties.
17. BVPI 183a aims to measure an authority's success in reducing use of bed and breakfast accommodation for housing unintentionally homeless households which are in priority need. It includes households that both:
- have dependent children or include a pregnant woman, where permanent residential accommodation has been found; and
 - have spent some time in bed and breakfast accommodation arranged by the Council

The BVPI is calculated once the Council's duty to re-house such households has been discharged. Since August 2006 progress in discharging this duty has been constrained due to a policy change by local housing providers. Therefore, although the performance appears adequate it hides an ongoing difficulty in sourcing temporary accommodation and securing permanent homes for such households.

Since there is no hostel in Fylde, BVPI 183b remains zero.

18. BVPI 202 is an estimate of the number of rough sleepers in the Borough on a single night. It is envisaged that a rough sleepers count will be undertaken during 2007/08 to verify this estimate.
19. The success of housing advice in preventing homelessness is measured by BVPI 213. Unfortunately due to the relatively low numbers involved, and the requirement to provide a return rounded to the nearest whole number, a zero return must be provided.

Housing and Council Tax Benefits

20. The third group of indicators examines performance in the benefit service including accuracy, fraud and security. Performance in this service area is good even though six of the ten measures are worse than last year only one of them is bottom quartile and five are top quartile.
21. The quality of the service is also reflected in the satisfaction indicators that are predominantly performing to top quartile when compared against all England councils.
22. A new benefits computer system has been implemented during the year that had a detrimental impact on the performance of some of the key indicators. One of the national priorities in the benefits service is the speed of processing and determination

(BVPI 78a and b). The new computer system will help improve this and challenging three year targets have been set to reflect this.

23. Fylde places great importance on the benefits service and several of the key indicators proposed in Appendix 4 for 2007/08 are from this service area.

Environmental Services

24. The Environmental Health group of indicators include measures on refuse, cleansing and recycling services. Performance across this range of indicators is very good and reflects the high priority that Fylde has placed on the environment over the last few years.

25. Performance is top quartile or almost top quartile for most of the indicators in this group and they are improving year on year with recycling and waste minimisation particularly strong. The council was one of the first authorities in the country to provide alternate weekly waste collections that has helped achieve the national recycling target of 40% by 2010 three years early in March 2007.

Public Protection

26. Pollution and contamination are key measures in this group of indicators. The performance is good but the investigation of abandoned vehicles could be improved. The removal of abandoned vehicles is almost top quartile and the score against the checklist of environmental health best practice is 91.9%. The checklist includes best practice across the food safety and pollution control services.

Planning

27. This group of indicators includes the development control service and local plans. Overall performance for the year has been poor in the development control services. The speed of planning determinations (BVPI 109a,b and c) and the quality of the planning service (BVPI 205) are a high priority both locally and nationally. All of these key indicators performed to bottom quartile in 2006/07 and except for BVPI 205 which remained the same performance was worse than 2005/06.

28. The development control service experienced a unique lack of resources for nine months of the year in 2006/07. Several key members of the team left the authority during a short period and the labour market for suitably qualified planning officers is extremely competitive and the council was unable to recruit to key posts for several months. The situation has now been resolved and the majority of the development control indicators have been proposed as key indicators to be included in the exception reporting to Cabinet for 2007/08 (Appendix 4). The officers have also agreed realistic and challenging targets for the next three years that will see the service move to top quartile performance.

29. The local plans service (BVPI 106 and 200a to c) has experienced good performance overall. It should be noted that resources from the local plans team were reallocated to help the development control team with only a minor impact on performance.

Cultural and Related Services

30. This group of indicators combines the leisure service and conservation measures. The national measures for leisure are centred on the attendance at museums that the council operates or partly funds. In Fylde there is only the Lytham Windmill that is included in this category. These indicators are good examples of where the national indicators cannot be a high priority for Fylde and the authority can never achieve top quartile. Every effort is made to promote the existing facilities and obtain maximum use. Equally, the council makes a significant contribution to local arts, theatre and leisure provision that is not reflected in national indicators.
31. Performance against BVPI 170 (a to c) has improved on the previous year and is travelling in the 'right direction'.

Community Safety

32. The final group of national indicators is concerned with crime and safety. Fylde is statistically one of the safest areas in the North West with low levels of actual crime as evidenced by the number of indicators performing to top quartile. The indicators are the responsibility of the Community Safety Partnership and collated by the local police.
33. This is a high priority area for the council and overall performance is very good. However, the fear of crime has always been a significant issue in the Fylde that the Community Safety Partnership has established actions to address.
34. The number of racial incidents includes those related to council services only. There has only been one reported incident in the last three years at Fylde and none during the last year.

Satisfaction Indicators (General Household Survey)

35. The satisfaction indicators are reported every three years and the data is collated from surveys carried out by the council. The surveys are carried out according to detailed procedures laid out by the Audit Commission. These details outline exactly what can be asked, how it is asked, when it is asked and the sample population. Local authorities cannot deviate from this process in order to allow fair comparison to be made across all councils.
36. The results of the surveys are sent to the Audit Commission in a prescribed format and they apply appropriate weightings to ensure that the outcomes are as statistically representative as possible. The figures published in this report are the weighted figures.
37. Fylde was required to carry out three compulsory surveys during 2006/07 in order to report against the national satisfaction indicators. Detailed reports on the findings and implications of each survey will be presented to the Performance Improvement Overview Committee during the summer meetings in 2007.
38. Satisfaction with the way in which the local authority runs things (BVPI 3) is 47% which is bottom quartile and the wrong direction of travel. This indicator is strongly influenced by the reputation of the council and as a result measures are in place to ensure that residents are fully informed about the work of the council and how they can be engaged in the decision making process. The level of satisfaction with local

authorities has declined across the country over the last three years and many councils are faced with the same challenge as Fylde.

39. A further question that is asked as part of the survey but is not included as a national performance indicator is how satisfied people are with the area as a place to live. The response to this showed that 84% are satisfied. This difference highlights the stigma that is attached to the local authority that has been recognised nationally and is being addressed through the national Reputations campaign. Fylde Borough Council makes a significant impact on the quality of the local area with many of the services making Fylde a desirable place to live. Overall satisfaction with the area as a place to live was asked as part of the 2006 Listening Day and 87% indicated they were satisfied.
40. BVPI 4 examines satisfaction with the handling of complaints. Only residents that had complained to the council provided a response to this question. The figure for Fylde is 38% which is top quartile and the direction of travel is good. Initiatives have been put in place over recent months to centralise the complaints management process and review the policy and procedures in an effort to improve complaints handling across the borough. Revised and additional customer care training programmes will also be developed that not only address the handling of complaints but more importantly handling all customers more effectively.
41. Questions BVPI 3 and 4 will be asked on the 2007 Listening Day resident's survey in an effort to monitor progress in advance of the 2009/10 compulsory survey.
42. Satisfaction with street cleanliness (BVPI 89) has improved since the 2003/04 survey by 12% to 74% and is almost top quartile (1% short). The council has placed a high priority on cleanliness and this is reflected in these figures. A clean borough also contributes to making the area a desirable place to live. Satisfaction with the cleanliness of the borough was asked as part of the 2006 Listening Day and 75% indicated that they were satisfied which supports the findings of the General survey.
43. Satisfaction with the refuse collection service has seen a decrease since the 2003/04 survey and is now bottom quartile at 76%. It must be recognised that Fylde was one of the first councils in the country to move to alternate weekly collections and achieve the national recycling target of 40% three years early. Actions are being put in place to ensure that the service improves and the satisfaction increases to the top quartile. The same question will be asked as part of the annual Listening Day survey in 2007 to measure whether any improvement has been achieved. The question was asked as part of the 2006 Listening Day and 75% indicated that they were satisfied with the service.
44. Satisfaction with the local recycling facilities (BVPI 90b) supports the decision to move to an alternate weekly collection service with 83% satisfaction. This is well into the top quartile indicating that it is probably among the very best in the country and has improved on the 2003/04 figure of 77%. Fylde has won several national awards for recycling and waste minimisation over the last few years and this performance demonstrates the success that can be achieved when resources are dedicated to a clearly stated priority.
45. The final measures from the General Household Survey examine satisfaction with leisure and cultural services including parks, theatres and museums. The council

does not have significant museum or theatre facilities and though important has not identified the development of these as a top priority. Satisfaction with the leisure services (BVPI 119a) has improved and is average compared with all England. Satisfaction with parks and open spaces (BVPI 199e) has remained constant at 75% and is just short of top quartile performance.

Satisfaction Survey (The Benefits Survey)

46. The benefits survey is carried out every three years and is sent to people that have made benefit applications during specified periods in 2006/07. The results show that six of the seven indicators are performing to top quartile when compared against all England (BVPI 80 a to g). However, six of the seven measures are performing worse than three years ago. The service has experienced significant changes over the last two years with the move to the One Stop Shops and call centre facility as well as the implementation of a new computer system, partnering with Blackpool and document imaging. Despite all this the service has managed to deliver top quartile satisfaction across the whole service. Overall performance in this area is excellent despite the fact that the direction of travel is not the preferred.

Satisfaction Survey (The Planning Survey)

47. Satisfaction with the planning service BVPI 111 has decreased to 52% from 79%. This is a fall from almost top quartile to bottom quartile. As stated earlier the service has experienced significant and unique resource issues during the year and unfortunately the survey had to be carried out in 2006/07 in line with the Audit Commission requirements. This satisfaction score will be the official figure reported by the council until 2009/10 when the compulsory survey is carried out again.

48. The Executive Manager for the development control service has planned to carry out the survey again in 2007/08 following the same guidelines set out by the Audit Commission. The results of this survey will benefit from the service having had a full compliment of qualified employees for almost 12 months and provide a more accurate picture of the service at Fylde. However, the council will not be able to replace the 2006/07 results for the purpose of comparison and contribution towards any future CPA inspection work in the next three years.

Local Performance Indicators

49. Local performance indicators measure key service areas that are high priority for Fylde. Service managers and Portfolio Holders are involved in developing local performance indicators and targets. The definitions for local indicators are determined locally and are set to monitor key service areas that are not covered by the national indicators.

50. The performance of the local indicators demonstrates some key highlights in 2006/07 for Fylde. The number of days lost to long term sickness absence has reduced and use of the web site has increased phenomenally during the year for both information and online transactions. The customer service team are answering more calls faster and satisfaction with the service is excellent.

51. The Listening Day results demonstrate high levels of satisfaction from both residents and visitors in the Fylde. Although several of the satisfaction figures from the 2006

Listening Day are worse than 2005 the performance levels are very good. The number of respondents was very high at 2066 which is a record for Listening Day and many of the satisfaction figures correlate strongly with those from the compulsory surveys carried out in 2006/07.

The 2007/08 Key Performance Measures

52. Appendix 2 is the list of key performance indicators that the Cabinet selected for Exception Reports made at every meeting during the financial year 2006/07. Appendix 3 is the list of performance indicators that the Audit Commission have selected to use to make an initial objective assessment about the overall performance of an authority when considering CPA re-categorisation.
53. Appendix 4 is a list of the proposed key performance indicators to be used during 2007/08 for the Exception Reports to each Cabinet meeting. These indicators have been selected based on the current top priorities and objectives for Fylde. The list includes all the key indicators on the Audit Commission list that are also a high priority for Fylde. It should be appreciated that the Audit Commission will not expect local authorities to be performing to top quartile against the complete list in Appendix 3. The list of proposed key indicators in Appendix 4 also includes the service areas where performance needs to improve during 2007/08 in order for the council to improve in the right areas and increase the prospects of an improved CPA rating.
54. Performance against the indicators in Appendix 4 will be collected at the end of each month and reported in the Exception Report at each Cabinet meeting. All the other national and local performance indicators that can be reported on a quarterly basis will be reported to the Performance Improvement Overview and Scrutiny Committee.

IMPLICATIONS	
Finance	There are no direct financial implications arising from the report.
Legal	Under the Local Government Act 1999 the authority is required to report performance against the national best value performance indicators.
Community Safety	Several of the key indicators report progress against community safety performance at Fylde.
Human Rights and Equalities	Several of the key indicators report progress against equality and diversity measures.
Sustainability	There are no direct sustainability implications arising from this report.
Health & Safety and Risk Management	There are no direct health & safety and/or risk management implications arising from this report.

REPORT AUTHOR	TEL	DATE	DOC ID
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LIST OF BACKGROUND PAPERS		
Name of document	Date	Where available for inspection
Audit commission bvpi definitions	January 2007	http://www.audit-commission.gov.uk/performance/
2006 Performance Plan	June 2006	www.fylde.gov.uk
Audit commission bvpi out turns	January 2007	www.audit-commission.gov.uk/performance/dataprovision.asp

Attached Documents

Appendix 1: The 2006/07 Performance Indicators

Appendix 2: The Fylde Key Performance Indicators for 2006/07

Appendix 3: The CPA Key Performance Measures

Appendix 4: The Fylde Key Performance Indicators for 2007/08 (Proposed)

2006/07 Fylde National Performance Indicators

Performance Context

	Performance is national top quartile (English Districts)
	Performance is national bottom quartile (English Districts)

Direction of Travel compares performance against 2005/06 figures

😊	Performance is improving/ travelling in the right direction
😐	Performance has remained the same
😞	Performance has got worse / travelling in the wrong direction
■	No comparison data or new / amended PI

Comparison data is all England District council quartiles published by the Audit Commission in January 2007.

BVPI Indicator Description (see full definition to determine method of calculation)		All England Top	All England Average	All England Bottom	Actual for 2005/06	Actual for 2006/07	Target for 2007/08	Target for 2008/09	Target For 2009/10	Direction of Travel
Corporate Health										
2a)	The Level (if any) of the Equality standard for Local Government to which the authority conforms in respect of gender, race and disability (level 1,2,3,4,5)	N/A	N/A	N/A	0	1	2	3	4	😊
2b)	The duty to promote race equality.	79%	63%	53%	37%	58%	84%	89%	89%	😊
8	Percentage of undisputed invoices which were paid within 30 days of receipt or within agreed payment terms.	96.71%	92.04%	89.24%	92.29%	94.17%	96%	97%	98%	😊
9	The percentage of Council Tax collected by the Authority in the year.	98.4%	97.15%	96.39%	97.46%	97.75%	98.5%	98.6%	98.7%	😊
10	The percentage of Non-Domestic Rates collected by the Authority in the year.	99.26%	98.57%	98.10%	97.33%	98.40%	99%	99.1%	99.2%	😊
11a)	The percentage of top 5% of Authority Staff who are women.	42.58%	38.81%	22.22%	11.54%	0.44%	13%	13%	13%	😞
11b)	The percentage of top 5% of Authority Staff who are from an ethnic minority.	4.33%	3.33%	0.00%	0%	0.00%	0%	0%	0%	😐
11c)	The percentage of top 5% of Authority Staff who have a disability (excluding those in maintained schools).	5.91%	3.28%	0.00%	3.85%	0.00%	0%	0%	0%	😞
12	Number of working days/shifts lost to the Authority due to sickness absence (per FTE)	8.34 days	9.6 days	10.94 days	11.67 days	10.67 days	9.7 days	9.2 days	8.7 days	😊
14	The percentage of employees retiring early (excluding ill health retirements) as a percentage of the total workforce	0.17%	0.57%	0.78%	0.31%	1.33%	0.30%	0.30%	0.30%	😞
15	The Percentage of employees retiring on grounds of ill health as a percentage of the total workforce.	0.01%	0.28%	0.37%	0.30%	0.22%	0.22%	0.22%	0.22%	😊
16a)	The percentage of employees with a disability.	3.86%	3.22%	1.86%	2.90%	4.21%	5%	6%	7%	😊
16b)	The percentage of the economically active population in the Authority Area who have a disability.	N/A	N/A	N/A	15.80%	15.80%	Not applicable for targets			😐

BVPI Indicator Description (see full definition to determine method of calculation)		All England Top	All England Average	All England Bottom	Actual for 2005/06	Actual for 2006/07	Target for 2007/08	Target for 2008/09	Target For 2009/10	Direction of Travel
17a)	The percentage of employees from ethnic minority communities.	4.8%	4.9%	0.9%	0.7%	0.4%	0.5	0.7	0.9	☹
17b)	The percentage of economically active (age 18 to 65 yrs) population from ethnic minority communities in the authority area.	N/A	N/A	N/A	1.4%	1.4%	Not applicable for targets			☺
156	The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people.	84.70%	63.11%	44.66%	52.94%	52.90%	68.70%	85%	90%	☺
Housing and Related Services										
64	The number of private sector vacant dwellings returned into occupation or demolished during the financial year as a direct result of action by authority.	76.50	74.43	7	8	11	20	10	10	☺
183a)	The average length of stay in Bed and Breakfast accommodation of households that are unintentionally homeless and in priority need.	1 week	2.98 weeks	4.25 weeks	5 weeks	4 weeks	3 weeks	3 weeks	2 weeks	☺
183b)	The average length of stay in Hostel accommodation of households that are unintentionally homeless and in priority need.	0 days	10.89days	17.00 days	0 days	0 days	0 days	0 days	0 days	☹
202	The number of people sleeping rough within a single night within the area of the Authority.	0	4	5	5	5	Less than ten	Less than ten	Less than ten	☹
203	The % change in the average number of families placed in temporary accommodation compared with the average from the previous year.	-15.84%	6.71%	19.27%	+54.55	-19.11%	-5%	-5%	-5%	☺
213	The number of households who considered themselves as homeless, who approached the LHA's housing advice service and for whom housing advice casework intervention resolved their situation (No. per 1000 households).	5	22	1	0	0	1	1	1	☹
214	The proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last 2 years.	0.32%	3.04%	4.26%	0%	0.00%	0%	0%	0%	☹
Housing and Council Tax Benefit										
76a)	Housing Benefit Security - The number of claimants visited per 1000 caseload.	296.60	232.09	173.06	426.55	531.60	498	508	518	☺
76b)	Housing Benefit Security - The number of fraud investigators employed per 1000 caseload.	0.44	0.35	0.23	0.41	0.34	0.41	0.41	0.41	☹
76c)	Housing Benefit Security - The number of Housing Benefit and Council Tax Benefit fraud investigations per year per 1000 caseload.	59.53	46.56	29	58.74	45.09	59.35	60.98	62.20	☹
76d)	Housing Benefit Security - The number of Housing Benefit and Council Tax Benefit prosecutions and sanctions per year per 1000 caseload.	6.25	5.02	2.52	14.94	7.48	12.20	12.40	12.60	☹
78a)	Housing/Council Tax Benefit - Average time for processing new claim (calendar days)	26.4 days	34.5 days	39.1 days	43.1 days	49.8 days	35 days	28 days	25 days	☹
78b)	Housing/Council Tax Benefit - Average time for processing notifications of changes in circumstances (calendar days)	9.1 days	15.2 days	18.8 days	7.9 days	9.0 days	7 days	6 days	5 days	☹
79a)	Percentage of cases within a random sample for which the calculation of benefit due was correct.	99%	97.47%	96.60%	98.6%	97.40%	98.6%	98.6%	98.6%	☹
79bi)	The amount of Housing Benefit overpayments recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period.	79.39%	69.53%	58.98%	85.81%	105.22%	87%	88%	89%	☺
79bii)	HB overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.	39.69	33.66	27.35	25.85%	31.35%	32%	34%	36%	☺
79biii)	HB overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.	No Quartile Data Available			11.27%	4.37%	4%	4%	4%	☺
Environmental Services										
82ai)	The percentage of household waste arisings which have been sent by the Authority for recycling	20.87% 29	17.61%	14.25%	15.93%	17.79%	18.9%	19.9%	21.0%	☺

BVPI Indicator Description (see full definition to determine method of calculation)		All England Top	All England Average	All England Bottom	Actual for 2005/06	Actual for 2006/07	Target for 2007/08	Target for 2008/09	Target For 2009/10	Direction of Travel
82aii)	The total tonnage of household waste arisings which have been sent by the Authority for recycling .	15126.10	16736.77	6086.27	5164.15	5583.75	5800	6000	6200	😊
82bi)	The percentage of household waste arisings which have been sent by the Authority for composting or treatment by anaerobic digestion .	13.05%	8.95%	3.54%	20.46%	22.20%	23.1%	23.9%	24.7%	😊
82bii)	The total tonnage of household waste arisings which have been sent by the Authority for composting or treatment by anaerobic digestion .	8770.03	9187.50	1802.60	6635.21	6669.19	7100	7200	7300	😊
84a	Kilogrammes of household waste collected per head of authority population.	393.6kg	438.4kg	478.5kg	426.1kg	410.8kg	402kg	394kg	386kg	😊
84b	The percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population.	-3.74%	-0.99%	1.34%	3.71%	-4.12%	-2%	-2%	-2%	😊
86	Cost of waste collection per household	£39.48	£47.71	£52.42	£37.89	TBA June	£49.90	£51.40	£52.43	😊
91a)	The percentage of households resident in the Authority's area served by kerbside collection of recyclables.	100%	94.6%	83.5%	100%	100.0%	100%	100%	100%	😐
91b)	The percentage of households resident in the Authority's area served by kerbside collection of at least 2 recyclables.	100%	98.8%	91.1%	97.3%	98.5%	100%	100%	100%	😊
199a)	The proportion of relevant land and highways (%) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.	8.8%	15.3%	21.5%	8.1%		8.0%	8.0%	8.0%	😊
199b)	The proportion of relevant land and highways (%) from which unacceptable levels of graffiti are visible.	1%	4%	6%	2%	1%	1%	1%	1%	😊
199c)	The proportion of relevant land and highways (%) from which unacceptable levels of fly-posting are visible.	0%	1%	2%	0%	0%	0%	0%	0%	😐
199d)	The year -on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with fly-tipping .	No Quartile Data Available			No Data	TBA June	-	-	-	
Public Protection										
166a)	Score against a checklist of enforcement best practice for - Environmental Health	100%	89.6%	85.0%	98.6%	91.9%	100%	100%	100%	😊
216a)	Number of 'sites of potential concern' (within the authority area), with respect to land contamination.	1428	1495	325	1525	1351	1283	1219	1158	😐
216b)	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of concern'.	9%	11%	1%	7%	11%	5%	5%	5%	😊
217	The percentage of pollution control improvements to existing installations completed on time.	100%	85%	83%	100%	100%	100%	100%	100%	😊
218a)	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification.	96.64%	81.54%	73.00%	41.67%	73.47%	80%	80%	80%	😊
218b)	The percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle.	95.00%	74.39%	61.11%	90.91	94.44%	97%	99%	100%	😊
Planning										
106	The percentage of new homes built on previously developed land	96.47%	77.01%	62.43%	48.00%	97.50%	65.00%	67.50%	70.00%	😊
109a)	The percentage of major commercial and industrial planning applications determined within 13 weeks	74.9%	54.92%	57.08%	43.48%	44.44%	65.00%	70.00%	70.00%	😐
109b)	The percentage of minor commercial and industrial planning applications determined within 8 weeks	81.07%	74.23%	69.00%	72.00%	45.70%	75.00%	80.00%	85.00%	😐
109c)	The percentage of other planning applications determined within 8 weeks	91.39%	86.49%	83.37%	83.27%	61.41%	90.00%	90.00%	95.00%	😐
200a)	Did the Local Planning Authority submit the 'Local Development Scheme (LDS)' by 28th March 2005 and thereafter maintain a 3-year rolling programme?	No Quartile Data Available			Yes	Yes	Yes	Yes	Yes	😐

BVPI Indicator Description (see full definition to determine method of calculation)		All England Top	All England Average	All England Bottom	Actual for 2005/06	Actual for 2006/07	Target for 2007/08	Target for 2008/09	Target For 2009/10	Direction of Travel
200b)	Has the Local Planning Authority met the milestones that the current 'Local Development Scheme (LDS)' sets out?	No Quartile Data Available			No	No	Yes	Yes	Yes	☹
200c)	Did the Local Planning Authority publish an annual monitoring report by December of the last year?	No Quartile Data Available			Yes	Yes	Yes	Yes	Yes	☹
204	The percentage of appeals allowed against the Councils decisions to refuse planning applications.	24.0%	30.1%	37.0%	56%	38.9%	35%	30%	25%	☺
205	The Authorities score against a 'Quality of Planning Services' checklist.	94.5%	89.8%	83.3%	77.7%	77.7%	80%	80%	90%	☹
Cultural and Related Services										
170a)	The number of visits to/ usages of Authority funded or part funded museums in the area per 1000 population.	952	839	131	180	227	240	250	260	☺
170b)	The number of those visits to Authority funded, or part funded museums that were in person per 1000 population.	523	632	87	178	226	238	248	258	☺
170c)	The number of pupils visiting museums and galleries in organised school groups.	8156	7153	641	70	287	300	310	320	☺
219a)	The number of conservation areas in the Authority area.	No Quartile Data Available			10	10	10	10	10	☹
219b)	The percentage conservation areas in the Authority area with an up-to-date character appraisal.	31.81%	23%	0%	0%	10.00%	50.00%	100.00%	100.00%	☹
219c)	The percentage of conservation areas with published management proposals.	7.70%	9%	0%	0%	0.00%	0.00%	50.00%	100.00%	☹
Community Safety										
126	Domestic burglaries per year, per 1000 households in the Authority area.	6.40	10.80	13.70	7.38	5.00	Targets have not been set by Police or Safety Partnership that directly apply to the BVPI's – targets for crime reduction are included in the Community Safety Strategy			☺
127a)	Violent Crime per year, per 1000 population in the Authority area.	12.40	19.20	22.80	11.48	10.85				☺
127b)	Robberies per year, per 1000 population in the Authority area.	0.30	1.40	1.30	0.33	0.29				☺
128	Vehicle crimes per year, per 1000 population in the Authority area.	7.30	11.50	14.60	4.67	5.54				☹
174	Racial incidents reported to the Authority and subsequently recorded, per 100,000 population.	N/A	N/A	N/A	0.00	0.00	0.00	0.00	0.00	☹
175	The percentage of racial incidents reported to the Authority that resulted in further action.	100%	94.7%	100%	N/A	N/A	100%	100%	100%	☹
225	Score against a checklist for assessing the overall provision and effectiveness of Authority services designed to help the victims of domestic violence.	No Quartile Data Available			36.4%	45.5%	45.5%	54.5%	63.6%	☺
226a)	Total amount spent by the Authority on Advice and Guidance services provided by external organisations.(formerly BVPI 177)	No Quartile Data Available			£152,505	£96,952	£95,000	£98,000	£99,000	☹
226b)	The percentage of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at 'General Help' level and above.	No Quartile Data Available			83.48%	72.50%	80%	85%	90%	☹
226c)	Total amount spent on Advice and Guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public.	No Quartile Data Available			£104,591	£0	£91,767	£94,061	£96,412	☹

The Satisfaction Survey Results

Comparison data is all England District council quartiles published by the Audit Commission from the 2003/04 figures.

BVPI	User Satisfaction Description	All England Top	All England Average	All England Bottom	Actual for 2001/02	Actual for 2003/04	Actual for 2006/07	Target for 2009/10	Direction of Travel
The General Household Survey Indicators									
BV3	Satisfaction with the way in which the local authority runs things	60%	54.6%	49%	72%	51%	47%	60%	☹
BV4	Satisfaction with the way in which complaints are handled	36%	33%	29%	54%	31%	38%	45%	☺
BV89	Satisfaction with the cleanliness of the borough	66%	61%	54%	57%	62%	74%	78%	☺
BV90a	Satisfaction with the household waste collection service	89%	86%	81%	86%	81%	76%	89%	☹
BV90b	Satisfaction with the local recycling facilities	75%	70%	63%	66%	77%	83%	88%	☺
119a	Satisfaction with sports and leisure facilities in the borough	60%	54%	49%	46.6%	48%	53%	60%	☺
119b	Satisfaction with libraries in the borough	72%	63%	62%	70.1%	72%	75%	78%	☺
119c	Satisfaction with museums and galleries	50%	42%	31%	No Data	32%	29%	50%	☹
119d	Satisfaction with theatres and concert halls	56%	48%	36%	50.2%	44%	40%	56%	☹
119e	Satisfaction with parks and open spaces	77%	72%	66%	68%	75%	75%	80%	☹
The Benefits Survey Indicators									
80a	Satisfaction with contacting with the benefits service	83%	77.45%	73%	86%	85%	84%	86%	☹
80b	Satisfaction with the service at the benefits office	85%	78.61%	74%	90%	90%	85%	90%	☹
80c	Satisfaction with the telephone service at the benefits office	77%	67.79%	60%	82%	85%	76%	85%	☹
80d	Satisfaction with the staff delivering the benefits service	85%	80.41%	77%	89%	90%	86%	90%	☹
80e	Satisfaction with the application and other forms	67%	63.14%	60%	69%	69%	70%	75%	☺
80f	Satisfaction with the speed at which the application was processed	79.44%	76%	64%	78%	77%	74%	78%	☹
80g	Overall satisfaction with the benefits service provided	83%	77.65%	74%	No Data	90%	85%	90%	☹
The Planning Survey Indicator									
111	Satisfaction with the handling of the planning application	81%	74%	68.25%	77%	78%	52%	80%	☹

Fylde Borough Council Local Performance Indicators 2006/07

Local performance indicators have been developed to reflect what matters to the local community in service provision. Several of the local performance indicators are used to provide further information about service performance.

Local Indicator	Portfolio Holder / Data Officer	Actual 2005/06	Actual 2006/07	Target 2007/08	Direction of Travel
CORPORATE HEALTH LOCAL INDICATORS					
The percentage of phone calls to 01253 658658 answered during working hours	Albert Pounder / Joceline Greenway	98.3%	79%	80%	☹
The number of respondents to Listening Day	Albert Pounder / Paul Norris	1588	2066	2200	☺
The percentage satisfaction with the service delivered by the customer service team	Albert Pounder / Joceline Greenway	New PI	98%	100%	
The percentage of people satisfied with the length of time they had to wait when contacting the council	Albert Pounder / Joceline Greenway	New PI	95%	96%	
The percentage of people who felt that the level of comfort and facilities in the one stop shops were 'good' or 'very good'	Albert Pounder / Joceline Greenway	New PI	98%	98%	
The total number of online transactions with the Council	Paul Rigby / Andy Cain	New PI	9021	9500	
The % of revenue collected by electronic means as a % of the total revenue collected	Paul Rigby / Lynn Barlow	No data	87.9%	90%	
The total number of unique visitors to the web site www.fylde.gov.uk	Paul Rigby / Andy Cain	49080	102112	105000	☺
The percentage of the Audit Plan that has been completed	Paul Rigby / Savile Sykes	58%	91%	90%	☺
The percentage of audit recommendations accepted by the service managers	Paul Rigby / Savile Sykes	96%	99.5%	95%	☺
The percentage of accepted recommendations implemented by the service managers	Paul Rigby / Savile Sykes	83%	72%	75%	☹
The percentage of audit service clients satisfied or very satisfied with the service	Paul Rigby / Savile Sykes	99%	100%	100%	☺
The number of days sickness and absence per employee that is not long term sickness	Sue Fazackerley / Jane Hughlock	5.11 days	3.83 days	4 days	☺
The percentage of employee appraisals completed	Sue Fazackerley / Jane Hughlock	New PI	29.98%	35%	
The percentage of council employees trained in customer care	Sue Fazackerley / Allan Oldfield	85%	91%	98%	☺
COMMUNITY AND CULTURAL SERVICES LOCAL INDICATORS					
Car Parking Income	Tim Ashton / Andrew Shore	New PI	£424,586	£450,000	
The number of penalty charge notices (parking) issued	Tim Ashton / Andrew Shore	New PI	8302	Not Applicable	
The income received / collected from penalty charge notices (parking) to date (current financial year)	Tim Ashton / Andrew Shore	New PI	£237,802	Not Applicable	

Local Indicator	Portfolio Holder / Data Officer	Actual 2005/06	Actual 2006/07	Target 2007/08	Direction of Travel
ENVIRONMENTAL LOCAL INDICATORS					
The number of missed bins per 100,000 collections	Tim Ashton / Jamie Dixon	30	50	<50	☹
HOUSING LOCAL INDICATORS					
The percentage of housing service requests responded to within 3 working days	Patricia Fieldhouse / John Cottam	100%	100%	100%	☹

Listening Day Key Results	Portfolio Holder	Actual 2005	Actual 2006	Target 2007	Direction of Travel
CORPORATE HEALTH LOCAL INDICATORS					
The percentage of residents satisfied with Fylde as a place to live.	John Coombes / Paul Norris	90%	87%	90%	☹
The percentage of residents satisfied with street cleansing in the Fylde.	Tim Ashton / Paul Norris	75%	75%	78%	☹
The percentage of residents satisfied with the refuse collection service in Fylde.	Tim Ashton / Paul Norris	84%	75%	85%	☹
The percentage of residents satisfied with the parks and open spaces services in Fylde.	Tim Ashton / Paul Norris	81%	75%	81%	☹
The percentage of residents satisfied with the planning service at Fylde	Roger Small / Paul Norris	52%	53%	58%	☺
The percentage of residents satisfied with car parking in the Fylde	Tim Ashton / Paul Norris	49%	46%	55%	☹
The percentage of residents satisfied with leisure facilities in the borough	Simon Renwick / Paul Norris	64%	57%	64%	☹
The percentage of visitors satisfied with parks and open spaces	Tim Ashton / Paul Norris	97%	96%	98%	☹
The percentage of visitors satisfied with the shopping facilities in the borough	Roger Small / Paul Norris	92%	92%	94%	☹
The percentage of visitors satisfied with eating out in the borough	Roger Small / Paul Norris	96%	96%	97%	☹
The percentage of visitors satisfied with the cleanliness of the area.	Tim Ashton / Paul Norris	98%	96%	98%	☹
The percentage of visitors satisfied with the area overall.	John Coombes / Paul Norris	98%	98%	99%	☹

Appendix B: Exception Report Key Performance Indicators for 2006/07

Key Performance Indicator	
BVPI 8	Percentage of undisputed invoices that were paid within 30 days of receipt or within agreed payment terms.
BVPI 9	The percentage of Council Tax collected by the Authority in the year.
BVPI 10	The percentage of Non-Domestic Rates collected by the Authority in the year.
BVPI 12	Number of working days/shifts lost to the Authority due to sickness absence (per FTE)
BVPI 64	The number of private sector vacant dwellings returned into occupation or demolished during the financial year as a direct result of action by authority.
BVPI 183a	The average length of stay in bed and breakfast accommodation of households that are unintentionally homeless and in priority need.
BVPI 78 a)	Housing/Council Tax Benefit - Average time for processing new claim (calendar days)
BVPI 78 b)	Housing/Council Tax Benefit - Average time for processing notifications of changes in circumstances (calendar days)
BVPI 82ai)	The percentage of household waste arisings which have been sent by the Authority for recycling
BVPI 82bi)	The percentage of household waste arisings which have been sent by the Authority for composting or treatment by anaerobic digestion .
BVPI 84a)	Kilogrammes of household waste collected per head of authority population.
BVPI 199a)	The proportion of relevant land and highways (%) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.
BVPI 109a)	The percentage of major commercial and industrial planning applications determined within 13 weeks
BVPI 109b)	The percentage of minor commercial and industrial planning applications determined within 8 weeks
BVPI 109c)	The percentage of other planning applications determined within 8 weeks
BVPI 126	The number of domestic burglaries per 1000 households
BVPI 127a	Violent crime per 1000 population
BVPI 127b	Robberies per 1000 population
BVPI 128	Vehicle crimes per 1000 population

Local Indicator (Various)
The percentage of phone calls answered within 30 seconds
The percentage of phone calls to 01253 658658 answered during working hours
The percentage satisfaction with the service delivered by the customer service team
The percentage of people satisfied with the length of time they had to wait when contacting the council
The percentage of people who felt that the level of comfort and facilities in the one stop shops were 'good' or 'very good'
The total number of online transactions with the Council
The total number of unique visitors to the web site www.fylde.gov.uk
The number of days sickness and absence per employee that is not long term sickness
The number of missed bins per 100,000 collections

Appendix C: Key CPA Measures Audit Commission (Direction of Travel Assessment)

Ref No	Description of the Indicator
OMB	Total number of complaints received by the council
OMB	Decisions with findings of maladministration against the council
OMB	Average number of days to respond to complaints
BVPI 2a)	The equality standard for local government in England.
BVPI 2b)	The duty to promote race equality.
BVPI 8	Percentage of undisputed invoices that were paid within 30 days of receipt or within agreed payment terms.
BVPI 9	Percentage of Council Tax collected.
BVPI 10	The percentage of Non-Domestic Rates collected by the Authority in the year.
BVPI 11a)	Ratio of percentage of top 5% of earners who are women to percentage of women in the population.
BVPI 11b)	Ratio of percentage of top 5% of earners from BME communities.
BVPI 11c)	Ratio of percentage of top 5% of earners with disabilities.
BVPI 16a)	Percentage of disabled employees
BVPI 17a)	Percentage of black and ethnic minority employees
BVPI 157	Percentage of interactions with public which are capable of electronic service delivery.
BVPI 76a)	Number of Housing Benefit and Council Tax claimants visited per 1,000 caseload
BVPI 76c)	Number of Housing Benefit and Council Tax fraud investigations per 1,000 caseload
BVPI 78a)	Housing/Council Tax Benefit - Average time for processing new claim (calendar days)
BVPI 78b)	Housing/Council Tax Benefit - Average time for processing notifications of changes in circumstances (calendar days)
BVPI 79a)	Percentage of cases within a random sample for which the calculation of benefit due was correct.
BVPI 79bi)	The amount of Housing Benefit overpayments recovered during the period being reported on as a % of HB deemed recoverable overpayments during that period.
BVPI 79bii)	Housing Benefit overpayments recovered as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year.
BVPI 79biii)	Housing Benefit overpayments written off as a percentage of the total amount of HB overpayment debt outstanding at the start of the year, plus amount of HB overpayments identified during the year.
BVPI 82ai)	The percentage of household waste arisings which have been sent by the Authority for recycling
BVPI 82bi)	The percentage of household waste arisings which have been sent by the Authority for composting or treatment by anaerobic digestion.
BVPI 84a)	Kilogrammes of household waste collected per head of authority population.

Ref No	Description of the Indicator
BVPI 91a)	Percentage of households served by a kerbside collection of recyclables.
BVPI 86	Cost of waste collection per household.
BVPI 109a)	The percentage of major commercial and industrial planning applications determined within 13 weeks.
BVPI 109b)	The percentage of minor commercial and industrial planning applications determined within 8 weeks.
BVPI 109c)	The percentage of other planning applications determined within 8 weeks.
BVPI 204	Planning appeals: percentage allowed.
BVPI 205	The Authorities score against a 'Quality of Planning Services' checklist
BVPI 183a)	The average length of stay in Bed and Breakfast accommodation of households that are unintentionally homeless and in priority need.
BVPI 183b)	Average length of stay in hostel accommodation (in weeks).
BVPI 166a)	Score against a checklist of enforcement best practice for - Environmental Health
BVPI 126	The number of domestic burglaries per 1000 households
BVPI 127b)	Robberies per 1000 population
BVPI 64	The number of private sector vacant dwellings returned into occupation or demolished during the financial year as a direct result of action by authority.
(HIP)	Affordable housing completions or acquisitions per thousand dwellings
CDRP	Theft of a motor vehicle per 1,000 persons
CDRP	Theft from a motor vehicle crimes per 1,000 persons
CDRP	Violence against the person per 1,000 persons
CDRP	Sexual Offences per 1,000 population

Appendix 4: Exception Report Key Performance Indicators for 2007/08

Key Performance Indicator	
OMD	The total number of complaints received by the council
BVPI 8	Percentage of undisputed invoices that were paid within 30 days of receipt or within agreed payment terms.
BVPI 9	The percentage of Council Tax collected by the Authority in the year.
BVPI 10	The percentage of Non-Domestic Rates collected by the Authority in the year.
BVPI 12	Number of working days/shifts lost to the Authority due to sickness absence (per FTE)
BVPI 76a)	Number of Housing Benefit and Council Tax claimants visited per 1,000 caseload
BVPI 76c)	Number of Housing Benefit and Council Tax fraud investigations per 1,000 caseload
BVPI 78 a)	Housing/Council Tax Benefit - Average time for processing new claim (calendar days)
BVPI 78 b)	Housing/Council Tax Benefit - Average time for processing notifications of changes in circumstances (calendar days)
BVPI 82ai)	The percentage of household waste arisings which have been sent by the Authority for recycling
BVPI 82bi)	The percentage of household waste arisings which have been sent by the Authority for composting or treatment by anaerobic digestion .
BVPI 84a)	Kilogrammes of household waste collected per head of authority population.
BVPI 109a)	The percentage of major commercial and industrial planning applications determined within 13 weeks
BVPI 109b)	The percentage of minor commercial and industrial planning applications determined within 8 weeks
BVPI 109c)	The percentage of other planning applications determined within 8 weeks
BVPI 205	The Authorities score against a 'Quality of Planning Services' checklist
BVPI 126	The number of domestic burglaries per 1000 households
BVPI 127a	Violent crime per 1000 population
BVPI 127b	Robberies per 1000 population
CDRP	Theft of a motor vehicle per 1,000 persons
CDRP	Theft from a motor vehicle crimes per 1,000 persons
CDRP	Violence against the person per 1,000 persons
CDRP	Sexual Offences per 1,000 population

Local Indicator
The percentage of customer calls to 01253 658658 answered during working hours
The percentage satisfaction with the service delivered by the customer service team
The total number of online transactions with the Council
The total number of unique visitors to the web site www.fylde.gov.uk
The number of days sickness and absence per employee that is not long term sickness
The number of missed bins per 100,000 collections

REPORT



REPORT OF	MEETING	DATE	ITEM NO
POLICY & PERFORMANCE	CABINET	JUNE 13 TH 2007	7

THE CORPORATE PERFORMANCE PLAN 2007/08

Public item

This item is for consideration in the public part of the meeting.

Summary

The report presents to members of the Cabinet the Corporate Performance Plan for 2007/08. The report outlines the purpose and requirements of the plan.

Recommendations

1. That the Cabinet approve the Fylde Corporate Performance Plan for 2007/08 that is included as Appendix 1 of the report.
2. That Portfolio Holders ensure progress against the actions and key indicators are monitored as part of formal briefing arrangements with senior officers.

Cabinet Portfolio

This item falls within the following cabinet portfolio:

Corporate Performance and Development

Councillor Susan Fazackerley

Report

The Corporate Performance Plan

1. The council is required to publish a performance statement by June 30th of each year. In previous years at Fylde the performance statement has been presented as a Best

Value Performance Plan (BVPP) that was published separately to a Corporate Plan. Best practice over the last two years across the country has been to produce a single document that incorporates the requirements of a Best Value Performance Plan and a Corporate Plan. The Corporate Performance Plan presented in Appendix 1 of this report is the joint document for Fylde in 2007/08 that integrates these two previously separate documents.

2. This is the first time that Fylde has been able to produce a single performance document (The Corporate Performance Plan) that incorporates the corporate plan requirements because the council has a 'weak' CPA (Comprehensive Performance Assessment) rating. The requirement for 'weak' rated authorities to produce a separate performance statement has been removed although the requirements of the statement itself remain in place (see paragraph 4 of this report).
3. A single document that incorporates the requirements of the Best Value Performance Plan and the Corporate Plan allows the council to have the high level corporate information together in one place. The Corporate Performance Plan informs stakeholders how the council is performing, what the key improvement actions are for the coming year and it makes links to the corporate objectives and priorities. A clear link is established between previous performance and improvement plans in one document.
4. At the Cabinet meeting in March 2007 the details of the Corporate Plan were approved including the key improvement actions for the coming years. The Audit Commission sets out clear criteria for the annual performance statement that include the requirement to:
 - Provide a brief summary of the authority's strategic objectives and priorities for improvement. This should reflect the corporate business planning processes and link to the community strategy.
 - Outline the arrangements for addressing the authority's improvement priorities, particularly the opportunities and weaknesses identified in CPA, and the outcomes that are expected to be achieved.
 - Provide details of performance over the last year against the national best value performance indicators (BVPI's) along with targets for the current year and subsequent 2 years.
 - Provide a brief statement on any contracts awarded during the previous financial year that have involved the transfer of employees. The statement should clearly indicate that any contracts awarded that involved the transfer of employees complied with the Code of Practice on Workforce Matters in Local Authority Service Contracts.
5. The Corporate Performance Plan included in Appendix 1 fully complies with the requirements of the performance statement as set out by the Audit Commission. This information has been integrated with the details of the Corporate Plan that the Cabinet approved in March 2007.
6. The Corporate Performance Plan is one of the most important documents the council is required to produce providing information on how the council is performing against

the promises it has made and what it intends to do next. The actions and indicators included in the plan will be monitored by the Performance Improvement Overview & Scrutiny Committee and key performance measures will be the subject of an Exception Report to each Cabinet meeting.

7. Cabinet Portfolio Holders are required to monitor progress against the corporate actions and the performance indicators with senior managers as part of the formal briefing arrangements.

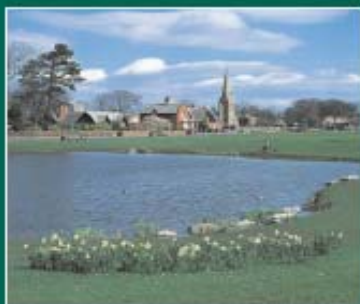
IMPLICATIONS	
Finance	There are no direct financial implications arising from the report.
Legal	Under Section 6 of the Local Government Act 1999 the authority is required to produce a performance statement by June 30 th that complies with the requirements set out in the act.
Community Safety	There are no direct community safety implications.
Human Rights and Equalities	Several of the key indicators report progress against equality and diversity measures.
Sustainability	There are no direct sustainability implications arising from this report.
Health & Safety and Risk Management	There are no direct health & safety and/or risk management implications arising from this report.

REPORT AUTHOR	TEL	DATE	DOC ID
ALLAN OLDFIELD	(01253) 658576	MAY 16 TH 2007	

LIST OF BACKGROUND PAPERS		
Name of document	Date	Where available for inspection
Cabinet Agenda & Minutes	March 2007	www.fylde.gov.uk
Audit Commission BVPP Requirements	November 2006	www.audit-commission.gov.uk
2006 Best Value Performance Plan	June 2006	www.fylde.gov.uk

List of Appendices - Appendix 1: The Corporate Performance Plan 2007/08

2007 Corporate Performance Plan



Message from the Leader of the Council

Welcome to Fylde Borough Council's 2007 / 2008 Corporate Performance Plan which is the most important document produced by the Council because it outlines clearly the key priorities that the Council will deliver against and the actions we will take over the next 12 months and beyond.

The Corporate Performance Plan outlines clearly the council's strategic objectives and priorities for improvement. The plan includes full details of our performance against the national performance measures along with targets for the next three years. Performance against key local measures is also reported in the plan and importantly the arrangements in place to address any weaknesses identified by the Audit Commission.

This year the council has produced a joint corporate plan and best value performance plan under the banner of the Corporate Performance Plan. Customers now have one point of reference for all the information they require about performance, objectives, priorities and improvement plans at Fylde.

To ensure full compliance with the requirements for best value performance plans the plan includes a brief statement on contracts awarded during the last year.

Each year we ensure the Council is keeping to the long-term promise of becoming a flagship local authority. I am delighted to say that yet again the last 12 months have seen improved performance against some very challenging targets and improvement plans.

New technology has been put in place to support the revenues and benefits service, mobile and home working has been developed and regeneration work in St Annes has progressed and received a national award in 2006. The Council has introduced more on line services and our

improved web site www.fylde.gov.uk is getting over 10,000 unique visitors a month.

Fylde continues to enjoy one of the best recycling rates in the country made possible through the commitment and participation of our residents. The Fylde team has taken this success to Wyre and has achieved the same excellent results.

The Cabinet structure of local governance has provided greater accountability in local decision making and speeded up the process of change and improvement at Fylde. Stronger working relations have been developed with both Blackpool and Wyre that have involved partnering in many service areas. Sharing service delivery has led to improved quality, increased efficiency and better value for money for all the authorities across the Fylde coast.

The Local Strategic Partnership has continued to progress making the lives of thousands of residents better through improved health care, education, community safety projects and environmental improvements. Stronger ties with the County Council have been achieved through partnership working and Local Area Agreements with joint targets.

Improvements over the last few years have had an impact on every community in the borough. Tourism in both the urban and the rural areas has grown in strength with more people attracted to the 'Golf Coast' and wonderful scenery across the borough. Leisure provision has been supported in rural communities with Sports Outreach projects and community based events more popular than ever.

These examples represent just a few of the successes achieved over the last year or so. We are committed to making sure that this improvement continues by working with the community to make life better. The Corporate

Action Plan for 2007/08 has been put together to ensure that we continue to deliver improvements across all service areas for the people of Fylde and represents part of our arrangements to address improvement priorities outlining clearly the outcomes that we expect to achieve.

We cannot rest on our laurels because change is a constant and continuous improvement is driven by ever changing expectations. Although a great deal has been achieved at Fylde there is still more to do. Through the hard work and dedication of the employees, elected members and all our community partners we will continue to put the customer first, strengthen the local community and enhance the reputation of Fylde.



Councillor John Coombes
Leader of the Council

The Corporate Performance Plan

Welcome to Fylde Borough Council's 2007 Corporate Performance Plan. The plan provides a clear overview of the corporate objectives and the key priorities that the Council is addressing over the short and long-term.

The plan brings together in one place details of the many local, regional and national influences that impact on the council along with the inspection and assessment regime. With this in mind every effort has been made to make this plan user friendly and easy to understand. Essentially it represents what the council is doing on behalf of the people it serves.

The Council is required by the Department of Communities and Local Government (DCLG) to outline the strategic objectives and priority areas for improvement in the plan. The information contained in this plan links all forthcoming corporate actions to the agreed corporate and community objectives and priorities.

The plan also includes extensive information on the performance of the council over the last 12 months against national and local measures along with targets for the next three years. It is a 'one stop shop' for all details on the improvements to date and the plans in place.

The Council is committed to delivering against the priorities outlined in this plan. Every action and objective contributes to the corporate priorities agreed by the people that live in Fylde. This plan serves as a reminder to the local community what the priorities are and makes the link between the work of the council and the Community Plan.

The Council is required to balance the local priorities with many national and regional requirements including,

waste minimisation targets, housing needs requirements and planning development. When putting together the priorities and actions for the Fylde borough the regional and national requirements have been taken into consideration and the actions represent what is best for the people of Fylde.

A corporate Action Plan that outlines specific actions, responsibilities and outcomes has been developed. The Action Plan clearly outlines the key things that the Council will deliver over the next 12 months. These actions are not restricted to the coming year, some are actions that have been ongoing and are being progressed and some are new actions that will extend beyond the current year.

The actions in the plan have been developed by service managers in consultation with the public, members, partners and professional bodies. The plan also addresses any of the weaknesses identified by the Audit Commission in order to ensure that we are making improvements in the right areas.

All the actions outlined in the plan have been developed after the available budget and resources have been set. In this way it is possible to outline what is realistic and achievable within resources. The council is not making false promises to the community.

Great achievements have been made during this year and this plan, which complements the Local Strategic Partnership's Community Plan, will ensure that progress continues in the right direction for the people of Fylde.

The work of the council is helping to enhance the reputation of Fylde and supporting the commitment to becoming a flagship local authority.

The Council is constantly trying to improve the services it delivers and to achieve this it relies heavily on customers to support them. Community consultation and feedback is essential to the improvement process. If you have any comments or suggestions about any Council service or this plan, then use the contact details below to let us know.

Have Your Say

If you have any comments or suggestions about the Corporate Performance Plan then please let us know by using the contact details below.

You can e-mail us at listening@fylde.gov.uk

You can provide feedback using our website on line form at www.fylde.gov.uk

You can call the dedicated call centre line on **01253 658658**.

You can call in person at the One Stop Shop in St Annes or Kirkham open Monday to Friday 8.30am to 5pm.

You can write to us at:

**The Corporate Plan,
The Town Hall,
FREEPOST,
BJ952,
FY8 1BR.**

Arrangements for Improvement

The Cabinet – New Local Governance for Fylde

In March 2006 the Council introduced the cabinet system of local governance. This is the most common and successful type of system used in councils across the country to deal with modern local government. The new system has helped the council to make quicker and more informed decisions with clear accountability allocated to Portfolio Holders who make up the Cabinet.

The Cabinet system is part of the arrangements that have been put in place to ensure that the authority addresses the improvement priorities, in particular the opportunities and weaknesses identified by the Audit Commission as part of the CPA (Corporate Performance Assessment).

One of the key features of the new system is the designation of 8 councillors who make 'executive' decisions and form the Cabinet. However, the rest of the councillors are responsible for monitoring, checking and challenging the decisions of the Cabinet.

In place of the old committee system Fylde now has a democratic structure that consists of the full Council, a Cabinet (also referred to as the Executive), Overview & Scrutiny Committees, a Standards Committee and a small number of regulatory committees for specific functions such as licensing.

The Cabinet system has allowed a closer working relationship to develop between the officers and the elected members. Members of the Cabinet work closely with key officers as Portfolio Holders with responsibility for different activities. Members of the Overview and Scrutiny committees work closely with a range of officers to gather valuable evidence for scrutiny.

Both councillors and council officers are servants of the public, but the responsibilities of the two groups are distinct:

Councillors are elected by their fellow citizens to speak and act on behalf of residents of the borough. In Fylde they are elected every four years.

Elected members take the decisions that shape the level and standard of local services. They don't receive a salary, but they do get allowances based on the recommendation of an independent review panel. This reflects the time and expense incurred by attendance at meetings, and carrying out their duties representing constituents.

Those with special responsibilities, such as the council leader, members of the cabinet and committee chairs and vice-chairs, receive extra allowances in recognition of what are time consuming and very responsible duties.

Elected members are the key decision making group in the local authority.

Council officers are the paid local government officials responsible for providing professional advice to elected members of the council. The paid officers carry out the council's day-to-day work once the elected members have approved the strategy and policy.

The most senior of the council's paid officers is the Chief Executive, who leads a management team of chief officers that meets regularly to consider strategy, monitor progress and ensure effective liaison and communication between departments. The chief officers including the chief executive are responsible for putting in place a structure to deliver the objectives and priorities of the council.

Delegated powers are given to the chief officers and other professionals within the council that empower them to make key strategic decisions.

The important link between the chief officers and the elected members is made explicit in the Action Plan. Each action has a lead officer and a lead member. The officer is a member of the senior management team and the elected member is a Portfolio Holder on the Cabinet.



Arrangements for Improvement

Every council in the country is required to achieve continuous improvement in service delivery. In effort to monitor improvement the Audit Commis carry out annual assessments to determine whe the council is delivering value for money performing to agreed targets.

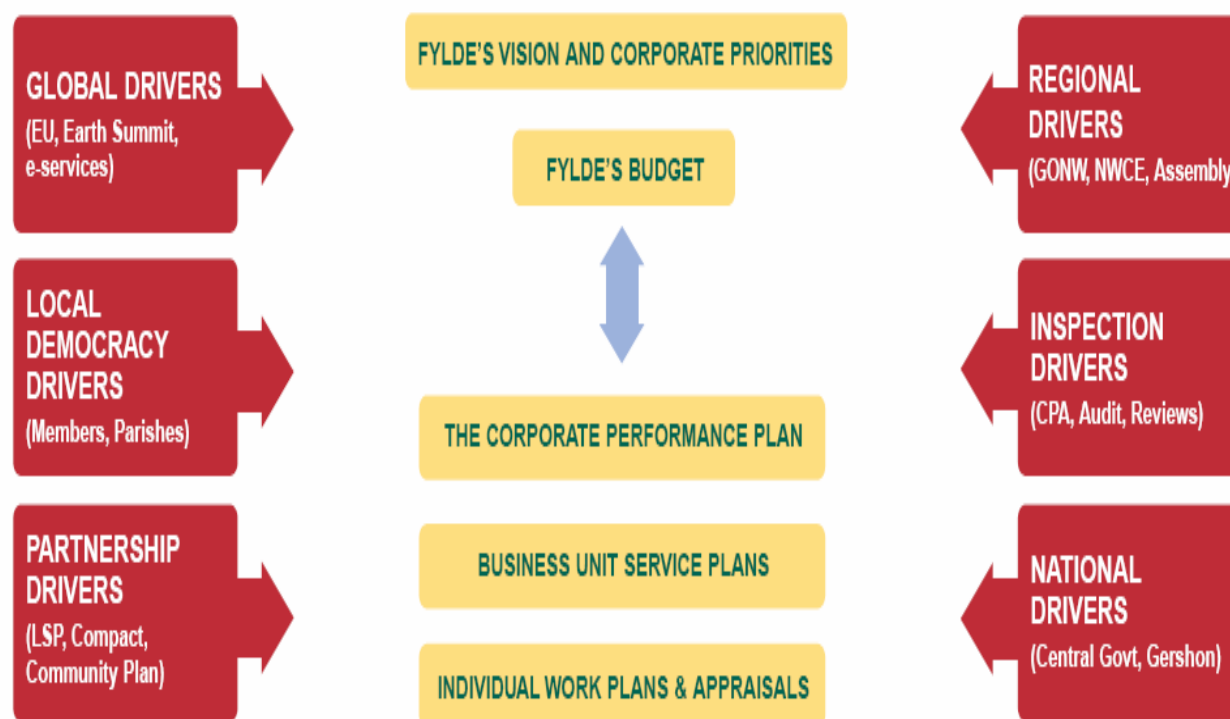
This Corporate Performance Plan makes clear links between the priorities, targets and actions of Council for the past, present and future. It is poss for people to see at a glance the different factors influence the actions of the council and the act that have been put in place to achieve improvemer

A number of factors influence the need to contint improve performance that must be addressed by Council. These factors often lead to the need for p or strategy to be developed that will ensure agreed actions are consistent with the ov corporate aims and objectives for the people of Fyl

The diagram to the right outlines the various exte policy drivers (outside boxes) that impact on council and the resultant systems and proces (middle boxes) that have been established at Fylde address the key issues within available resources.

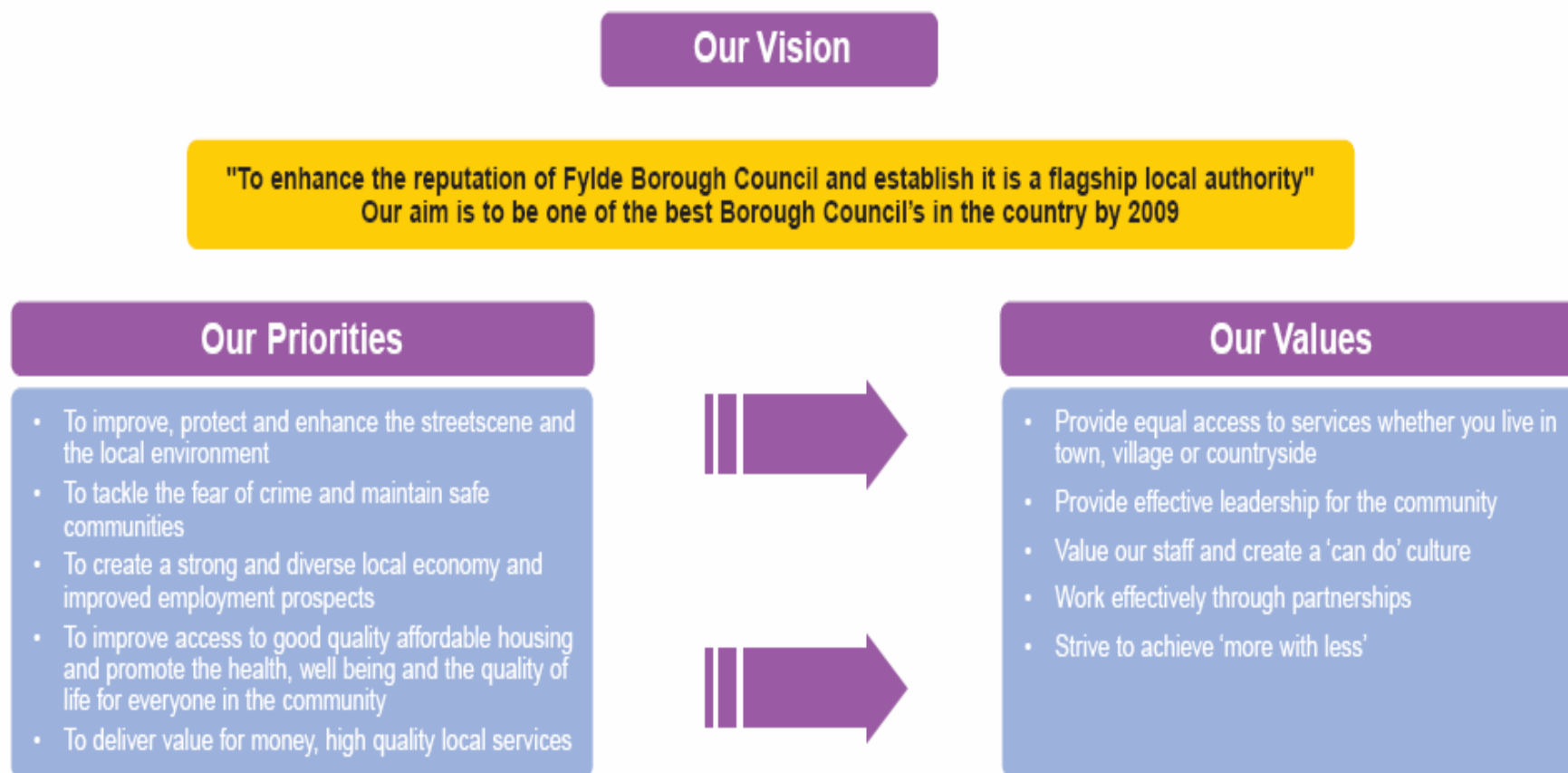
The council recognises that to be a 'flagship' auth with an excellent reputation then change improvement are a constant. The Corporate I outlines the next phase of change for Fylde Borc Council.

The Drivers of Change and the Fylde Planning Framework



Strategic Objectives and Priorities

The Council has a clear corporate vision with a firm target for 2009. The vision is supported by strong priorities and values that are upheld throughout the council. The corporate Action Plan is linked to the priorities that in turn support the corporate vision to ensure that improvement is achieved in the right areas. The vision, priorities, values and actions of the council are continually reviewed in partnership with members and the local community to ensure that the council is meeting their needs.



Strategic Objectives & Priorities

The National Priorities

Seven national shared priorities have been agreed between the government and local authorities to focus improvement in public services, these include:

- Raising standards across our schools
- Improving the quality of life of children, young people, families at risk and older people
- Promoting healthier communities by targeting key local services
- Creating safer and stronger communities
- Transforming our local environment
- Meeting transport needs more effectively
- Promoting the economic vitality of localities

Fylde Borough Council can act directly to achieve improvement in most priority areas. Where the Council cannot act directly it works closely with partners. A strong local strategic partnership and effective Local Area Agreements are in place to influence priority outcomes in all areas.

The Council is very aware of the challenges and opportunities which will arise during 2007/08 as the new Local Government White Paper (and Bill) progress into new legislation. Proposals for a new performance framework, new unitary councils or enhanced two-tier working, the greater devolution of powers to community or parish councils, a stronger role for scrutiny committees in the community are likely to have an impact on the work of the Council in the coming 12 months.

Through its networks in Lancashire, with the Local Government Association and the North West Regional Assembly the Borough Council will ensure that it is

fully engaged with this developing agenda to take advantage of any potential opportunities which will lead to clearer lines of accountability or deliver improvements in local public services.

The Council will also closely monitor the work of the DCLG Task Groups established to review the local government performance management framework (Lifting the Burdens) and the role of local government in community cohesion. The work of both of these Task Groups could have a significant influence on how the Council organises its operations and how it relates to external stakeholders and partners.

Many of the issues arising from the national priorities are included in the Council's priorities for local improvement, and are addressed in the corporate Action Plan. Local Area Agreements are enabling local authorities to work together to achieve priority outcomes for the community. The government is also requiring local councils to make significant efficiency savings and transform the way in which they deliver services to local people. There is a clear link between the national priorities and local priorities at Fylde.

The Local Priorities

The council carries out regular research across most service areas along with the annual Listening Day event. From this work in Fylde four key priorities have been identified:

1. Environmental protection and cleanliness
2. A safe community to live and work
3. The regeneration of the built environment and economic vitality of the local community
4. Preserving the quality of the local environment – parks, open spaces, beaches etc.

These priority areas cut across services delivered by Fylde, the County Council and other public sector providers like the police. All key service providers in the Fylde work closely together to ensure that service delivery in the local community is joined up, efficient and effective. The county council has a partnership team based in the Town Hall at Fylde that promotes an effective working relationship.

The local priorities identified by the local community are reflected in the corporate priorities outlined in this plan. Through Local Area Agreements with Lancashire County Council the two councils have made a commitment to improve services across all the priority areas.

The coming together of local and national priorities is a carefully managed process to ensure that the local people have their voice heard and quality of life improved whilst at the same time delivering against the national agenda.

The corporate Action Plan has taken into consideration all the feedback from partner organisations through the LSP and other established networks. A corporate risk assessment is carried out each year to identify any high-risk areas and then develop appropriate actions to address these. Financial contingency planning is also carried out based on expected and known development in services.

Strategic Objectives & Priorities

None Priority Areas

Local councils are expected to be 'all things to all people' but the reality is that resources are limited and local communities are all unique. What is championed as a priority in one local community or on the national agenda can be of little or no importance in another dependent on the demographic and social make up of an area.

As part of corporate improvement arrangements Fylde Borough Council must identify none priority areas as well as priority areas to support budget and resource allocation decisions. Without none priority areas there is a danger of everything becoming a priority that in essence leaves nothing a priority.

Asking elected members and citizens in the local community to identify areas that are not a priority is extremely difficult and unfair. Some none priority areas are determined by the fabric of the local community, for example, with an ethnic population in Fylde of approximately 1.4% that predominantly speak English it is not viewed as essential that all council publications and signs are produced in several languages. However, it is necessary to have a facility to translate information on the few occasions this is required and Fylde has put this in place.

None priority areas at Fylde include the services that are performing very well or being delivered successfully by a partner organisation or other third party provider. In these instances it is not necessary for Fylde to make it a priority for core services, for example education and health. Both of these are extremely important and the council contributes to their success but they are not core responsibilities of the council and therefore not top priority.

In many important service areas the current high level of performance can be maintained without the need for additional investment and resources. At Fylde this includes land charges, food safety, grounds maintenance, benefit processing, revenue collection and member services.

Lifelong learning is important to the Council but once again there are partner organisations within the Fylde LSP that are better placed to sustain and improve this function. Fylde will always contribute to this important community objective but recognises that other providers have this as a top priority for their resource allocation.

Residents are regularly consulted and asked about areas of least priority in the local community. Residents have indicated that committee services, mayoral services, the park rangers, allotments, caravan sites, local land charges and the elections are not priority areas for residents. Access to nature, race relations, cultural activities and leisure provision were identified in the residents Quality of Life Survey as the least important factors in making the community a good place to live. Feedback from the community is always considered when priorities and none priorities are being established.

The provision of leisure, arts and recreational facilities is a healthy competitive private sector market and many residents have indicated that the Council should focus resources on higher priority areas. These outcomes are used in corporate planning to determine priority areas for improvement and the allocation of resources.

The council monitors the performance and provision of all services in the community and through

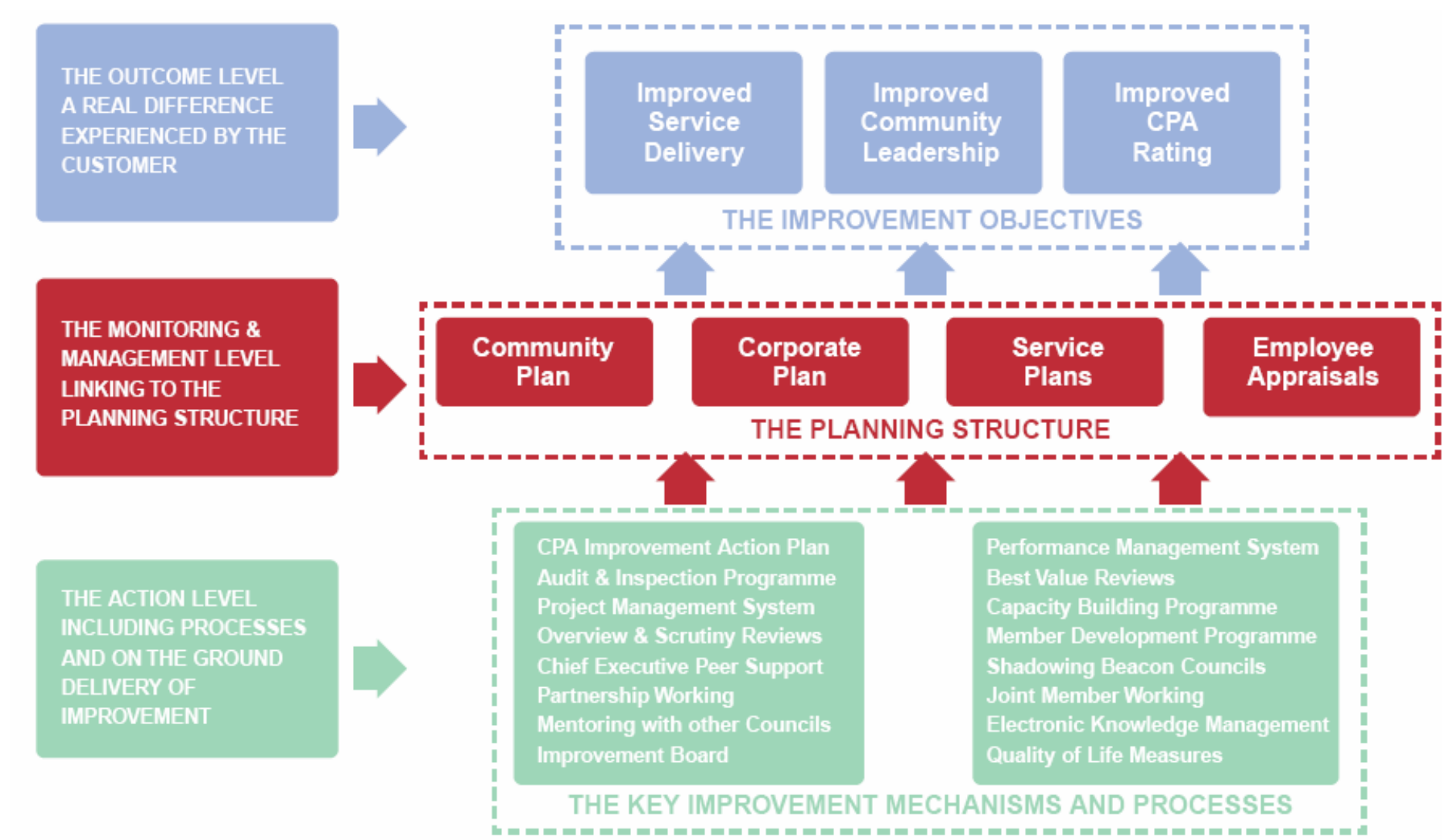
effective community engagement ensures that any change in priorities is identified and addressed.

In 2007/08 the service areas identified here are none priority areas for Fylde Borough Council based on customer feedback, the fact that they are not core activities for the council and because the services are performing well already. However, are important services though and the existing level of resource and investment will be maintained.

Any additional capacity and/or resources created by the council will not be directed to none priority areas.



The Fylde Performance Planning Framework



Arrangements for Improvement

External Audit and Inspection

Each year the Council is subject to a rigorous programme of inspection and audit co-ordinated through the Audit Commission. This work is designed to ensure that the Council is delivering value for money, managing resources effectively, operating to appropriate standards of public accountability and continually improving service delivery.

Audit outcomes are taken as opportunities to improve on strengths and address weaknesses. As such they are given high importance by the council and actions are developed to ensure that key recommendations are addressed.

In 2006/07 the Audit Commission carried out inspections in several services and cross cutting areas that have shown signs of improvement. This work has included an inspection of Environmental Services covering several high priority services such as planning, waste and recycling. Improvement action plans are produced in response to the feedback from inspections and monitored through the Overview and Scrutiny committees.

The success of the One Stop Shops, the call centre, online services, overview and scrutiny and the improved web site has been cited in audit reports during the year.

The financial accounts are audited every year to ensure that they comply with national standards of accounting practice. In 2005/06 the accounts were passed by the Audit Commission and complied with the national standards. The accounts were successfully 'closed' several weeks earlier in line with new national requirements.

As part of the process to continually improve the inspection work in local authorities the Audit

Commission introduced the Use of Resources assessment in 2005. Each council is required to outline how they manage their financial resources, or in other words the public's money. The assessment is broken down in to the following categories:

- Financial Reporting
- Financial Management
- Financial Standing
- Internal Control
- Value for Money

The council was judged to be performing to an acceptable standard against this assessment and showed improvement against the assessment in 2005.

During 2006 the Council published the Performance Statement (or Best Value Performance Plan) that is also audited against national criteria. The Performance Statement for 2006 was complied within all national standard requirements and approved by the Audit Commission. The Performance Statement includes all the national and local performance indicators that are audited for accuracy. In 2006 the council was one of the first in the region to develop and implement a Data Quality Policy.

Another strategically important document is the Asset Management and Capital Strategy. In early 2006 the Government Office North West rated the strategy as 'good' after demonstrating significant improvement. The Audit Commission publishes all the inspection reports carried out at Fylde on their Web Site at www.audit-commission.gov.uk

The Audit Commission web site includes a section dedicated to performance reporting where it is possible for anyone to log on and compare year on year

performance at Fylde and against other local authorities.

The council is required to submit a self assessment to the Audit Commission every December. The Audit Commission then produce a Direction of Travel report based on the self assessment and the information collated from inspection work throughout the year. The Direction of Travel report outlines the degree of improvement made by the council in the key areas where improvement is required. It is a check that the council is not only improving but most importantly is improving in the right and required areas.

The council has had three Direction of Travel reports all of which have confirmed that improvement has been achieved and in the right areas.

A new methodology for CPA inspection in district councils will be announced in March 2008 and Fylde will be looking to apply for a re-inspection at the earliest opportunity after receiving three excellent Direction of Travel reports in 2004, 2005 and 2006.

The work carried out to address the efficiency agenda and implementing electronic government will be audited during the year. Full details of the council's performance for 2005/06 are published in the performance tables included in this Corporate Performance Plan.

Arrangements for Improvement

The 2007 / 08 Corporate Action Plan

The Council has achieved some great successes in 2006/07 and is determined to maintain the improvement in 2007/08 and beyond.

The following Action Plan outlines the key actions that the Council will undertake from April 1st 2007 as well as the outcomes that are expected to be achieved. These actions are linked to the medium term financial strategy and as such cover a minimum 3 year period. Some of the actions cover a longer period than this and these are indicated in brackets after the description.

The Action Plan represents part of the arrangements put in place to monitor progress throughout the year. There will be monthly reviews of progress by the Management Team and quarterly progress reports to the Performance Improvement Overview & Scrutiny Committee and when necessary to the Cabinet.

The Action Plan includes a column that identifies the member Portfolio Holder responsible for ensuring the action is delivered along with the lead officer from the senior management team. The target outcomes set out in the plan are for the next 12 months of the action to make it possible to measure progress as part of the annual review of the Corporate Plan.

It should be recognised that priorities for future years can be amended as the requirements of central Government and the local community evolve and the resources available to the council change. Any changes that are made to the corporate Action Plan during the financial year will be properly recorded and accounted for by the Council. The Action plan has been drawn together by officers and the Cabinet

members and informed by a number of sources including:

- The inspection and audit recommendations put forward during the last financial year.
- The feedback from Listening Day and other ongoing consultation with customers.
- National and regional priorities and targets e.g. waste management and planning requirements.
- The medium term financial strategy and budget estimates.
- Forward planning workshops carried out across service areas to identify key improvement issues.
- Local priorities directly relevant to the Fylde community approved by Council.

The medium term financial strategy forecasts the financial position of the Council for at least the next three years. The actions included in the Corporate Performance Plan have been linked to the financial resources outlined in the strategy and are part of resource planning over the period of the medium term financial strategy. This ensures that the council has the necessary resources to deliver the actions in the plan this year and in subsequent years.

The actions identified in this plan have been determined based on the corporate priorities and objectives established in long-term consultation with all stakeholders and the resources available to the council. The format of the Action Plan makes it easy to identify which corporate priority each action will contribute to. None of the actions require additional finance in 2007/2008 because they are in line with the budget set by the council in February 2007.

As part of the monitoring process an evaluation will be carried out to check that the outcome from the actions is making the desired contribution to the corporate priority. This is a standard part of the review and the corporate performance management framework in place at Fylde.

Within the corporate objectives there are priority activities because it is not possible to achieve everything the Council would like to within the resources available. The Council will concentrate on the actions outlined in the plan below. If these targets are met in 2007/08 the Council will provide improved services for residents and visitors in line with the agreed key priorities.

The Action Plan included in the 2006/07 Corporate Plan identified 55 high level actions nearly all of which were completed or progressed in accordance with the target set by March 31st 2007.



Arrangements for Improvement

The Medium Term Financial Strategy

Money spent by the Council is public money raised through Council Tax and a revenue grant from central government. The Council manages its finances through an effective Medium Term Financial Strategy. The strategy sets out the challenges and opportunities the Council faces in planning its budgets for the next few years. Decisions have to be made regarding the use of resources based on delivering the Council priorities.

The Medium Term Financial Strategy is not just a budget projection exercise completed once a year in preparation for setting the council tax levels. It is an integral part of the performance management framework and ensures that the Council does not embark upon activities that it cannot afford to deliver or that do not contribute to the corporate priorities.

A forward-planning process allows the Council to stop being purely finance driven and enables the business priorities to drive the finance through forward planning. The Council is therefore able to demonstrate that it is prioritising finance according to its business objectives, a key requirement of the local government modernisation and CPA process.

This summary identifies the known funding pressures which the Council will face in the period 2005-2010 and develops the Council's medium term financial forecast over that period and communicates the strategy to deal with projected funding gaps. The budget is a statement of community priorities implemented by managers, with estimates acting as managerial performance targets. The financial strategy:

- Ensures the level of reserves is appropriate.
- Identifies changes that will have a financial impact.
- Accurately predicts levels of spend in the future to avoid under spend.
- Identifies revenue costs resulting from capital expenditure.
- Costs areas of new or increased priority.
- Provides savings to balance the books.
- Provides savings to fund new investment and areas of increased priority.
- Costs new investment.
- Increases value for money.
- Ensures every project has the required finance and resources.

Balancing the Budget

The council is in a position where it no longer routinely relies on the use of reserves to balance the budget. In 2007/08 the council has the second lowest council tax of the Lancashire districts and is delivering against a robust Gershon efficiency agenda. The key strategic financial objectives of the Council are:

- 1) The council has a balanced budget without the use of reserves and only inflation increases in council tax.
- 2) To set above inflation council tax increases initially to bridge the budget gap, reducing to inflation increases by 2009/2010.
- 3) The council agrees a minimum requirement for general reserves of £500,000 to be reviewed on an annual basis.
- 4) The council uses the general reserves over and above the minimum requirement to balance the budget in the short term.

5) Future growth bids are subject to robust scrutiny by the budget steering group.

6) An invest to save fund of £50,000 will be promoted to encourage innovative projects that meet the councils priorities or result in future savings.

7) A robust value for money efficiency programme and maximise partnership working.

Capital Money

The council is currently debt free as a result of the transfer of the council housing stock to New Fylde Housing in 2000. The capital programme is reliant on capital receipts generated from the sale of the transferred housing stock under "right to buy" rules, along with grants from a variety of sources to support expenditure on regeneration, implementing electronic government and disabled facilities grants or the sale of any other capital assets.

Council buildings and other assets can provide additional capital to supplement the core capital programme to meet Council priorities and keep assets in a satisfactory condition to support service provision. As the capital receipts available to the council run down it will be necessary to evaluate taking on prudent levels of debt to finance any capital programme.

The Asset Management Group examines all assets held by the Council and the current property market to identify any potential opportunities for generating capital. This group also monitors the capital programme and a separate member led group measures all capital bids against a set of corporate priorities, along with revenue growth bids.

The 2007/08 Corporate Action Plan – Improvement Arrangements

<i>CORPORATE OBJECTIVE</i>		To improve, protect and enhance the streetscene and the local environment.	
Key Action	Portfolio Holder	Lead Officer	TARGET TO BE ACHIEVED BY APRIL 1 ST 2008 (Output)
ENS01 - Work closely in partnership with the LSP to deliver the required outcomes of the Environmental Enhancement group that fall within the responsibility of the council (5 year action to 2011).	Streetscene	Strategic Planning & Development	Clear targets and milestones agreed for the council with the sub group partners. The council is on course to deliver the actions required by the group.
ENS02 - Work with partners to produce a comprehensive energy conservation strategy for the borough (2 year action to 2008).	Streetscene	Streetscene Unit Manager	An established corporate and community strategy that integrates assets, transport, waste minimisation and environmental sustainability.
ENS03 - Work closely in partnership with the LSP to deliver the environmental outcomes of the Central Ward Project (3 year action to 2009).	Streetscene	Deputy Chief Executive	Environmental improvement scheme designed and approved by LSP for funding. Environmental deprivation in Central ward reduced as measured by the government's Indices of Deprivation.
ENS04 - Work closely in partnership with Lytham In Bloom to maximise its chances of success in the 2007 Britain In Bloom finals (1 year action).	Streetscene	Deputy Chief Executive	Successful participation by Lytham In Bloom in the 2007 Britain In Bloom finals.
ENS05 - Review the council's Enforcement capacity - Audit Commission Environment Inspection recommendation (1 year action).	Streetscene	Deputy Chief Executive	Review completed with recommendations for strengthening the Council's approach to the regulation of the built and natural environment.

<i>CORPORATE OBJECTIVE</i>		To tackle the fear of crime and maintain safe communities.	
Key Action	Portfolio Holder	Lead Officer	TARGET TO BE ACHIEVED BY APRIL 1 ST 2008 (Output)
CS01 - Support the implementation of the Community Safety Strategy 2005-2008 (3 year plan to 2009).	Community & Social Well Being	Strategic Planning & Development	To achieve appropriate year end performance measures as agreed in the strategy
CS02 - Work closely in partnership with the LSP to deliver the 2006/07 outcomes of the Safer Communities group that fall within the responsibility of the council (5 year action to 2011).	Community & Social Well Being	Strategic Planning & Development	Clear targets and milestones agreed for the council with the sub group partners. The council is on course to deliver the actions required by the group.
CS03 - Establish council owned and operated rapid deployment CCTV facilities (2 year action to 2008).	Community & Social Well Being	Strategic Planning & Development	Successful bid for council owned rapid deployment CCTV facilities that compliment those of the Community Safety Partnership.
CS04 - Work closely in partnership with the LSP to deliver the Community Safety outcomes of the Central Ward Project (3 year action to 2009).	Community & Social Well Being	Deputy Chief Executive	A reduction in the level of crime and the fear of crime in Central ward as measured by the government's Indices of Deprivation. .

<i>CORPORATE OBJECTIVE</i>		To create a strong and diverse local economy and improved employment prospects.	
Key Action	Portfolio Holder	Lead Officer	TARGET TO BE ACHIEVED BY APRIL 1 ST 2008 (Output)
EC01 - Formulation and completion of the 'Classic Resort' delivery Plan (6 year action 2013).	Development & Regeneration	Strategic Planning & Development	Development Partnership funding profile agreed and funding sought to commence the Classic Resort Delivery Plan.
EC02 - Work closely in partnership with the LSP to deliver the 2006/07 outcomes of the Economic group that fall within the responsibility of the council (4 year action to 2010).	Development & Regeneration	Strategic Planning & Development	A clear sub group action plan in place that outlines the role and degree of responsibility for the council with milestones that the Council is working towards.
EC03 - Regeneration of St Annes Town Centre area (4 year action 2010).	Development & Regeneration	Strategic Planning & Development	Complete phase 4 of The Square and commence work on Ashton Gardens
EC04 - Work closely in partnership with the LSP to deliver the 2006/07 outcomes of the Life Long Learning group that fall within the responsibility of the council (4 year action 2010).	Development & Regeneration	Strategic Planning & Development	A clear sub group action plan in place that outlines the role and degree of responsibility for the council with milestones that the Council is working towards.
EC05 - Update and submit the Local Development Scheme (LDS) statutory requirement (1 year action).	Development & Regeneration	Strategic Planning & Development	LDS updated and submitted to GONW
EC06 - Review the council's Economic Development strategy following consideration of any issues arising out of the Employment and Industrial land allocation study (1 year action).	Development & Regeneration	Strategic Planning & Development	Economic Development Strategy adopted and funding sought.
EC07 - Work closely in partnership with the LSP to deliver the employment outcomes of the Central Ward Project (3 year action to 2009).	Development & Regeneration	Deputy Chief Executive	A reduction in the levels of unemployment in Central ward as measured by the government's Indices of Deprivation.

<i>CORPORATE OBJECTIVE</i>		To create a strong and diverse local economy and improved employment prospects.	
Key Action	Portfolio Holder	Lead Officer	TARGET TO BE ACHIEVED BY APRIL 1 ST 2008 (Output)
EC08 - Adopt Statement of Community Involvement (1 year action).	Development & Regeneration	Strategic Planning & Development	Statement of Community Involvement adopted
EC09 - Adoption of Residential Extensions Supplementary Planning Document (SPD) (1 year action).	Development & Regeneration	Strategic Planning & Development	Residential Extensions SPD adopted
EC10 - Complete Sustainability Appraisal Scoping Report and adopt Interim Housing Policy & Appraisal Scoping Report (core strategy) (1 year action).	Development & Regeneration	Strategic Planning & Development	Interim Housing Policy adopted. Core Strategy Sustainability Appraisal Scoping Report completed
EC11 - Prepare Strategic Flood Risk Assessment (1 year action).	Development & Regeneration	Strategic Planning & Development	Strategic Flood Risk Assessment prepared.
EC12 - Undertake Regulation 25 consultation on Core Strategy (Issues & Options) (1 year action).	Development & Regeneration	Strategic Planning & Development	Regulation 25 consultation on Core Strategy (Issues & Options) completed
EC13 - Finalise the draft strategy for Kirkham town centre and consult (1 year action).	Development & Regeneration	Strategic Planning & Development	Kirkham Town Centre strategy adopted and funding sought.
EC14 - Develop medium longer term strategic actions for tourism (1 year action).	Culture & Tourism	Strategic Planning & Development	Strategic tourism actions defined and funding sought.

<i>CORPORATE OBJECTIVE</i>		To improve access to good quality affordable housing and promote the health, well being and the quality of life for everyone in the community.	
Key Action	Portfolio Holder	Lead Officer	TARGET TO BE ACHIEVED BY APRIL 1 ST 2008 (Output)
QLF01 - Complete the review of local authority leisure and swimming provision throughout the borough and implement the agreed action plan (2 year action to 2008).	Culture & Tourism	Community & Cultural Services	To invite tenders for the delivery of swimming service. Project due for completion in Oct 2007 as per Project Plan To have established clear partnership/shared service arrangements for leisure provision
QLF02 - Development of a sport and play strategy for the borough (2 year action to 2008).	Culture & Tourism	Community & Cultural Services	Strategy and Action Plan adopted by Council.
QLF03 - Complete the implementation of a Passport to Leisure Scheme (1 year action).	Culture & Tourism	Community & Cultural Services	Better access to facilities by targeted groups. Access to user marketing data. Improved service to all customers
QLF04 - Review elements of Cultural Strategy – Art, Tourism, Parks, heritage, countryside recreation (and rangers) with partnership working with Blackpool and Wyre Councils (1 year action).	Culture & Tourism	Community & Cultural Services	Cross cutting cultural strategy developed Improved strategic knowledge and increased partnership working to deliver cultural activities across the borough and the Fylde Coast.
QLF05 - Implement Fylde's contribution to the action plan for the review of services for young people (time scales within the strategy).	Culture & Tourism	Community & Cultural Services	At least 80% of the agreed action plan completed

<i>CORPORATE OBJECTIVE</i>		To improve access to good quality affordable housing and promote the health, well being and the quality of life for everyone in the community.	
Key Action	Portfolio Holder	Lead Officer	TARGET TO BE ACHIEVED BY APRIL 1 ST 2008 (Output)
QFL06 - Implement the Safer Sands action plan (three year plan to 2009).	Culture & Tourism	Community & Cultural Services	100% completion of the first year actions.
QFL07 - To recognise Fylde's responsibilities under the 'Every Child Matters' Agenda (2 year action to 2009).	Culture & Tourism	Community & Cultural Services	Every Child Matters agenda mainstreamed through council's service planning process
QLF08 - Registration of Lowther Gardens as a charitable trust and exploring the appointment of alternative Trustees (2 year action to 2008)	Culture & Tourism	Community & Cultural Services	Registration of the gardens as a charitable trust and negotiations advanced with alternative Trustees
QLF09 – Update and implement the action plans of the housing and homelessness strategies (Time scales identified in the action plans).	Community & Social Well Being	Consumer Well Being & Protection	Action plans updated and implementation of the actions identified for 2007/08
QLF10 - Participate in delivering the action plan of the Health and Wellbeing theme group of the Local Strategic Partnership, particularly with regard to the priority of reducing misuse of alcohol (5 year action to 2011).	Community & Social Well Being	Consumer Well Being & Protection	Actions attributed to Fylde Borough Council delivered
QLF11 – Implement requirements of smoke free premises legislation in relevant premises throughout the Borough, through education and compliance initiatives (1 year action).	Community & Social Well Being	Consumer Well Being & Protection	Understanding of and compliance with requirements of smokefree legislation

<i>CORPORATE OBJECTIVE</i>		To improve access to good quality affordable housing and promote the health, well being and the quality of life for everyone in the community.	
Key Action	Portfolio Holder	Lead Officer	TARGET TO BE ACHIEVED BY APRIL 1 ST 2008 (Output)
QLF12 - Implement requirements to licence gambling premises throughout the Borough by development of appropriate administrative, procedural and compliance systems, in accordance with the adopted gambling policy (1 year action).	Community & Social Well Being	Consumer Well Being & Protection	Understanding of and compliance with requirements of gambling legislation
QLF13 - Review Council policy in relation to licensing of alcohol and entertainment premises (1 year action).	Community & Social Well Being	Consumer Well Being & Protection	Policy reviewed and adopted by Council
QFL14 - Work closely in partnership with the LSP to deliver the housing outcomes of the Central Ward Project (3 year action to 2009).	Community & Social Well Being	Deputy Chief Executive	Completed feasibility study of Council involvement in management of private sector HMOs. Submission to Home Office for discretionary HMO licensing scheme.
QFL15 - Work closely in partnership with the LSP to deliver the youth provision outcomes of the Central Ward Project (3 year action to 2009).	Culture & Tourism	Deputy Chief Executive	Feasibility study completed for the provision of a dedicated youth facility in Central ward.

CORPORATE OBJECTIVE		To deliver value for money, high quality local services.	
Key Action	Portfolio Holder	Lead Officer	TARGET TO BE ACHIEVED BY APRIL 1ST 2008
			(Output) PROGRESS TO DATE
HQS01 - Review the Sustainable Community Plan (1 year action)	Leader of the Council	Strategic Planning & Development	Community Plan reviewed and revised plan adopted.
HQS02 - Implement partnership with Blackpool to deliver a joint revenues and benefits service (2 year action to 2008) Subject to a satisfactory business case.	Finance & Efficiency	Finance	All financial systems and practices to be in place across both authorities.
HQS03 - Deliver the efficiency savings outlined in the efficiency statement (2 year action 2008)	Finance & Efficiency	Finance	Successful submission and audit of statements during the year and an action plan to deliver the savings.
HQS04 - Establish electronic service delivery take up targets and promote e-access (3 year action 2009)	Finance & Efficiency	Policy & Performance	A suite of targets allocated to every on line service / transaction and promotion campaign in place.
HQS05 - Develop and implement a business process re-engineering solution for use at Fylde (3 year action 2009)	Finance & Efficiency	Deputy Chief Executive	Funding secured, BPR process agreed and resources dedicated to implementation. Links established to efficiency programme.
HQS06 - Manage and improve the council's assets (4 year rolling plan to 2010).	Finance & Efficiency	Strategic Planning & Development	Annual Asset Management Plan reviewed and performance reported to members
HQS07 - Review of all council assets to ensure more effective use is gained from them (5 year rolling plan to 2011).	Finance & Efficiency	Strategic Planning & Development	Asset Management Group has reviewed 20% of council property/land assets. Policy agreed on the transfer/disposal of Council assets. Asset sales commenced.
HQS08 – Progress the Council's accommodation project (3 year action to 2009).	Finance & Efficiency	Strategic Planning & Development	Outline Business Case & Procurement Strategy agreed (OGC Gateway 2) and tendering commenced.

CORPORATE OBJECTIVE		To deliver value for money, high quality local services.	
Key Action	Portfolio Holder	Lead Officer	TARGET TO BE ACHIEVED BY APRIL 1 ST 2008 (Output) PROGRESS TO DATE
HQS09 - Develop the job evaluation scheme (2 year action to 2008)	Performance & Development	Policy & Performance	Agreement reached on the implementation of a programme of job evaluation against every post.
HQS10 - Develop, implement and champion proposals for local government re-organisation, subject to legislation being passed (3 year action to 2009)	Performance & Development	Policy & Performance	Firm proposals in place for new local government arrangements in the Fylde region.
HQS11 - To provide support and assistance to elected members to ensure they are able to fully carry out their role as local government representatives (3 year action to 2009)	Performance & Development	Democratic Services & Member Support	IDeA capacity building programme implemented. Member Development Charter to be sustained and higher level aspired to in 2008 charter review
HQS12 - Continued development of scrutiny activity in line with national best practice (3 year action to 2009)	Leader of the Council	Democratic Services & Member Support	Each Scrutiny Committee to conduct one in-depth review per annum or key line of investigation within its Work Plan with the aim of the information being posted in the Institute of Public Scrutiny Website as good practice work.
HQS13 - Prepare and monitor the Corporate Risk Register (1 year action)	Performance & Development	Democratic Services & Member Support	Corporate Risk Register prepared and reviewed during 2006/07 and action to be repeated in 2007/08 in line with the Council's Risk Management Strategy
HQS14 - Monitor the Business Continuity Plan prepared in accordance with the requirements of the Civil Contingencies Act (1 year action)	Performance & Development	Democratic Services & Member Support	In line with 2006/07 key action, a Business Continuity Plan was in place on 1 April 2007 and will now be monitored throughout the year
HQS15 - Review all health and safety policies; keep abreast of the impact of new legislation and audit health and safety practices within Business Units (1 year action)	Performance & Development	Democratic Services & Member Support	New suite of health and safety policies to be in place together with auditing arrangements. This service is provided under contract by Blackpool Council, the Council's Health and Safety Advisors

CORPORATE OBJECTIVE		To deliver value for money, high quality local services.	
Key Action	Portfolio Holder	Lead Officer	TARGET TO BE ACHIEVED BY APRIL 1 ST 2008 (Output) PROGRESS TO DATE
HQS16 - To manage the delivery of the 2007 Borough and Parish Elections and implement all the requirements of the Electoral Reform Act (1 year action)	Performance & Development	Democratic Services & Member Support	Progress was made in 2006/07 in preparing for the implementation of the Electoral Reform Act and further work will continue in 2007/08 (encouragement of electoral participation and review of polling places)
HQS17 - Implement a programme of induction and acclimatisation for newly elected council members (1 year action)	Performance & Development	Democratic Services & Member Support	Programme implemented and personal development plans completed for newly elected members.
HQS18 - To achieve top quartile service quality against all key performance indicators for Fylde (4 year action to 2010).	Performance & Development	Policy & Performance	Identify the key performance indicators for Fylde and secure improving trends compared against all English district councils.
HQS19 - Develop and agree a corporate framework for workforce and succession planning (2 year action to 2009).	Performance & Development	Policy & Performance	A framework is in place and has been implemented covering at least 40% of employees.
HQS20 - Develop and implement a comprehensive Pay and Workforce Strategy (2 year action to 2009).	Performance & Development	Policy & Performance	A Pay & Workforce Strategy suitable for Fylde approved by Cabinet with a clear action plan to implement key initiatives.
HQS21 - Develop and implement a comprehensive transformational strategy and process for Fylde including an agreed process re-engineering methodology (1 year action).	Finance & Efficiency	Policy & Performance	Strategy approved by Cabinet and process implemented on at least three processes with measurable efficiencies demonstrated.
HQS22 - Roll out the Community Master 'web in a box' facility to all councillors, community groups and the voluntary sector (1 year action).	Finance & Efficiency	Policy & Performance	At least 100 community master web sites linked to the MyFylde portal.

CORPORATE OBJECTIVE	To deliver value for money, high quality local services.		
Key Action	Portfolio Holder	Lead Officer	TARGET TO BE ACHIEVED BY APRIL 1ST 2008 (Output) PROGRESS TO DATE
HQS23 - Implement the ICT disaster recovery plan (1 year action).	Finance & Efficiency	Policy & Performance	At least 80% of the plan implemented.
HQS24 - Develop and implement home and remote working systems (2 year action to 2009)	Finance & Efficiency	Policy & Performance	Home and / or remote working in place for at least 30 employees.
HQS25 - All first point of council contacts to be dealt with by the Customer Service Team (4 year action)	Customer Relations & Partnerships	Community & Cultural Services	Systems are in place for all face to face, written, electronic and phone contact from external customers to go straight to the customer service team.
HQS26 - Work with LSP partners to facilitate an annual 'Listening Day' event (5 year action 2011)	Customer Relations & Partnerships	Community & Cultural Services	Increase in satisfaction in services provided by participating partners. Improved partnership working 2500 respondents to Listening Day achieved
HQS27 - Deliver Fylde's contribution to the LAA action plans with partners (4 year action to 2009).	Customer Relations & Partnerships	Community & Cultural Services	Reportable PIs submitted Increased partnership working and shared delivery
HQS28 - To enhance the reputation of the council through the I&DeA 'Reputations' toolkit and the council's Reputation Action Plan. (4 year action to 2009).	Customer Relations & Partnerships	Community & Cultural Services	Implementation of Action Plan. Increased positive feedback and opinions of the council in local, regional and national circles measured through local PR indicators.
HQS29 - Continued development of scrutiny activity in line with national best practice (3 year action)	Leader of the Council	Democratic Services & Member Support	Each Scrutiny Committee to conduct one in-depth review per annum within Work Plan with the aim of the information being posted in the Institute of Public Scrutiny Website as good practice work.

CORPORATE OBJECTIVE		To deliver value for money, high quality local services.	
Key Action	Portfolio Holder	Lead Officer	TARGET TO BE ACHIEVED BY APRIL 1 ST 2008 (Output) PROGRESS TO DATE
HQS30 - Implement joint service reviews in partnership with Wyre Borough Council. Looking in 2007/08 at the options of a countryside ranger service (3 year action).	Leader of the Council	Deputy Chief Executive	Completion of at least 2 joint service reviews and establishment of joint working arrangements between Fylde and Wyre.
HQS31 -To improve the service on the primary phone line 01253 658658.	Customer Relations & Partnerships	Community & Cultural Services	90% of external customer calls answered during working hours. 90% customer satisfaction with the service delivered.
HQS32 - Review Corporate Consultation Strategy (Audit Commission Environment Inspection recommendation).	Finance & Efficiency	Community & Cultural Services	Review completed with recommendations to improve the co-ordination and effectiveness of corporate consultation.
HQS33 - Use the District-Parish Liaison mechanism, to work with the borough's parish and town councils to develop a Parish and Town Council Charter councils in accordance with the national Quality Parish Council scheme.	Customer Relations & Partnerships	Deputy Chief Executive	Charter agreed and adopted by the borough council and town/parish councils.

Code of Practice on Workforce Matters

The Council has not awarded any contracts in the 200/07 financial year that involve the transfer of employees to a third party organisation.

However, the Council was awarded the contract to deliver the waste management services on behalf of Wyre Borough Council in 2005/06. Both Fylde and Wyre adhered to the regulations laid out in the Code of Practice on Workforce Matters in Local Authority Service Contracts when transferring employees from employment with Wyre to employment with Fylde. The transfer terms agreed with the employees concerned have not been changed during 2006/07.

The Council is committed to full compliance with the Code of Practice on workforce matters and has included this commitment in the Procurement Strategy and policy arrangements as well as the Human Resource Strategy and procedures.

Workforce matters are a key priority for the Council. The council supports the Statement of Practice on Staff Transfers in the Public Sector published on January 7th 2000 and includes consideration of these from the pre-tender stage in any potential transfer. The Procurement Strategy adopted by the Council includes the principles outlined by the DCLG on Workforce Matters. The common principles of good procurement have been adopted at Fylde to ensure best practice on workforce matters.

The Council's Performance in 2005/06

Fylde Borough Council has continued to improve service delivery over the last 12 months. One of the key local authority performance measures are the

national performance indicators that every council is required to report performance against. The Audit Commission establishes set criteria for the national indicators that every council is required to adhere to when reporting the performance outcome. This allows for comparison between different local authorities as well as over time.

From the data submitted by every council in the country the Audit Commission produces top and bottom quartile performance levels for most of the indicators as well as average figures.

It is important to understand local context when looking at national performance indicators. In Fylde for example 1.4% of the resident population is from an ethnic background. This is one of the lowest figures in the country making it very difficult to achieve top quartile performance for the percentage of employees from an ethnic background. The policy at Fylde is always to employ the best person for any post regardless of age, gender, race, religion or sexual persuasion.

Other examples of local context that impact on national performance measures include the fact that a great deal of sand is swept off the highways each year that contributes to waste tonnage and impacts on BVPI 84. Historically there has been a small amount of brown field site in Fylde so this has an impact on BVPI 106. Fylde has limited input into a small part time museum on Lytham Green and as such is required to report against national indicators in respect of museums. The physical size of the museum means that it can never achieve top quartile performance against all English district councils.

Every effort is made to achieve the best performance possible against every indicator while

at the same time being realistic about what is achievable and delivering primarily against our priority areas.

Overall the waste management service is performing excellent with top quartile performance for recycling, service access and street cleansing and the cost of the waste service decreased this year. The environmental health service is performing well with top quartile performance against best practice and excellent local indicator outcomes.

The planning service has experienced several challenges during year in respect of capacity and resources linked to the national shortage of planners, this has now been addressed through but the performance of the service during the year has suffered as a result of the shortages.

Another key priority area for Fylde is community safety and tackling crime where we work very closely with partners. The crime figures reported for 2006/07 are once again amongst the lowest in the country. The Community Safety Partnership has performed exceptionally year on year as they strive to continually improve making Fylde a safer community for everyone.

There are several areas where performance needs to continue to improve that are also a priority for the Council. These include the payment of invoices to our suppliers within 30 days and the sickness and absence figures. The revenue collection rates are good compared against the all England figures but the benefits processing times need to improve. The targets set for the next three years demonstrate the commitment to get back to top quartile performance in these services.

This year 38% of the national performance indicators reported performed to the top quartile when compared against all English councils. Only 23% national indicators are performing to the bottom quartile when compared against all English authorities. Of these 6 (one third) are in areas where because of the demographic and social make up of Fylde it would not be possible to achieve top quartile performance or they are in areas that have been stated as none priority for Fylde. These include the percentage of the top 5% of earners that are from ethnic minority groups or women, retirement numbers and the conservation study indicator.

The 2006/07 national performance indicators show that 53% have improved when compared against 2005/06 performance and that 24% have got worse. The majority of those that have got worse are again not key priorities for Fylde or are directly influenced by the demographic and social make up of the borough.

The 2005/06 performance figures showed overall service delivery improvement against the 2004/05 outcomes and this has been continued with the 2006/07 performance figures demonstrating the council's commitment to deliver better quality services and continuous improvement.

Year on year comparisons cannot be exact in some areas because several indicators have been amended, deleted or added over the last few years. A key indicator for Fylde is the level of customer satisfaction with the service that we deliver. In all the service areas that measure customer satisfaction on an ongoing basis the figures are very good. The corporate customer service team carries out monthly surveys and levels of satisfaction with the service overall are 96%.

The results from Listening Day show that both visitors and residents think the services delivered by Fylde are excellent and getting better.

The Satisfaction Surveys

In 2006/07 the council was required to carry out three compulsory satisfaction surveys. The first was the General Household Survey that was sent to a random sample of residents selected by the Audit Commission. The other two surveys were service specific in benefits and planning. The Audit Commission set out a strict process and time table that every authority had to follow to carry out the surveys. The council could not deviate from this procedure and was required to ask the questions set out by the Audit Commission. This approach is taken so that it is possible to compare outcomes nationally.

The quartile comparison data for the national indicators drawn from the satisfaction surveys is based on the actual outcomes when the surveys were last carried out in 2003/04. The General Household Survey shows a mixed picture with several performing to top quartile and three performing to bottom quartile. The majority of the indicators show improvement against the results three years ago.

The benefits survey shows that six of the seven indicators are worse than three years ago but six of the seven are still top quartile when compared against all English councils. The performance was exceptional three years ago and has remained amongst the best in the country.

The planning survey only has one indicator that is reported as a national indicator. The satisfaction rate of 52% is a reflection of the resource challenges that the service has experienced during

2006/07 and is an area where the council needs to improve in 2007/08.

Nationally there has been a downward trend in the levels of satisfaction with local councils and the services they deliver. However, in the General Household Survey respondents were asked how satisfied they were with Fylde as a place to live and 84% stated that they were.

Guide to the Tables

The performance tables have been colour coded and symbols added to make it easier to identify how it compares against all English councils and whether the performance is improving.

The far right hand column of the table indicates the 'direction of travel' for the indicator. This measures whether the council is improving against the indicator. This is an important element when the Audit Commission assesses the CPA rating of the council. Improvement must be in the right areas and performance must be in context with the 'best'.

If performance is travelling in the right direction a 'smiling' face symbol is used if it is not then a 'sad' face symbol is used. If performance has remained the same then the symbol is not 'smiling' or 'sad'. Direction of travel is determined by whether performance has improved on 2005/06 that is also included in the table. Where it is not possible to determine there is no symbol.

Where performance at Fylde is top quartile for all England the row has been coloured 'green'. Where performance is bottom quartile the indicator has been coloured 'red'.

2006/07 Fylde National Performance Indicators

Performance Context

	Performance is national top quartile (English Districts)
	Performance is national bottom quartile (English Districts)

Direction of Travel compares performance against 2005/06 figures

😊	Performance is improving/ travelling in the right direction
😐	Performance has remained the same
😞	Performance has got worse / travelling in the wrong direction
🔵	No comparison data or new / amended PI

Comparison data is all England District council quartiles published by the Audit Commission in January 2007.

BVPI Indicator Description (see full definition to determine method of calculation)		All England Top	All England Average	All England Bottom	Actual for 2005/06	Actual for 2006/07	Target for 2007/08	Target for 2008/09	Target For 2009/10	Direction of Travel
Corporate Health										
2a)	The Level (if any) of the Equality standard for Local Government to which the authority conforms in respect of gender, race and disability (level 1,2,3,4,5)	N/A	N/A	N/A	0	1	2	3	4	😊
2b)	The duty to promote race equality.	79%	63%	53%	37%	58%	84%	89%	89%	😊
8	Percentage of undisputed invoices which were paid within 30 days of receipt or within agreed payment terms.	96.71%	92.04%	89.24%	92.29%	94.17%	96%	97%	98%	😊
9	The percentage of Council Tax collected by the Authority in the year.	98.4%	97.15%	96.39%	97.46%	97.75%	98.5%	98.6%	98.7%	😊
10	The percentage of Non-Domestic Rates collected by the Authority in the year.	99.26%	98.57%	98.10%	97.33%	98.40%	99%	99.1%	99.2%	😊
11a)	The percentage of top 5% of Authority Staff who are women.	42.58%	38.81%	22.22%	11.54%	0.44%	13%	13%	13%	😞
11b)	The percentage of top 5% of Authority Staff who are from an ethnic minority.	4.33%	3.33%	0.00%	0%	0.00%	0%	0%	0%	😐
11c)	The percentage of top 5% of Authority Staff who have a disability (excluding those in maintained schools).	5.91%	3.28%	0.00%	3.85%	0.00%	0%	0%	0%	😞
12	Number of working days/shifts lost to the Authority due to sickness absence (per FTE)	8.34 days	9.6 days	10.94 days	11.67 days	10.67 days	9.7 days	9.2 days	8.7 days	😊
14	The percentage of employees retiring early (excluding ill health retirements) as a percentage of the total workforce	0.17%	0.57%	0.78%	0.31%	1.33%	0.30%	0.30%	0.30%	😞
15	The Percentage of employees retiring on grounds of ill health as a percentage of the total workforce.	0.01%	0.28%	0.37%	0.30%	0.22%	0.22%	0.22%	0.22%	😊
16a)	The percentage of employees with a disability.	3.86%	3.22%	1.86%	2.90%	4.21%	5%	6%	7%	😊
16b)	The percentage of the economically active population in the Authority Area who have a disability.	N/A	N/A	N/A	15.80%	15.80%	Not applicable for targets			😐
17a)	The percentage of employees from ethnic minority communities.	4.8%	4.9%	0.9%	0.7%	0.4%	0.5	0.7	0.9	😞

BVPI Indicator Description (see full definition to determine method of calculation)		All England Top	All England Average	All England Bottom	Actual for 2005/06	Actual for 2006/07	Target for 2007/08	Target for 2008/09	Target For 2009/10	Direction of Travel
17b)	The percentage of economically active (age 18 to 65 yrs) population from ethnic minority communities in the authority area.	N/A	N/A	N/A	1.4%	1.4%	Not applicable for targets			☹
156	The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people.	84.70%	63.11%	44.66%	52.94%	52.90%	68.70%	85%	90%	☺
Housing and Related Services										
64	The number of private sector vacant dwellings returned into occupation or demolished during the financial year as a direct result of action by authority.	76.50	74.43	7	8	11	20	10	10	☺
183a)	The average length of stay in Bed and Breakfast accommodation of households that are unintentionally homeless and in priority need.	1 week	2.98 weeks	4.25 weeks	5 weeks	4 weeks	3 weeks	3 weeks	2 weeks	☺
183b)	The average length of stay in Hostel accommodation of households that are unintentionally homeless and in priority need.	0 days	10.89days	17.00 days	0 days	0 days	0 days	0 days	0 days	☹
202	The number of people sleeping rough within a single night within the area of the Authority.	0	4	5	5	5	Less than ten	Less than ten	Less than ten	☹
203	The % change in the average number of families placed in temporary accommodation compared with the average from the previous year.	-15.84%	6.71%	19.27%	+54.55	-19.11%	-5%	-5%	-5%	☺
213	The number of households who considered themselves as homeless, who approached the LHA's housing advice service and for whom housing advice casework intervention resolved their situation (No. per 1000 households).	5	22	1	0	0	1	1	1	☹
214	The proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last 2 years.	0.32%	3.04%	4.26%	0%	0.00%	0%	0%	0%	☹
Housing and Council Tax Benefit										
76a)	Housing Benefit Security - The number of claimants visited per 1000 caseload.	296.60	232.09	173.06	426.55	531.60	498	508	518	☺
76b)	Housing Benefit Security - The number of fraud investigators employed per 1000 caseload.	0.44	0.35	0.23	0.41	0.34	0.41	0.41	0.41	☹
76c)	Housing Benefit Security - The number of Housing Benefit and Council Tax Benefit fraud investigations per year per 1000 caseload.	59.53	46.56	29	58.74	45.09	59.35	60.98	62.20	☹
76d)	Housing Benefit Security - The number of Housing Benefit and Council Tax Benefit prosecutions and sanctions per year per 1000 caseload.	6.25	5.02	2.52	14.94	7.48	12.20	12.40	12.60	☹
78a)	Housing/Council Tax Benefit - Average time for processing new claim (calendar days)	26.4 days	34.5 days	39.1 days	43.1 days	49.8 days	35 days	28 days	25 days	☹
78b)	Housing/Council Tax Benefit - Average time for processing notifications of changes in circumstances (calendar days)	9.1 days	15.2 days	18.8 days	7.9 days	9.0 days	7 days	6 days	5 days	☹
79a)	Percentage of cases within a random sample for which the calculation of benefit due was correct.	99%	97.47%	96.60%	98.6%	97.40%	98.6%	98.6%	98.6%	☹
79bi)	The amount of Housing Benefit overpayments recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period.	79.39%	69.53%	58.98%	85.81%	105.22%	87%	88%	89%	☺
79bii)	HB overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.	39.69	33.66	27.35	25.85%	31.35%	32%	34%	36%	☺
79biii)	HB overpayments written of during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.	No Quartile Data Available			11.27%	4.37%	4%	4%	4%	☺

BVPI Indicator Description (see full definition to determine method of calculation)		All England Top	All England Average	All England Bottom	Actual for 2005/06	Actual for 2006/07	Target for 2007/08	Target for 2008/09	Target For 2009/10	Direction of Travel
Environmental Services										
82ai)	The percentage of household waste arisings which have been sent by the Authority for recycling	20.87%	17.61%	14.25%	15.93%	17.79%	18.9%	19.9%	21.0%	😊
82aii)	The total tonnage of household waste arisings which have been sent by the Authority for recycling .	15126.10	16736.77	6086.27	5164.15	5583.75	5800	6000	6200	😊
82bi)	The percentage of household waste arisings which have been sent by the Authority for composting or treatment by anaerobic digestion .	13.05%	8.95%	3.54%	20.46%	22.20%	23.1%	23.9%	24.7%	😊
82bii)	The total tonnage of household waste arisings which have been sent by the Authority for composting or treatment by anaerobic digestion .	8770.03	9187.50	1802.60	6635.21	6669.19	7100	7200	7300	😊
84a	Kilogrammes of household waste collected per head of authority population.	393.6kg	438.4kg	478.5kg	426.1kg	410.8kg	402kg	394kg	386kg	😊
84b	The percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population.	-3.74%	-0.99%	1.34%	3.71%	-4.12%	-2%	-2%	-2%	😊
86	Cost of waste collection per household	£39.48	£47.71	£52.42	£37.89	TBA June	£49.90	£51.40	£52.43	😊
91a)	The percentage of households resident in the Authority's area served by kerbside collection of recyclables.	100%	94.6%	83.5%	100%	100.0%	100%	100%	100%	😊
91b)	The percentage of households resident in the Authority's area served by kerbside collection of at least 2 recyclables.	100%	98.8%	91.1%	97.3%	98.5%	100%	100%	100%	😊
199a)	The proportion of relevant land and highways (%) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.	8.8%	15.3%	21.5%	8.1%		8.0%	8.0%	8.0%	😊
199b)	The proportion of relevant land and highways (%) from which unacceptable levels of graffiti are visible.	1%	4%	6%	2%	1%	1%	1%	1%	😊
199c)	The proportion of relevant land and highways (%) from which unacceptable levels of fly-posting are visible.	0%	1%	2%	0%	0%	0%	0%	0%	😊
199d)	The year -on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with fly-tipping .	No Quartile Data Available			No Data	TBA June	-	-	-	
Public Protection										
166a)	Score against a checklist of enforcement best practice for - Environmental Health	100%	89.6%	85.0%	98.6%	91.9%	100%	100%	100%	😊
216a)	Number of 'sites of potential concern' (within the authority area), with respect to land contamination.	1428	1495	325	1525	1351	1283	1219	1158	😊
216b)	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of concern'.	9%	11%	1%	7%	11%	5%	5%	5%	😊
217	The percentage of pollution control improvements to existing installations completed on time.	100%	85%	83%	100%	100%	100%	100%	100%	😊
218a)	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification.	96.64%	81.54%	73.00%	41.67%	73.47%	80%	80%	80%	😊
218b)	The percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle.	95.00%	74.39%	61.11%	90.91	94.44%	97%	99%	100%	😊
Planning										

BVPI Indicator Description (see full definition to determine method of calculation)		All England Top	All England Average	All England Bottom	Actual for 2005/06	Actual for 2006/07	Target for 2007/08	Target for 2008/09	Target For 2009/10	Direction of Travel
106	The percentage of new homes built on previously developed land	96.47%	77.01%	62.43%	48.00%	97.50%	65.00%	67.50%	70.00%	😊
109a)	The percentage of major commercial and industrial planning applications determined within 13 weeks	74.9%	54.92%	57.08%	43.48%	44.44%	65.00%	70.00%	70.00%	😞
109b)	The percentage of minor commercial and industrial planning applications determined within 8 weeks	81.07%	74.23%	69.00%	72.00%	45.70%	75.00%	80.00%	85.00%	😞
109c)	The percentage of other planning applications determined within 8 weeks	91.39%	86.49%	83.37%	83.27%	61.41%	90.00%	90.00%	95.00%	😞
200a)	Did the Local Planning Authority submit the 'Local Development Scheme (LDS)' by 28th March 2005 and thereafter maintain a 3-year rolling programme?	No Quartile Data Available			Yes	Yes	Yes	Yes	Yes	😊
200b)	Has the Local Planning Authority met the milestones that the current 'Local Development Scheme (LDS)' sets out?	No Quartile Data Available			No	No	Yes	Yes	Yes	😊
200c)	Did the Local Planning Authority publish an annual monitoring report by December of the last year?	No Quartile Data Available			Yes	Yes	Yes	Yes	Yes	😊
204	The percentage of appeals allowed against the Councils decisions to refuse planning applications.	24.0%	30.1%	37.0%	56%	38.9%	35%	30%	25%	😊
205	The Authorities score against a 'Quality of Planning Services' checklist.	94.5%	89.8%	83.3%	77.7%	77.7%	80%	80%	90%	😊
Cultural and Related Services										
170a)	The number of visits to/ usages of Authority funded or part funded museums in the area per 1000 population.	952	839	131	180	227	240	250	260	😊
170b)	The number of those visits to Authority funded, or part funded museums that were in person per 1000 population.	523	632	87	178	226	238	248	258	😊
170c)	The number of pupils visiting museums and galleries in organised school groups.	8156	7153	641	70	287	300	310	320	😊
219a)	The number of conservation areas in the Authority area.	No Quartile Data Available			10	10	10	10	10	😊
219b)	The percentage conservation areas in the Authority area with an up-to-date character appraisal.	31.81%	23%	0%	0%	10.00%	50.00%	100.00%	100.00%	😊
219c)	The percentage of conservation areas with published management proposals.	7.70%	9%	0%	0%	0.00%	0.00%	50.00%	100.00%	😊
Community Safety										
126	Domestic burglaries per year, per 1000 households in the Authority area.	6.40	10.80	13.70	7.38	5.00	Targets have not been set by Police or Safety Partnership that directly apply to the BVPI's – targets for crime reduction are included in the Community Safety Strategy			😊
127a)	Violent Crime per year, per 1000 population in the Authority area.	12.40	19.20	22.80	11.48	10.85				😊
127b)	Robberies per year, per 1000 population in the Authority area.	0.30	1.40	1.30	0.33	0.29				😊
128	Vehicle crimes per year, per 1000 population in the Authority area.	7.30	11.50	14.60	4.67	5.54				😞
174	Racial incidents reported to the Authority and subsequently recorded, per 100,000 population.	N/A	N/A	N/A	0.00	0.00	0.00	0.00	0.00	😊
175	The percentage of racial incidents reported to the Authority that resulted in further action.	100%	94.7%	100%	N/A	N/A	100%	100%	100%	😊

BVPI Indicator Description (see full definition to determine method of calculation)		All England Top	All England Average	All England Bottom	Actual for 2005/06	Actual for 2006/07	Target for 2007/08	Target for 2008/09	Target For 2009/10	Direction of Travel
225	Score against a checklist for assessing the overall provision and effectiveness of Authority services designed to help the victims of domestic violence .	No Quartile Data Available			36.4%	45.5%	45.5%	54.5%	63.6%	😊
226a)	Total amount spent by the Authority on Advice and Guidance services provided by external organisations.(formerly BVPI 177)	No Quartile Data Available			£152,505	£96,952	£95,000	£98,000	£99,000	😞
226b)	The percentage of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at 'General Help' level and above.	No Quartile Data Available			83.48%	72.50%	80%	85%	90%	😞
226c)	Total amount spent on Advice and Guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public.	No Quartile Data Available			£104,591	£0	£91,767	£94,061	£96,412	😞

The Satisfaction Survey Results

Comparison data is all England District council quartiles published by the Audit Commission from the 2003/04 figures.

BVPI	User Satisfaction Description	All England Top	All England Average	All England Bottom	Actual for 2001/02	Actual for 2003/04	Actual for 2006/07	Target for 2009/10	Direction of Travel
The General Household Survey Indicators									
BV3	Satisfaction with the way in which the local authority runs things	60%	54.6%	49%	72%	51%	47%	60%	☹
BV4	Satisfaction with the way in which complaints are handled	36%	33%	29%	54%	31%	38%	45%	☺
BV89	Satisfaction with the cleanliness of the borough	66%	61%	54%	57%	62%	74%	78%	☺
BV90a	Satisfaction with the household waste collection service	89%	86%	81%	86%	81%	76%	89%	☹
BV90b	Satisfaction with the local recycling facilities	75%	70%	63%	66%	77%	83%	88%	☺
119a	Satisfaction with sports and leisure facilities in the borough	60%	54%	49%	46.6%	48%	53%	60%	☺
119b	Satisfaction with libraries in the borough	72%	63%	62%	70.1%	72%	75%	78%	☺
119c	Satisfaction with museums and galleries	50%	42%	31%	No Data	32%	29%	50%	☹
119d	Satisfaction with theatres and concert halls	56%	48%	36%	50.2%	44%	40%	56%	☹
119e	Satisfaction with parks and open spaces	77%	72%	66%	68%	75%	75%	80%	☺
The Benefits Survey Indicators									
80a	Satisfaction with contacting with the benefits service	83%	77.45%	73%	86%	85%	84%	86%	☹
80b	Satisfaction with the service at the benefits office	85%	78.61%	74%	90%	90%	85%	90%	☹
80c	Satisfaction with the telephone service at the benefits office	77%	67.79%	60%	82%	85%	76%	85%	☹
80d	Satisfaction with the staff delivering the benefits service	85%	80.41%	77%	89%	90%	86%	90%	☹
80e	Satisfaction with the application and other forms	67%	63.14%	60%	69%	69%	70%	75%	☺
80f	Satisfaction with the speed at which the application was processed	79.44%	76%	64%	78%	77%	74%	78%	☹
80g	Overall satisfaction with the benefits service provided	83%	77.65%	74%	No Data	90%	85%	90%	☹
The Planning Survey Indicator									
111	Satisfaction with the handling of the planning application	81%	74%	68.25%	77%	78%	52%	80%	☹

Fylde Borough Council Local Performance Indicators 2006/07

Local performance indicators have been developed to reflect what matters to the local community in service provision. Several of the local performance indicators are used to provide further information about service performance.

Local Indicator	Portfolio Holder / Data Officer	Actual 2005/06	Actual 2006/07	Target 2007/08	Direction of Travel
CORPORATE HEALTH LOCAL INDICATORS					
The percentage of phone calls to 01253 658658 answered during working hours	Albert Pounder / Joceline Greenway	98.3%	79%	80%	☹
The number of respondents to Listening Day	Albert Pounder / Paul Norris	1588	2066	2200	☺
The percentage satisfaction with the service delivered by the customer service team	Albert Pounder / Joceline Greenway	New PI	98%	100%	
The percentage of people satisfied with the length of time they had to wait when contacting the council	Albert Pounder / Joceline Greenway	New PI	95%	96%	
The percentage of people who felt that the level of comfort and facilities in the one stop shops were 'good' or 'very good'	Albert Pounder / Joceline Greenway	New PI	98%	98%	
The total number of online transactions with the Council	Paul Rigby / Andy Cain	New PI	9021	9500	
The % of revenue collected by electronic means as a % of the total revenue collected	Paul Rigby / Lynn Barlow	No data	87.9%	90%	
The total number of unique visitors to the web site www.fylde.gov.uk	Paul Rigby / Andy Cain	49080	102112	105000	☺
The percentage of the Audit Plan that has been completed	Paul Rigby / Savile Sykes	58%	91%	90%	☺
The percentage of audit recommendations accepted by the service managers	Paul Rigby / Savile Sykes	96%	99.5%	95%	☺
The percentage of accepted recommendations implemented by the service managers	Paul Rigby / Savile Sykes	83%	72%	75%	☹
The percentage of audit service clients satisfied or very satisfied with the service	Paul Rigby / Savile Sykes	99%	100%	100%	☺
The number of days sickness and absence per employee that is not long term sickness	Sue Fazackerley / Jane Hughlock	5.11 days	3.83 days	4 days	☺
The percentage of employee appraisals completed	Sue Fazackerley / Jane Hughlock	New PI	29.98%	35%	
The percentage of council employees trained in customer care	Sue Fazackerley / Allan Oldfield	85%	91%	98%	☺
COMMUNITY AND CULTURAL SERVICES LOCAL INDICATORS					
Car Parking Income	Tim Ashton / Andrew Shore	New PI	£424,586	£450,000	
The number of penalty charge notices (parking) issued	Tim Ashton / Andrew Shore	New PI	8302	Not Applicable	

Local Indicator	Portfolio Holder / Data Officer	Actual 2005/06	Actual 2006/07	Target 2007/08	Direction of Travel
The income received / collected from penalty charge notices (parking) to date (current financial year)	Tim Ashton / Andrew Shore	New PI	£237,802	Not Applicable	
ENVIRONMENTAL LOCAL INDICATORS					
The number of missed bins per 100,000 collections	Tim Ashton / Jamie Dixon	30	50	<50	☹
HOUSING LOCAL INDICATORS					
The percentage of housing service requests responded to within 3 working days	Patricia Fieldhouse / John Cottam	100%	100%	100%	☹

Listening Day Key Results	Portfolio Holder	Actual 2005	Actual 2006	Target 2007	Direction of Travel
CORPORATE HEALTH LOCAL INDICATORS					
The percentage of residents satisfied with Fylde as a place to live.	John Coombes / Paul Norris	90%	87%	90%	☹
The percentage of residents satisfied with street cleansing in the Fylde.	Tim Ashton / Paul Norris	75%	75%	78%	☹
The percentage of residents satisfied with the refuse collection service in Fylde.	Tim Ashton / Paul Norris	84%	75%	85%	☹
The percentage of residents satisfied with the parks and open spaces services in Fylde.	Tim Ashton / Paul Norris	81%	75%	81%	☹
The percentage of residents satisfied with the planning service at Fylde	Roger Small / Paul Norris	52%	53%	58%	☺
The percentage of residents satisfied with car parking in the Fylde	Tim Ashton / Paul Norris	49%	46%	55%	☹
The percentage of residents satisfied with leisure facilities in the borough	Simon Renwick / Paul Norris	64%	57%	64%	☹
The percentage of visitors satisfied with parks and open spaces	Tim Ashton / Paul Norris	97%	96%	98%	☹
The percentage of visitors satisfied with the shopping facilities in the borough	Roger Small / Paul Norris	92%	92%	94%	☹
The percentage of visitors satisfied with eating out in the borough	Roger Small / Paul Norris	96%	96%	97%	☹
The percentage of visitors satisfied with the cleanliness of the area.	Tim Ashton / Paul Norris	98%	96%	98%	☹
The percentage of visitors satisfied with the area overall.	John Coombes / Paul Norris	98%	98%	99%	☹

REPORT



REPORT OF	MEETING	DATE	ITEM NO
FINANCE AND EFFICIENCY PORTFOLIO HOLDER	CABINET	13 JUNE 2007	8

DIFFERENTIAL COUNCIL TAXATION

Public item

This item is for consideration in the public part of the meeting.

Summary

Following completion of the 'Equitable Taxation?' feasibility study, at its budget meeting of 14th February 2007, the Cabinet deferred consideration of the introduction of a differential council tax until 2007/08. This report seeks the Cabinet's direction on how it requires this matter to be progressed or otherwise.

Recommendation

1. That Cabinet instructs officers to carry out further detailed work and stakeholder consultation on the implementation of differential council taxation and report back to the Cabinet for further consideration.

Cabinet Portfolio

This item falls within the follow cabinet portfolio:

Finance and Efficiency Councillor Paul Rigby

Report

1. At its meeting of 13th September 2006 the Cabinet received a report on the findings of the "Equitable Taxation?" feasibility study. This study investigated the options available to the Council to introduce a differential council tax utilising the facility of 'special expenses' as described in the 1992 Local Government Finance Act. It also

surveyed the opinion of the town and parish councils as to whether this approach would be more or less equitable than the current system of council taxation.

2. The option previously selected by the Council was that in which the differential was created by the costs of all eligible services and sites (i.e. those that were 'concurrent' in the context of the 1992 Local Government Finance Act) being charged locally (previously referred to as 'Option A'). A summary of the views of the town and parish councils on this option, as previously reported, is appended.
3. At its budget meeting of 14th February 2007 the Cabinet considered the introduction of a differential council tax but deferred that consideration due to concerns regarding the impact of the selected option (Option A) in certain parts of the borough. In this respect members of the Cabinet may wish to know that a dialogue has now commenced with Kirkham Town Council to explore the feasibility of the town council acquiring security of tenure with regard to the borough council owned public open space in the town and for the town council to take responsibility for the future maintenance of that land.
4. The possible introduction of a differential Council tax has been of great interest to all council members and to all of the town and parish councils who participated in the feasibility study. The views/instructions of the Cabinet are now sought as to how it wishes to progress this matter or otherwise.

IMPLICATIONS	
Finance	No direct implications.
Legal	No direct implications.
Community Safety	No direct implications.
Human Rights and Equalities	The introduction of a differential could be a more equitable method of calculating council tax.
Sustainability	No direct implications.
Health & Safety and Risk Management	The ability to set a council tax that balances the budget has been previously identified as a high risk in the Council's Risk Management Strategy.

REPORT AUTHOR	TEL	DATE	DOC ID
Dave Joy	(01253) 658700	19 th May 2007	

LIST OF BACKGROUND PAPERS		
Name of document	Date	Where available for inspection
Reporting History	Various	www.fylde.gov.uk

Attached documents

1. Appendix 1 – Summary of Parish/Town Council Responses

Parish/Town Council Responses to an 'Equitable Taxation' Approach.

In Support.

Parish/Town Council	Original 05/06 Model	Refined 05/06 Model	Updated 06/07 Model
1. Bryning-with-Warton Parish Council			RE: Equitable Taxation. Following discussions at the Parish Council of Bryning-with-Warton regarding the above, Members voted in favour of Equitable Taxation.
2. Greenhalgh-with-Thistleton Parish Council			I have to inform you that Greenhalgh-with-Thistleton Parish Council support the proposals for the Equitable Taxation.
3. Medlar-with-Wesham Town Council	RE: Equitable Taxation. Following the meeting of the District/Parish Liaison Meeting at Newton-with-Clifton on 6 th September 2005, this Council have agreed in principle that you should proceed to the next stage in the matter.	This Council is in favour of the approach to equitable taxation based on Option 'A'. This Council would be agreeable to raising funds through the parish precept.	
4. Newton-with-Clifton Parish Council	The Parish Council adopted a resolution at a meeting on 1 st September 2005 in favour of equitable taxation...	Following discussions at a meeting of the Council held on Thursday 5 th January 2006, I advise that Council resolved to adopt a resolution in favour of equitable taxation subject to clarification relating to the amenity/street cleansing service.	
5. Staining Parish Council		I can confirm that this Parish Council fully supports the Equitable Taxation system. However, councillors are rather anxious to know what exactly is required and the date it is required by.	
6. Singleton Parish Council	Following recent discussions between Fylde and Parish Councils, Singleton Parish Council wishes to let you know that, in principle, they are in favour of differential rating.		
7. Ribby-with-Wrea Parish Council	I confirm that this Parish Council is agreeable in principle to the proposals. However, before any firm commitment can be given, the precise details of the way forward/ongoing calculations need to be known. As you will appreciate, the parish councillors remain very wary, and do not wish to commit to a situation that will in fact increase overall council tax, or will only be a short term measure of benefit. Whilst the proposals are obviously of great benefit to the Borough, the parish does not want to take on additional burdens in the absence of clear benefits to parishioners.	I refer to your letter of the 16 December 2005 and the Parish/Town meeting of the 17 January 2006, and I confirm that this Parish Council, despite reservations, is: - 1) In favour of the move to Equitable Taxation based on Option A. 2) The Parish Council is also agreeable to raising the Open Spaces Grant, Section 131, and Christmas Light funds through the Precept.	I confirm that this Parish Council remains, in principle, in favour of the introduction of the proposed equitable taxation arrangement, as long as there are not still major double taxation situations evident. The parish councillors believe that this is the opportunity to place every resident in the borough on an even playing field by "blowing away" the historic unfair council double taxation situation. Consequently, if major concessions were made to any section of the borough this parish would have to withdraw its support for the proposed scheme. It is also felt that the issue has been aired sufficiently, and like yourself, this council considers that a final scheme of arrangement should be drawn up so that a final binding decision can be made as soon as possible. If we are to follow this course parishes will start to look at their 20007/08 budgets in September.
8. Weeton-with-Preese Parish Council			I have to inform you that Weeton-with-Preese Parish Council support the proposals for the Equitable Taxation.
9. Westby-with-Plumpton Parish Council			I have to inform you that Westby-with-Plumpton Parish Council support the proposals for the Equitable Taxation.

Not In Support

Parish/Town Council	Original 05/06 Model	Refined 05/06 Model	Updated 06/07 Model
1. Elswick Parish Council		I write to inform you that at their scheduled monthly meeting for January 2006 the elected members of Elswick Parish council voted unanimously not to participate in 'Equitable Taxation' for the 2006/07 Financial year	<i>See letter of 8th September 2006 from the Chairman of Elswick Parish Council as previously circulated to cabinet members.</i>
2. Freckleton Parish Council	Freckleton Parish Council supports the principle of Equitable Taxation and looks forward to receiving more details when the way forward has been agreed.	I write to inform you that Freckleton Parish Council agrees in principle to the concept of Equitable Taxation, but would object to any double rating that may occur in the future.	That the Council will not accept the principle of Equitable taxation, until the confusion about the use of this procedure is cleared up by Fylde Borough Council.
3. Little Eccleston with Larbreck Parish Council	Resolved to accept the principle of Equitable Taxation based on the format presented at the July meeting involving devolved services. The Parish Council will not accept the additional elements presented at the meeting on 6/9/05.	Further to your letter of 16 th December 2005 and our subsequent Parish Council meeting, please note that Little Eccleston with Larbreck Parish Council in no way supports the principle of Equitable Taxation.	
4. St Annes on Sea Parish Council	The Saint Anne's on the Sea Parish Council met last evening to consider equitable council taxation. I am to tell you that, in the Parish Council's very firm view, the mechanism proposed is neither a better nor fairer way of doing things.		
5. Treales, Roseacre and Wharles Parish Council	This Parish Council met on 7 th December 2005, discussed the subject of Equitable Taxation and decided that this Council's view is NO it does not agree with the proposal of Equitable Taxation until the Borough has addressed its deficit.	...please take our response to Equitable Taxation to be the same as per our last two correspondence on this subject i.e. this Parish Council does NOT accept Equitable Taxation in its current form.	This Parish Council is still against the Borough Council adopting the Equitable Taxation approach. The Parish Council sees it as a back door way of increasing taxes and is disappointed at being asked the same question so many times.
6. Kirkham Town Council			I have been asked to inform you that as yet the Council have not been persuaded that there is any value to the electors of Kirkham. Indeed, fears were expressed that further down the line subsequent developments could put the Council in a position where it would need to increase considerably the annual precept. Therefore, the Council is antipathetic to these proposals and wishes to retain the status quo.

REPORT



REPORT OF	MEETING	DATE	ITEM NO
EXECUTIVE MANAGER - CULTURAL AND COMMUNITY SERVICES	CABINET	13 TH JUNE 2007	9

EVERY CHILD MATTERS – SERVICES FOR CHILDREN AND YOUNG PEOPLE

Public Item

This item is for consideration in the public part of the meeting.

Summary

The report proposes arrangements through which the Borough Council will ensure that it discharges its obligations and contributes effectively to the Every Child Matters agenda.

Recommendations

1. That the Cabinet confirms the relevant Portfolio Holder and Executive Manager to take responsibility for Children and Young People's matters.
2. That the Cabinet considers the alternative of either appointing a Member Champion for Children and Young People's issues or the incorporation of such matters within the remit of an existing Member Champion role (such as Equality and Diversity).
3. That the Council's current level of engagement in and awareness of the Every Child Matter agenda be referred for review either to one of the Overview and Scrutiny Committees or to a specific task and finish group.
4. That the responsible Executive Manager (recommendation 1 refers) ensures that issues relating to Every Child Matters and Children's and Young People's services in Fylde are considered fully by the Fylde LSP and in all negotiations associated with Local or Multi Area Agreements.

Cabinet Portfolio

The item falls within the following Cabinet portfolio:

Culture & Tourism

Councillor Simon Renwick

Report

Background & Statutory Obligations

1. The vision of “Every Child Matters” (ECM) involves the radical improvement in opportunities and outcomes for children following the introduction of the Children Act 2004. It involves significant reform of the delivery of children's services. Every Child Matters is about safeguarding children from risk and organising public services to ensure that all children have every chance to:-

- Be healthy,
- Stay safe,
- Achieve and enjoy,
- Make a positive contribution, and
- Maintain their economic wellbeing.

2. Primary responsibilities under the Act are held by County Councils but District Councils, along with other key stakeholders, also have a general duty under the Act to cooperate with County Councils to safeguard and promote the welfare of children.

3. In order to promote the vision of ECM the Lancashire's Children and Young People's Strategic Partnership (LCYPSP) was established in January 2005 as the main strategic forum in Lancashire for matters relating to children and young people. The partnership brings together representatives at a senior level from all those agencies identified by the Government as having a 'duty to co-operate' as well as others with a key role to play in children's services.

4. This Strategic Partnership has recently been involved with a number of major work streams including:

1. Developing the Children's and Young People's Plan (CYPP),
2. Overseeing the transition to a Lancashire Children's Trust, which will assume the strategic role for matters relating to children and young people from April 2008,
3. Responding to the recent review by the Audit Commission into delivering improved outcomes for children and young people in Lancashire,
4. Reviewing awareness and engagement with the ECM agenda across Lancashire through the Chief Executive's network, with the support of IDeA.

5. Some relevant extracts from the CYPP are reproduced in Appendix A. The full document is available via the following website link (www.lancashire.gov.uk/education/every_child_matters) and a hard copy has been placed in the Member's Room at the Town Hall.

6. Work towards establishing the Children's Trust, which was part of the Member's Choice Debate at the Council meeting in January, continues on target following the

consultation exercise earlier in the year. It is anticipated that firm proposals will be published before the autumn.

7. The recommendations of the Audit Commission following their review of the service in Lancashire are attached at Appendix B together with the feedback from the Chief Executives and IDeA network meetings. The outcomes of this work are generally in line with guidance that has been published on the role of District Councils under the Children Act, which details what is expected of them, including:

- Senior political and management commitment to safeguarding and promoting wellbeing,
- A clear statement of the council's responsibilities towards children made available to all staff,
- Clear lines of accountability for work on safeguarding and promoting wellbeing,
- Using the views of children to help shape services,
- Safe recruitment procedures for those coming into contact with children and young people,
- Appropriate training for staff,
- Effective working relationships within the council and with other agencies to safeguard and promote wellbeing and to share information.

8. In addition to this a checklist has been produced for stakeholders to undertake a self assessment within their organisation of local safeguarding arrangements. This is attached at Appendix C.

Conclusions

9. Clearly the Every Child Matters agenda is a significant element of public service provision. Although Fylde Borough Council is not a primary responsible authority, there are a number of obligations we need to satisfy to ensure that children's services in Fylde are as comprehensive and robust as they can be.

10. The Council needs to satisfy itself that it is fully engaged with and contributing to the ECM agenda locally and that our own direct services are delivered in a manner which ensures that the wellbeing of children and young people is safeguarded. This work must be undertaken in conjunction with LSP partners and must have regard to the priorities and targets in the Lancashire Local Area Agreement and the emerging Fylde Coast Multi Area Agreement.

IMPLICATIONS	
Finance	None arising directly from the report
Legal	Contained within the report
Community Safety	Contained within the report
Human Rights and Equalities	Contained within the report
Sustainability	None arising directly from the report
Health & Safety and Risk Management	Failure to respond to effectively to cross-cutting issues such as this is likely to have a negative impact on future external audits.

REPORT AUTHOR	TEL	DATE	DOC ID
Paul Norris Phillip Woodward	(01253) 658440	May 2007	H/cabinet/may07/ECMReport

LIST OF BACKGROUND PAPERS		
Name of document	Date	Where available for inspection
Attached in Appendices	Various	Attached, and at www.lancashire.gov.uk/education/every_child_matters

Attached documents

- Appendix A – Extract from Children and Young People's Plan.
- Appendix B - Audit Commission / IDeA Recommendations
- Appendix C - Self Assessment Proforma

SUMMARY OF THE KEY RECOMMENDATIONS AND ACTION POINTS

Audit Commission Project Recommendations	Lancashire Leadership Programme – Agreed Actions	Improvement and Development Agency (IDeA) – Key Points
<p>R1 That the councils and their partners develop and implement a joint approach to the ECM agenda by March 2007. In particular:</p> <ul style="list-style-type: none"> • agree the priorities and outcomes to be achieved at a county-wide level; • agree the priorities and outcomes to be achieved at a district level; • agree a joint plan of activity, including the engagement of children and young people, and involvement in Children's Centres and schools; • agree management arrangements for sub-regional and county-wide working, including work through the Safeguarding Children Boards. 	<p>1 County Council to circulate available information on draft priorities, the partnership protocol, locality evidence statistics and the timetable for ECM.</p> <ul style="list-style-type: none"> - LCC to circulate ECM delivery timetable, draft priorities and partnership protocol arrangements - LCC to provide locality evidence statistics to district councils - LCC, Districts and their PCTs to provide locality evidence to assist partnership working <p>4 Work collaboratively to strengthen strategic thinking around <i>ECM</i>.</p> <ul style="list-style-type: none"> - Establish locality and Pan Lancs Strategy - Next Children and Young People's plan to be more bottom up/reflect locality agenda <p>8 Lancashire Chief Executives to meet to consider progress.</p> <ul style="list-style-type: none"> - Ensure meetings are focussed and effective 	<ul style="list-style-type: none"> • Statutory duties remain only partially understood and more work is needed across districts to embed safeguarding practices using the local safeguarding children board as a resource. • Performance information at a district level is needed. • Although the Children And Young People Plan has acted as the driver, its success has not been consistent because aims and objectives are not clear and district councils had not been sufficiently engaged. • The Children and Young People's Plan: plan should have a flexible, local flavour; greater knowledge of partners and relationships is needed with access to data to underpin evidence-based decision making.
<p>R2 That all district councils implement a corporate approach to fulfil their statutory duty in the children and young people's strategic agenda by March 2007. Suggestions to achieve this include to:</p> <ul style="list-style-type: none"> • identify the lead councillor and officer responsible for taking the Council's approach forward; 	<p>2 All authorities to respond to the Children's Trust consultations.</p> <ul style="list-style-type: none"> - Create communication mechanism for consultation on the Children's Trust - Identify local feed into Children's Trust Consultation - Children's Trust Consultation O&S and response (Lancs wide). 	<ul style="list-style-type: none"> • The district councils should seek more ways to work in partnership and avoid being territorial • Individual district councils need to develop their own action plans. • On children's trust arrangements:

Continued....

<ul style="list-style-type: none"> • identify the contribution to the ECM agenda currently being made within service delivery; • identify how local partnership working, in particular the local strategic partnership, will effectively contribute to improved outcomes for children and young people; • identify arrangements for learning and support they need from each other, the County Council, and other organisations to take this agenda forward. 	<p>3 Strengthen corporate working within each District Council .</p> <ul style="list-style-type: none"> - Start the process of formulating the priorities/outcomes to be achieved at local level - Each District identify key priorities - Consider incorporation with business planning guidance 	<p>local strategic partnerships must be the model.</p>
<p>R3 That the County Council and partners ensure that there is effective leadership and sufficient capacity devoted to this agenda to enable the working arrangements with all partners to be able to effectively show a clear contribution to the ECM agenda and allow all partners to fulfil their statutory duties, by February 2007. In particular:</p> <ul style="list-style-type: none"> • the potential and agreed contribution to be made by each district council and the County Council to the ECM agenda; • clear liaison arrangements to ensure that district council and other partner enquiries can be effectively addressed at a strategic level. 	<p>5 Support further collaborative working between lead officers.</p> <ul style="list-style-type: none"> - To begin work on a data sharing protocol for partners <p>6 Strengthen governance arrangements.</p> <ul style="list-style-type: none"> - Agree the Governance structures relating to the LAA & LSP's - Create a joint LCC/District/unitary officer group to share the learning - Agree the governance strategies and relationships between the Lancashire Partnership, the LSPs and the LAA <p>7 Ensure LSPs have clear targets related to <i>Every Child Matters</i>.</p> <ul style="list-style-type: none"> - Strengthen LSP work - Place item on the LSP agenda - Shared presentation by LCC & District at LSP to raise profiles of C&YP - Raise discussion at LSP Executive re ownership of the outcomes & priorities - LCC to brief District partnership officers 	<ul style="list-style-type: none"> • To set up an officer network • More sharing of information is needed and better use made of existing youth councils; ways to be found to improve access to hard to reach groups.

Improving the Lives of Children and Young People in Lancashire



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Foreword

Today's children and young people are Lancashire's future so it is a great privilege for me to be able to introduce the first ever multi agency plan devoted exclusively towards the delivery of improved outcomes for Lancashire's children and young people.

This is a plan for all the organisations involved in the provision and delivery of services for children and young people and their families. This is not a local authority plan. This is a partnership plan.

The people of Lancashire have a great heritage and promising future, the County can be proud of its national and international standing. Children and young people have always contributed positively to Lancashire's reputation in a variety of different ways and it is intended that this plan will provide a basis for that to improve further.

Today's children and young people have needs, hopes, aspirations and wishes. They also have rights. One of those rights is to be listened to and in the preparation of this plan it became evident that most children and young people have reasonable expectations and want the opportunity to articulate them.

Additionally, for the first time the Government has set out a framework of outcomes that require us to ensure children and young people are safe, that they live healthy lives, enjoy developing, achieve economic well-being and make positive contributions to their society.

All service providers have a range of responsibilities and must aspire to the provision of excellent services that are responsive and relevant to the needs of children and young people and their families. For the vast majority, most of the time, this means access to high quality universal services such as education and health services. In some situations more complex support is needed to safeguard from harm or encourage and empower children and young people to fulfil their potential.

The responsibilities placed on partners are challenging but we have been entrusted by the children and young people of Lancashire not to fail them. I have no doubt that with the help and support of parents and carers we will succeed.

Sue Mulvany
Chair of Lancashire's Children and Young People's Strategic Partnership

"All children have a right to non discrimination, freedom of expression, protection from exploitation and abuse, and the rights to health care, education, play and leisure."

**United Nations
Charter of Rights for Children**

What else do we need to do to help achieve the vision?

	Process Priority - Description	Lead
To help achieve the vision	We will develop Children's Trust Arrangements which function effectively in the diverse localities of Lancashire	LCC
	We will develop integrated processes underpinned by timely information sharing	All Partners
	All partner organisations will consider ways and means of improving their involvement and engagement with children and young people in service monitoring and planning and in doing so must apply the principles of the Charter for Engagement	All Partners
	All partner organisations will ensure that their service plans reflect the strategic direction set out in the CYPP	All Partners
	Work will be carried out to improve the data available to allow more accurate targeting of services to meet needs	All Partners
	A clear strategy will be developed to enable timely decisions to be taken about the mainstreaming of short-term funded initiatives	C&YPSP
	An inter-agency joint commissioning framework will be developed in 2006	C&YPSP
	A multi-agency workforce development strategy and action plan will be developed in 2006	C&YPSP
	The Children and Young People's Strategic Partnership will routinely monitor achievements towards improving outcomes using an agreed performance scorecard	C&YPSP

How long will the plan last?

This plan sets out the improvement in outcomes we will be seeking for children, young people and their families within Lancashire from April 2006.

This first plan covers the 3 years to March 2009 in detail, but there are some ambitions that stretch beyond this date reflecting our commitment to achieve long-term sustainable improvements.

The Children's Service Authority and its partners recognise the plan will need to be reviewed and refreshed at the end of each year. This will enable the authority and partners to take account of the emerging Children's Trust arrangements, refinements in priorities based on improved needs analysis and feedback from involvement and engagement activities.

We want every aspect of our services and the strategies we develop to lead to the best possible outcomes for children, young people and their families and we are committed to be well placed for the anticipated Joint Area Review of Lancashire's children's services in 2008.

A new approach to service provision

This Plan encourages more integrated and effective working and identifies where outcomes can be improved for children and young people.

We aim to join up the planning and delivery of key services, including health care, family support, childcare and education and development services. In this way it is hoped all children get the best start possible in the vital early years and are helped to maximise their chances in later life and achieve their potential.

The four key themes that must characterise our work with children, young people and families are:

- Early intervention, prevention and protection
- Family support
- Partnership
- Workforce reform

This approach has the potential to transform traditional models of service as it is a partnership between people working with children and young people and with families and children themselves. Most agencies have already adopted elements of this approach, but we can, and must, go much further. We must exploit fully the potential of partnership working and focus services towards improving outcomes.

These are challenging concepts requiring a reappraisal of attitudes and approaches. If we want to make a significant difference to the lives of children, young people and families in Lancashire we must be bold and confident enough to do things differently where it will help.

The role of Lancashire's Children and Young People's Strategic Partnership (C&YPSP)

Section 10 of the Children Act (2004) places a duty on Lancashire County Council as the Children's Services Authority to make arrangements to promote co-operation with 'relevant partner' organisations to improve the well-being of children in Lancashire. This co-operation is secured through Lancashire's Children & Young People's Strategic Partnership.

The membership of the C&YPSP has been drawn from a wide range of organisations and agencies providing services for children and young people. The C&YPSP Executive Board brings together the commissioning bodies and in addition two representatives from the voluntary, community and faith sector. Further details can be found at:

http://www.lancashire.gov.uk/education/every_child_matters/taken_forward/index.asp

Lancashire's Children and Young People's Strategic Partnership has adopted the following Terms of Reference:

1. Establish and promote a needs-led strategic vision for ensuring positive outcomes and the safeguarding of all children and young people in Lancashire.
2. Lead joint working across all sectors, organisations and partnerships who work with children and young people and families to strengthen joint working with the aim of promoting positive outcomes for all children and young people.

3. Develop strategies and delivery plans to support the strategic vision, including bringing together and use of totality of resources.
4. To co-ordinate the policies and plans, including acting as 'accountable body' where appropriate, for all children's services across sectoral, organisational and partnership boundaries in order to achieve the strategic vision and associated outcomes.
5. To regularly evaluate and review with partner organisations the strategies for delivering services to all children and young people and families.
6. Promote and encourage, through agreed standards, effective joint working at locality or district level which will contribute to the delivery of the strategic vision and local needs.
7. Ensure that those communities with whom agencies often fail to engage are able to contribute effectively to the design and delivery of services for children, young people and families.
8. Ensure that children, young people and families are able to contribute effectively to the design and delivery of services for children and young people.
9. Ensure that the interests of all Lancashire's children and young people, in their communities, are protected and promoted regionally and nationally.
10. Lead on the implementation of the Government's agenda for children and young people, as it applies to Lancashire.

How will children's trust arrangements be developed?

The Government requires all local authorities, in conjunction with their partners, to have developed children's trust arrangements by April 2008. It is through these arrangements that effective partnerships will be made and children's services operate. Children's trust arrangements will be made up of four strands:

- integrated governance
- integrated strategies
- integrated processes
- integrated front-line delivery

The Lancashire CYPSP has adopted a Programme for Change that reflects the demands of the children's trust arrangements (see Appendix 4). Initial discussions have taken place with partners around the model that might apply in Lancashire and the timescale for introducing it. It is anticipated that the Partnership will consult widely on initial proposals during 2006.

To help achieve the vision:

We will develop Children's Trust Arrangements which function effectively in the diverse localities of Lancashire

And

We will develop integrated processes underpinned by timely information sharing

How will we take account of the views of children and young people?

It is important that all partner organisations involve in service planning the children and young people they serve, and their carers. All need to seek views from the 'quietest voice' and from vulnerable groups. Involvement should be in an appropriate way and at a formative stage, giving enough time for a full discussion and agreeing the best way of working jointly to tackle priorities.

All partner organisations are expected to adopt the Charter that has been developed by Lancashire's children and young people, stating how services should consult and engage with them in decision making:

1. Adults should take into account what young people want, not just ask us and then ignore our ideas - tell us what is going on.
2. Children and young people should have feedback on what they have said and what is going to be done to resolve the issue.
3. We should have an independent person to complain to in case the service doesn't listen to us when we have a complaint.
4. Confidentiality needs to be maintained when consulting children and young people on sensitive issues.
5. Have a variety of ways to consult children and young people, e.g. questionnaires, activities.
6. Children and young people need to be consulted about subjects and issues which they are experienced and interested in.

7. Consultation work should be straight forward and explained clearly to the children and young people.
8. Adults should be approachable and not have biased opinions of peoples attitudes based on a person's appearance.
9. Children and young people should be treated equally with respect, regardless of race, gender, disability, sexuality or age.
10. Children and young people should have the right to be continuously involved in consultation and development work from start to finish.
11. A sufficient amount of money should be put aside specifically for consultation work whilst also insuring that there is enough money available for other services.
12. When you are talking to us, make sure we understand - don't shout and don't patronise us.
13. Adults should use their body language in a friendly and positive way.

To help achieve the vision:

All partner organisations will consider ways and means of improving their involvement and engagement with children and young people in service monitoring and planning and in doing so must apply the principles of the Charter for Engagement

What is the relationship between the CYPP and other plans?

The provision of services for children and young people and family support across Lancashire is complex. Most of the organisations involved have some form of planning arrangement to give strategic direction and underpin operational service delivery, often linked to local reporting lines or an external review process.

This CYPP derives much from existing plans and maintaining links to these plans will be achieved through the concept of a 'Planning Bookcase' [see Appendix 3].

As a strategic, over-arching plan for Lancashire there is no expectation that the CYPP could, or should, replace existing planning arrangements. The approach adopted builds on the strengths and experience of partner organisations and provides the flexibility to be able to respond to local issues.

Over time the different requirements and targets of existing plans will be drawn together, achieving greater consistency to the overall requirements of the CYPP and the Strategic Partnership. To ensure we have effective "joined up planning" all partner organisations will need to ask themselves the following 4 questions:

- ✓ Does their plan reflect the vision and shared objectives of the CYPSP?
- ✓ Is their plan based on a sound assessment of need and does it address minority and socially excluded groups and vulnerable children and young people and their families?

- ✓ Does their plan reflect the importance of prevention and multi-agency co-operation in seeking better outcomes for children and young people?
- ✓ Finally, have the views of service users and/or relevant communities been taken into account?

To help achieve the vision:

All partner organisations will ensure that their service plans reflect the strategic direction set out in the CYPP

Lancashire Local Area Agreement

The Local Area Agreement (LAA) is a three year agreement between central government, represented by the Government Office North West, and the Lancashire Strategic Partnership identifying a number of performance targets. The LAA contains a children and young people's block with a number of outcomes and performance targets. The four outcomes identified in the Children and Young People's block are:

- Improving outcomes for children looked after
- Reducing anti-social behaviour
- Improving the health of children and young people
- Improving outcomes for children and young people aged 14-19 years

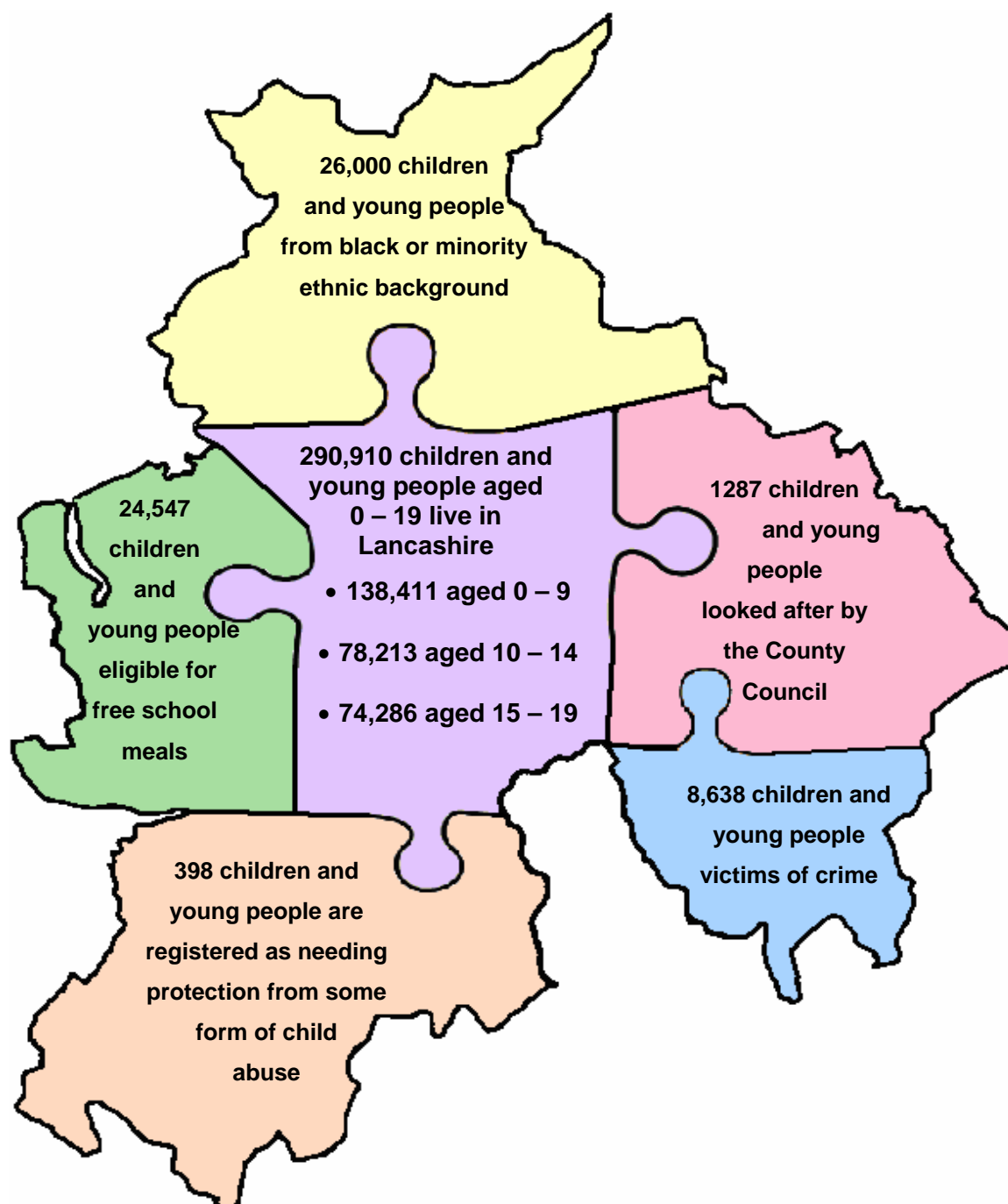
In addition to the outcomes identified in the Children's Block there are priorities relating to children and young people in the "Safer & Stronger Communities" and "Healthier Communities & Older People Blocks".

The LAA priority outcomes are identified in this CYPP and achievement of the LAA targets will contribute to the success of the CYPP.

What are the needs that we have to address in Lancashire?

The priorities set out in this plan are based on a comprehensive assessment of need. The plan addresses our desire to improve the Every Child Matters outcomes and attain high professional standards along with the priorities identified through various consultation and engagement exercises and the analysis of demographic and performance data.

In Lancashire we know that:



The available data points to a variety of issues that need to be addressed. Some headline facts that must be reflected in our long term planning are:

- In 2005, 0 – 19 year olds are 25% of population. By 2025 it will only be 21%.
- In 20 years there will be fewer young people and people of working age in Lancashire.
- By 2025 there will be 26,100 fewer 0-19 year olds - a decline of 9%.
- The population will become increasingly diverse in terms of ethnicity.
- In younger age groups proportions of people of BME origin are higher. 9% of Lancashire's people aged 0–19 are of BME origin.
- Out of 755 Super Output Areas in Lancashire 60 were ranked in the 10% worst nationally on child income deprivation. 24,412, (10.5%) live in these areas.
- These 68 most deprived areas are spread across 10 Districts as follows - Burnley (9 areas), Chorley (2), Hyndburn (4), Lancaster (10), Pendle (10), Preston (14), Rossendale (2), South Ribble (2), West Lancashire (11) and Wyre (4).

A wealth of information exists about the demographic profile of Lancashire, the activities and achievements of specific services etc. – See Appendix 2.

However, there are areas where there are gaps in our knowledge. For example, all of the partners involved in the preparation of the plan acknowledge the huge contribution that children and young people make to their local communities. However, very little data is gathered to support this positive image of children and young people. Instead,

much of the data we do have focuses on negative behaviour and creates a misrepresentative image.

Further work needs to be undertaken through the Children and Young People's Strategic Partnership to refine and improve our levels of knowledge. This requires sharing of demographic and service information, the adoption of new performance measures and improving information gathering and analysis processes. We need to put together an even more complete and accurate picture of needs within the county and support our positive view of the services provided for and the successes of Lancashire's children and young people.

To help achieve the vision:

Work will be carried out to improve the data available to allow more accurate targeting of services to meet needs

The priorities set out in this plan arise from many different sources. Some reflect feedback received following scrutiny by national inspection agencies. For example some areas for improvement emerged from the Annual Performance Assessment (APA) of the Children's Services Authority (CSA) by Ofsted and CSCI.

Other partner organisations have their own inspection and monitoring regimes and means of gathering the views of their service users. Where possible their strategic priorities are also addressed in this plan.

What financial resources do we have?

At the current time it is impossible to identify accurately the total resource devoted to the provision of services for children and young people and families by all the different agencies operating in Lancashire.

The following table indicates the expenditure of the Children's Services Authority:

CSA (County Council)	Budget, £m		
	2006/07	2007/08	2008/09
Strategic management	21.803	22.610	23.447
Schools	749.939	777.686	806.460
Special education	6.294	6.527	6.768
School improvement	5.825	6.041	6.265
Access (e.g. transport)	32.943	34.162	35.426
Youth & community	16.423	17.030	17.660
Specific grants	0.395	0.410	0.425
Residential Services	20.172	20.676	21.193
Foster Care	12.148	12.452	12.763
Family Support	10.944	11.218	11.498
Fieldwork	14.233	14.589	14.953
Adoption	0.760	0.779	0.798
Leaving Care	1.587	1.627	1.667
Other	0.717	0.735	0.753
Specific Grants	5.089	5.900	5.900
Drug Action Team	1.510	1.554	1.554
Youth Offending Team	3.238	3.319	3.402
Specific Grants (YOT)	3.044	2.862	2.862

(N.B. Non-education services assume a 2.5% increase. Assumed that Specific Grants beyond 2007/08 will continue at the 2007/08 levels)

Whilst we are not yet in a position to identify how much all the different partners spend on the delivery of services for

children and young people, clearly the total amount is significant.

Over time we need to gain a better understanding of the patterns of expenditure to help long term service planning.

One of the key issues to be addressed in the early part of this planning cycle is the negative impact short term funding arrangements has on staff resources and consistent, sustained service delivery.

Funding streams such as the Children's Fund have seen a number of initiatives develop, many of which are effective and can demonstrate value for money through rigorous evaluation. Schemes are often innovative and frequently involve the voluntary and community and faith sectors, they become valued because they focus on meeting the particular needs of a local community or neighbourhood, but long-term funding for them is not secure.

To help achieve the vision:

A clear strategy will be developed to enable timely decisions to be taken about the mainstreaming of short-term funded initiatives

Improving the use of resources through better commissioning

We must deliver the services children, young people and their families need and want in the best possible way. The aim is to commission services across all sectors that deliver better outcomes for children.

Successful commissioning is an important indicator of the way partners work together in Lancashire. It promotes good outcomes by assessing need, specifying, securing and monitoring services to meet needs, and managing the market in services. The challenge for Lancashire is to consider resources across all sectors (health, District Council's, criminal justice, private and voluntary and community and faith sectors) and across universal, targeted and specialist provision.

To develop integrated services more collaborative and joint commissioning will need to happen. Issues we will address include:

- A strategic, tactical and operational approach to commissioning to ensure coherence, achieve economies of scale and develop services that deliver the five outcomes for children and young people.
- Establishing a clear picture of need, expressed in terms of the five outcomes, to provide a basis for prioritising actions and targeting resources.
- Commissioners will need to understand the legal, financial and cultural drivers, constraints and

opportunities inherent in joint planning and commissioning.

- Through focusing on outcomes rather than services and organisations, and considering where interventions can have most impact on outcomes, there is scope to refocus and redesign services to make them more effective, efficient and relevant to service users.
- Good commissioning will begin to shift resources towards prevention whilst ensuring appropriate acute responses.
- The potential for co-location of a multi disciplinary workforce, the common assessment framework and the co-ordinated use of resources, such as buildings, communications and transport to better develop services.
- Joint and efficient procurement to provide value for money where there is the opportunity for joint purchasing and management of contracts.
- Assessment, identification and development of local markets for services, such as childcare. Partners need to work with providers, especially the voluntary and community and faith sector, to develop their capacity to engage in the commissioning of services and so ensure a healthy, competitive and innovative market that understands the needs of children, young people and their families.

We are committed to implementing an inter-agency commissioning framework that describes how we will identify needs, set priorities, identify resources and set the pattern of services so that we will be better able to support children and young people before they reach crisis and achieve their potential.

To help achieve the vision:

An inter-agency joint commissioning framework will be developed in 2006

As we work towards greater integration we will need to consider the potential of pooled budgets. Where there is a sound business case for pooling budgets appropriate formal arrangements will be developed setting out the scope, aims and benefits of the pooling agreements as well as governance and financial arrangements and legal responsibilities, service standards and management arrangements.

The engagement of all stakeholders in the process of producing the joint commissioning framework will be critical to its success and will demonstrate the longer-term commitment of the partner agencies to engaging stakeholders in all aspects of service planning and delivery.

How will we improve our workforce?

Our success in improving outcomes for children and young people depend largely on the capacity and quality of those people who plan, manage and deliver front line services. We recognise the importance of having the right numbers of staff with the right skills and knowledge for their job.

"Every Child Matters" proposes workforce reforms to develop a more coherent, stable and flexible children's workforce. The reforms aim to cover all those who work with children and young people to:

- Set a common core of occupational standards.

- Build a modular framework to enhance the skills, effectiveness and coherence of the children's workforce.
- Foster high-quality leadership.
- Make working with children and young people a rewarding and attractive career.

Service integration cannot become a reality without workforce reform. We need to make sure that people working with children and young people have the knowledge, skills and competence they need so that practitioners from different sectors can:

- Work together in multi-disciplinary teams around the needs of children and young people and share an increasingly common language and understanding.
- Have coherent career pathways that allow staff to progress within and across different sectors.
- Focus on early identification and prevention, and strengthening protection for vulnerable children and young people.

To help achieve the vision:

A multi-agency workforce development strategy and action plan will be developed in 2006

The development of integrated commissioning and more joined-up service delivery will affect many staff from different backgrounds. We will work with all partners as part of the emerging children's trust arrangements to develop structured training and development programmes for all staff interacting with children and young people, including those from the private, voluntary and community and faith sectors.

How will we know we are improving outcomes?

Delivery of the CYPP will be monitored by the Children and Young People's Strategic Partnership. The Partnership will review progress in relation to the actions set out in the plan and will assess performance in relation to the measures set out in the performance scorecard (see Appendix 1).

Effective implementation of the plan will require action by all of the partner organisations. Each partner organisation will be responsible for putting arrangements in place to ensure that they implement the actions for which they are responsible.

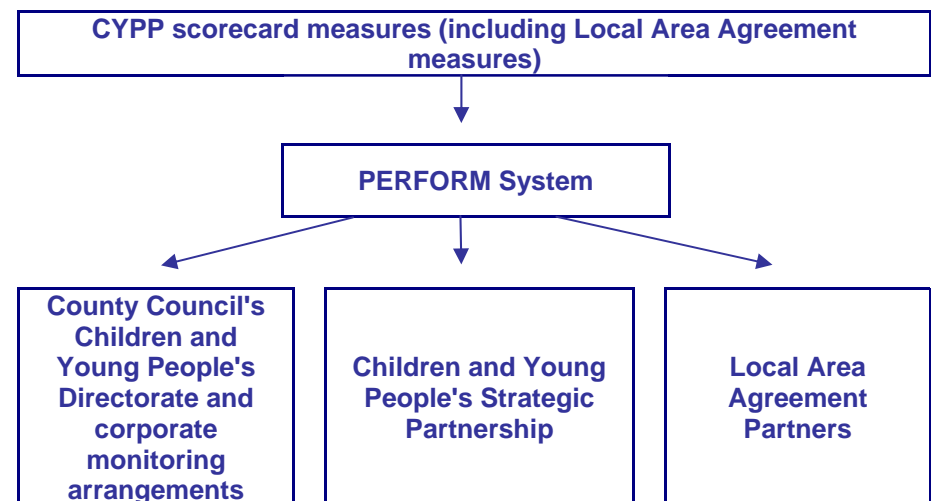
The Strategic Partnership have already allocated Sponsors and Project Managers for each of the ECM Workstreams and it is expected that this approach will be adopted for co-ordinating progress on each of the Key Priorities, including the LAA targets.

One of the important ways that the C&YPSP and partner organisations will know whether the plan is being implemented effectively is by asking the children and young people and their families whether we are making a positive impact on their lives. Appropriate means will need to be in place to gather these views on a regular and systematic basis.

To help achieve the vision:

The Children and Young People's Strategic Partnership will routinely monitor achievements towards improving outcomes using an agreed performance scorecard

The County Council's performance reporting system, PERFORM, will be used to generate performance reports for the CYPSP as well as providing reports for the Council's internal use. In addition, the system will also be used to provide reports to partners on progress in relation to those performance measures contained within the Local Area Agreement.



In what ways are we going to make a difference?

"We should have high expectations for every child and should work to ensure that provision for children and young people is designed to give every one of them an opportunity to develop."

Children and Young People's Unit

The following Sections of the plan set out what we intend to do to improve the lives of people in Lancashire.

There are 5 Sections, reflecting the Government's Every Child Matters – Change for Children's 5 Outcome Framework.

Positive Contribution	Be Healthy	Stay Safe	Enjoy and Achieve	Achieve Economic Well-Being
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Listed under each of the outcomes are some of the important facts and figures we know and what children and young people have told us is important to them. We also set out the areas of focus and under each list some the important actions we expect to achieve over the course of the plan.

The Key Priorities are listed under the relevant area of focus. We deliberately start with the "Positive Contribution" Outcome to reflect the importance we place on recognising the influence children and young people can and should continue to have on their own lives and the lives of those around them.

Positive Contribution

Most children and young people want to make a positive contribution to their local community and the environment and engage in decision-making. Most want to be law abiding and to engage in positive behaviour both in and out of school, to develop positive relationships and develop the self-confidence to successfully deal with significant life changes and challenges.

What children and young people have told us is important to them:

Having easy to access, safe, clean and cheap activities

Opportunities to learn new skills

Youth Councils to represent their views

Volunteering to take part

Having the power to make decisions about their own lives

Being involved in raising money for charity

Being listened to by adults

Helping the community by helping neighbours

Being understanding of other people's differences

Being happy and making other people happy as well

Sharing ideas

Keeping the community clean

Everyone working together

Some facts we also know:

- Nationally, over 43% of all children and young people are involved in some form of voluntary work.
- In 2003/04, 57.8% of residents thought that activities for teenagers had got better or stayed the same in the previous 3 years, lower than the national figure of 60.4%.
- In 2003/04, 72.6% of residents thought that activities for young children had got better or stayed the same in the previous 3 years, lower than the national figure of 77.2%.
- Over 70% of Lancashire year 9 pupils take part in arts and creative activities informally with friends and that many want to continue their involvement after they leave school.
- A student participation survey in 2005 showed that just over 12,000 students had participated in school councils.
- 60% of secondary school pupils felt involved in decision-making in their schools in 2004/05
- The number of pupils permanently excluded from school fell to 1.16 per 1,000 pupils in 2004/05 but is still above the national average.
- 94% of primary school pupils and 95% of secondary school pupils in 2004/05 confirmed that they did not bully others
- Over 74% of looked after children and young people communicated their views to a statutory review in 2004/05, compared to a national figure of 84%.
- 43.7% of children and young people participated in reviews of their statements of special educational needs in the year to September 2005.
- Analysis of detected offenders in 2003/04 showed that 83% were male and aged between 15 and 24.

- Recorded incidents of juvenile nuisance increased over the three years to 2004 and were fairly widespread across the county with hotspots in particular wards.
- Analysis of people's views has shown that anti-social behaviour by young people has a disproportionate impact on general feelings of safety in a community.
- 80% of young offenders aged 10-17 do not re-offend.
- Nationally in 2004/05 looked after children were three times more likely to receive final warning reprimands whereas in Lancashire the figure is significantly lower at 2.2.
- In 2005, 80 children and young people with a disability or their carers received Direct Payments so they could organise their own care package(s).

From what we know and what children and young people tell us we have identified 6 Areas of Focus and 5 Key Priorities through which the Partners will improve POSITIVE CONTRIBUTION outcomes

To ensure positive images of children and young people

- All partner organisations will develop their communication strategies so that good news stories about the achievements and positive contributions made by children and young people are identified and shared appropriately within the community.

To ensure that children and young people have the opportunity to engage in enjoyable, positive and diversionary activities, including play, leisure and sport

- Partners will implement the Youth Strategy including the youth service offer.
- Partners will review existing strategies with a view to improving the provision of "places to go" and "things to do" for children and young people.
- Priorities will be identified and work undertaken with different groups, including children and young people themselves, to develop proposals and identify the capital implications of developments.
- A youth arts audit will be carried out.
- Schools either directly provide a varied range of activities or signpost to extended services before and after school, weekends and holidays.
- Opportunities will be provided for young people to become involved in voluntary and community work.

To ensure that children and young people engage in decision-making and support the community and environment:

- All partner organisations will consider ways and means of improving their involvement and engagement with children and young people in service planning and delivery.
- A range of participation/democracy projects will be undertaken and the proportion of young people engaged in a school/youth council run in accordance with the LGA/NYA "Hear by Right" standards will be increased.
- Lancashire's Youth Councils, the UK Youth Parliament, the elected members and deputies from Lancashire, and regional consultation structures for young people will be supported.
- School governing bodies will be encouraged to consider student associate members and observers.

- The capacity of young people will be developed to enable them to access community activity.
- Children looked after are to be involved in decisions which affect them, including shaping policy and service developments.
- Children looked after will be encouraged and supported to contribute to service developments aimed at supporting their peers e.g. newsletters, web sites and training.

To ensure that children and young people develop self-confidence and successfully deal with significant life changes:

- Looked after children will be supported and encouraged to contribute to reviews.
- Young carers will be supported.
- Opportunities will be provided for young people to participate in inclusive group work to develop their skills in working together, groupwork, leadership, co-operation and teamwork.
- Opportunities to support children and young people, including mentoring and the use of creative arts will be developed to improve self esteem, self image and assertiveness and to help foster a greater sense of value.
- Children and young people with disabilities will be supported to access mainstream local activities.

To ensure that children and young people develop enterprising behaviour:

- All relevant agencies will support and promote enterprising young people who wish to set up a business

or become self employed and this will include the use of mentoring schemes.

- The processes through which young people interested in starting their own business can apply for grants will be promoted.

To ensure that children and young people engage in law abiding and positive behaviour in and out of school and choose not to bully or discriminate:

- Children and young people at risk of offending or involvement in anti-social behaviour will be identified and steps taken to reduce risk factors and strengthen protective factors.
- A revised Behaviour Strategy prepared by schools in partnership with other agencies will be implemented.
- Work will be undertaken with schools to reduce exclusions by developing local school network solutions to local problems.
- Work will be undertaken by a number of partner organisations, including through schools and the Youth and Community Service, to tackle bullying and discrimination and to promote positive behaviour.
- A Lancashire Youth Arts Network will be developed to provide children and young people with information about and access to out of school activities.

Key Priority for Lancashire:

Develop communication strategies so that partners can share information about the positive contributions made by children and young people with the community

Key Priority for Lancashire:

Improve provision of places to go and things to do for children and young people

Key Priority for Lancashire:

Increase the number of children who are engaged in positive and diversionary activities (LAA Target)

Key Priority for Lancashire:

Increase the % of children and young people permanently excluded from Lancashire's schools that are offered full-time alternative educational provision of 21 hours per week or more (LAA Target)

Key Priority for Lancashire:

Reduce the level of offending (LAA Target)

Be Healthy

Most children and young people want to be physically, mentally and emotionally healthy, have healthy lifestyles and choose not to smoke, take drugs or misuse alcohol.

What children and young people have told us is important to them:

- Having a chance to eat a healthy diet
- More choice about food in school
- Access to regular exercise and sport
- Not being affected by drink, smoking and drugs
- Getting help and support when needed

Some facts we also know:

- The infant mortality rate for Lancashire stood at 5.7 per 1,000 live births in 2004, higher than the national average of 5.2. There were much higher rates in Hyndburn, Pendle, Ribble Valley and Preston.
- Teenage conceptions in Lancashire for 2003 showed a 16.5% reduction from the 1998 baseline but this needs to be accelerated if we are to achieve a 50% reduction by 2010.
- Under 16 conception rates in Burnley, Hyndburn, Lancaster, Pendle and Preston were well above the county rate.
- The Department of Health advocates breast milk as the best form of nutrition for the first 6 months of an infants life.

- The incidence of sexually transmitted infections in young people aged 16 to 19 stood at 443 cases in 1995 and rose every year after that to stand at 1559 in 2004. Infection rates in under-15s also rose threefold over the same period.
- In 2005 83% of all Lancashire schools are participating in the National Healthy Schools Standard compared with 70% nationally. This includes secondary, primary, special, short stay, nursery and independent schools. 33% of Lancashire schools have achieved the standard compared with 35% nationally.
- 174 schools, around 25%, have made significant healthy lifestyle improvements for their pupils by raising standards in seven themes as follows: healthy eating; physical activity; drugs education; sex and relationship education; emotional health and wellbeing including bullying; safety and PSHE and citizenship.
- Nationally, rates of childhood obesity have increased significantly since 1995 and if current trends continue at least one fifth of boys and one third of girls will be obese by 2010.
- Research undertaken on behalf of the Department of Health showed that the proportion of children eating 3 portions of fruit and vegetables a day varied from 26% in one ward in Wyre to 58% in a ward in Ribble Valley.
- In 2004 a national Department of Health survey revealed 10% of girls were regular smokers compared with 7% of boys. The prevalence of smoking increases with age. In 2004, the proportion that had ever smoked increased from 14% of 11 year olds to 62% of 15 year olds. Just 1% of 11 year olds smoked regularly, compared with 21% of 15 year olds.

- Nearly half of all children living in the UK are exposed to second-hand smoke each year and 17,000 children under the age of 5 are admitted to hospital as a result.
- Nationally, in 2004, one in ten children and young people aged 5–16 had a clinically diagnosed mental disorder: 4 per cent had an emotional disorder (anxiety or depression), 6 per cent had a conduct disorder, 2 per cent had a hyperkinetic disorder, and 1 per cent had a less common disorder (including autism, tics, eating disorders and selective mutism). 2% had more than one type of disorder.
- Mental disorders are twice as prevalent among children in lone parent families and is 4 times greater where parents had no educational qualifications compared with those who had a degree level qualification.
- 41% of secondary school pupils were concerned about drugs and solvents in school in 2004/05
- 64% of young offenders requiring a substance misuse assessment receive it within 5 working days against a target of 100% and 87% of young offenders requiring an intervention receive one within 10 days.
- 78% of young offenders with acute mental health needs were assessed within 5 working days in 2004/05 and 55% of those with non acute mental health difficulties are assessed within 15 working days.
- 76% of children and young people looked after in 2004/05 had a health needs assessment.

From what we know and what children and young people tell us we have identified 5 Areas of Focus and 7 Key Priorities through which the Partners will improve BE HEALTHY outcomes

To ensure that children and young people are physically healthy:

- A co-ordinated programme of actions will be undertaken, including prevention and early intervention wherever possible, to promote and deliver the health and well-being of all children and young people (NSF Standard One).
- Breast feeding will be promoted and supported in children's centres and early years settings.
- Children and young people and families will receive high quality services which are co-ordinated around their individual and family needs and take account of their views (NSF Standard 3).
- All children and young people who are ill, or thought to be ill, or injured, will have timely access to appropriate advice and to effective services which address, their health needs (NSF Standard Six).
- Children and young people will receive high quality, evidence based hospital care, developed through clinical governance and delivered in appropriate settings (NSF Standard Seven).
- Children and young people with disabilities or who have complex health needs, will receive co-ordinated, high quality and family-centred services which are based on assessed needs, which promote social inclusion and, where possible, enable them and their families to live ordinary lives (NSF Standard Eight).

- Children, young people, their parents or carers and health professionals in all settings will make decisions about medicines based on sound information about risk and benefit. They will have access to safe and effective medicines that are prescribed on the basis of the best available evidence (NSF Standard Ten).
- Women will have easy access to supportive, high quality maternity services, designed around their individual needs and those of their babies (NSF Standard Eleven).
- Parents-to-be will be supported in accessing pre-conceptual and anti-natal advice in relation to nutrition, diet and exercise.
- Sports, active recreation and physical development opportunities will be provided through various partner organisations, especially the Youth and Community Service, schools and voluntary and community and faith organisations.

To ensure that children and young people are mentally and emotionally healthy:

- All children and young people, from birth to their eighteenth birthday, who have mental health problems and disorders will have access to timely, integrated, high quality multi-disciplinary mental health services to ensure effective assessment, treatment and support for them and their families (NSF Standard Nine).
- Emotional health, well-being and resilience will be promoted through all early years settings.
- Opportunities will be provided for involvement in creative activities which develop confidence and emotional wellbeing.

- Child and Adolescent Mental Health Services will be co-ordinated across the county and a consistent level of service will be delivered that is clearly accessible to schools, parents, children, young people and other service users.
- All Youth Offending Team (YOT) clients will have access to timely, high quality mental health services.

To ensure that children and young people have healthy lifestyles:

- Children's centres and early years settings will promote health and well-being through prevention and early identification and intervention ensuring children are physically, mentally and emotionally healthy.
- The Healthy Schools programme will be promoted with more schools achieving the standard and more schools being recruited to the scheme.
- Multi-agency development groups set up by Lancashire Healthy Schools will improve services and practices across the county (e.g. Food and Activity Group to address obesity).

To ensure that children and young people choose not to take illegal drugs, smoke or misuse alcohol:

- Strategies to achieve national targets on drugs education in schools will continue and parents will have access to guidance on substance misuse (see EDP – Local Priority 8 – Supporting and developing community partnerships).
- YOT clients will be screened for substance misuse and those with identified needs will be assessed and will be

able to access the early intervention and treatment services they require.

- A programme of substance and alcohol misuse projects will be undertaken through the Youth and Community Service.
- Substance misuse services will be improved with services and resources restructured in response to an audit of need.

To ensure that young people are sexually healthy:

- Awareness of sexual health issues will be promoted and better prevention will be achieved through the Teenage Pregnancy Strategy, including sex and relationships education in school and non-school settings and through the provision of contraceptive and advice services and support will be given to teenage parents.
- Opportunities will be made available for educating parents and carers in sex and relationships and appropriate interventions in line with the child's development.

Key Priority for Lancashire:

To reduce infant mortality rates particularly in those areas above the national average

Key Priority for Lancashire:

Improve access to the Child and Adolescent Mental Health Services (LAA Target)

Key Priority for Lancashire:

Increase the % of Lancashire's schools with National Healthy School Status (LAA Target)

Key Priority for Lancashire:

Improve the impact of specialist intervention on vulnerable young people at risk of substance misuse (LAA Target)

Key Priority for Lancashire:

Ensure that children and young people choose not to take illegal drugs, smoke or misuse alcohol

Key Priority for Lancashire:

Reduce teenage pregnancy rates particularly in the under 16 age group (LAA Target)

Key Priority for Lancashire:

Increase the number of young people accessing sexual health services (LAA Target)

Stay Safe

All children and young people want to be safe from maltreatment, neglect, violence, sexual exploitation, accidental injury and death, bullying and discrimination. All children looked after want to enjoy security and stability and know that they are cared for.

What children and young people have told us is important to them:

Being aware of road safety

Being able to go to public places without being attacked or fearing intimidation

Having access to people who can help you

More police that can be seen

More safe places e.g. youth centres and free activities

Places for excluded children and young people to go

Feeling you can trust someone

People being around you and comforting you

Some facts we also know:

- Young people aged 15 to 24 are more likely to be the victim of violent crime than any other age group.
- Young people aged 18-24 are more likely to feel unsafe in their own home than any other age group.

- Other wounding is the crime category most suffered by a victim aged under 18 years and is the crime most likely to be committed by an offender aged under 18 years.
- A pupil attitude survey held in Lancashire Schools found that nearly a quarter of all pupils in Year 6 at Primary/Year 7 at Secondary had experienced bullying in the previous year. This had dropped to just over a tenth by the end of Secondary School.
- Over 1 million children and young people under the age of 15 experience accidents in and around the home for which they are taken to A&E every year.
- 124 children under 16 years of age were killed or seriously injured in road traffic collisions in 2004/05. This represents a drop of 39.2% on the 1994-1998 average.
- In 2003/04, deaths in Lancashire from fire at 1.05 per 100,000 people were the worst nationally (national average 0.52) and worst in the family group (group average 0.49). Injuries from fire were also high at 15.8 per 100,000 people compared to the group average of 9.2 and the national average of 9.3.
- 14.7% of children looked after had 3 or more placements during 2004/05 and 7.69% of children looked after were adopted.
- As at the end of November 2005 there were 1,285 children looked after by Lancashire County Council, 63% for reasons of abuse or neglect and 20% for family dysfunction/family in acute stress.
- In 2004/05 there were over 8,500 referrals to children's social services (including re-referrals) and over 4,700 initial assessments were completed.
- 52.6% of initial assessments of children were undertaken within 7 working days and 54.6% of core

assessments were completed within 35 working days of their commencement in 2004/05.

- In 2004/2005 there were 567 registrations on Lancashire's child protection register.
- As at 31 March 2005 there were 398 children on the register approximately evenly split between boys and girls. The largest category of abuse was neglect (60%) but girls suffer proportionally more physical and sexual abuse. There were 3 unborn children on the register.
- 92% of children on the child protection register are from white ethnic origins.
- 97.27% of child protection cases due for review were reviewed on time during 2004/05.
- Looked after children spent over 300,000 nights in foster care.
- The proportion of identified children in need from ethnic minorities is lower than their proportion in the local population.

From what we know and what children and young people tell us we have identified 4 Areas of Focus and 6 Key Priorities through which the Partners will improve STAY SAFE outcomes

To ensure that children and young people are safe from maltreatment, neglect, violence and sexual exploitation:

- The Local Safeguarding Children Board will develop and oversee the implementation of strategies to safeguard children.
- The strategies led by the Local Children Safeguarding Board will include approaches to safeguarding children and young people where particular circumstances make them vulnerable (e.g. there is domestic violence, mental health problems, drug and alcohol misuse) or where they have moved from another local authority area or are an asylum seeker.
- Joint strategies will be developed further so that the needs of all children, young people and their families/parents/carers are identified early and supported effectively to prevent family breakdown.
- Revised policies, procedures and publicity to identify, support and safeguard privately fostered children.
- A shared understanding of the risk factors associated with vulnerability in children will be developed and a common assessment framework will be implemented.
- Safeguarding will be prioritised in the work of primary care trusts and the welfare of children and young people promoted (NSF Standard Five).

- Identification and investigation of potential abuse will continue to be operated to clear procedures, this will include appropriate protection planning with timely reviews and the effective management of the child protection register.
- Children's social care services will ensure fair and consistent access to services based on transparent thresholds and targeting of appropriate services to meet priority needs and ensure that children are kept safe from abuse.
- Implementation of plans to operate integrated services on the 5 Locality footprints enabling improved identification of needs, service planning and integrated assessment.
- Concerted action will be taken to sustain the trajectory of improvement in initial and core assessment times and we will learn lessons from a multi-disciplinary pilot project undertaken in Rossendale.

To ensure that children and young people are safe from accidental injury and death:

- Road safety educational visits will be undertaken and resource packages issued to educational establishments.
- Right Start child pedestrian training will be provided and proactively targeted at all early years settings and schools in all areas.
- Positive, preventative and well-evaluated action will be taken to address the incidence of non-intentional injuries to children in and around the home.

- Arson reduction programmes aimed at raising the awareness of and changing the behaviour of young people will be sustained and include specific projects aimed at reducing deliberate fire setting and fire related nuisance.

To ensure that children and young people are safe from crime and anti-social behaviour in and out of school, including bullying and discrimination:

- The Children's Services Authority will work with voluntary services, CAMHS, health services and other authorities to develop strategies to reduce bullying.
- Work will be undertaken in partnership with black and ethnic minority community leaders and teachers' associations to reduce racist incidents.
- Young people will be supported to understand and challenge discrimination and bullying through various means, especially via schools.
- A range of measures will be undertaken by Community Safety Partnerships through their Community Safety Strategies.
- The Arts Council will work in partnership with the Youth Justice Board to deliver the Plus Enrichment Programme designed to engage young people with low levels of literacy and numeracy.
-

To ensure that children and young people looked after have security, stability and are well cared for:

- Via early intervention and targeting of preventative family support services, reduce the incidence of family

breakdown and the need for children becoming looked after.

- Ensure the availability of a range of appropriate high quality care placements, including kinship carers, foster care and residential care placements provided by the County Council and commissioned from approved external agencies.
- Work to improve and develop adoption services and other routes to permanence and stability for children and young people.
- Develop approaches to improve stability and permanence through care planning and the appropriate matching of children and placements.
- Improve the support services for children and young people, including education, physical and emotional health, life skills, leisure opportunities.
- Young people leaving care will be supported via assessment and pathway planning processes to help them make successful transition to independent adult life.
- The needs of minority ethnic groups will be explored and we will develop and commission services to improve access for socially excluded groups including minority ethnic groups.

Key Priority for Lancashire:

Improve safeguarding of vulnerable children and young people through prevention and early intervention

Key Priority for Lancashire:

Improve assessment processes alongside implementing the Common Assessment Framework, including timely initial and core assessments

Key Priority for Lancashire:

Ensure that children and young people are safe from accidental injury and death

Key Priority for Lancashire:

Reduce fear of crime and anti social behaviour (LAA Target)

Key Priority for Lancashire:

Ensure that children and young people are safe from crime and anti-social behaviour in and out of school, including bullying and discrimination

Key Priority for Lancashire:

Improve stability of placements of Lancashire's looked after children and young people (LAA Target)

Enjoy and Achieve

Most children and young people want to enjoy learning and achieve success. Most want to be ready for when they start school and want to achieve their potential both at primary school and secondary school. Most want to achieve personal and social development and to enjoy opportunities for recreation.

What children and young people have told us is important to them:

Having the opportunity to experience different things

More variety in the way lessons are delivered e.g. more fun and field trips

More choice of subjects

Teachers who are helpful to help you succeed

Making learning fun

Having support from parents

Some facts we also know:

- Levels of pupils' attainment when they start reception classes, as measured by PIPs scores, are much lower than the county average in Burnley, Hyndburn, Preston and Pendle.
- There is variability between districts in value-added from the start of Reception to Key Stage 1.

- Take up of Bookstart schemes stood at more than 96% in 2004/05.
- The percentage of Lancashire pupils gaining 5 A*-C grades or equivalent at GCSE were above the national average and results for similar authorities in 2004 and showed further improvement in 2005. However, attainment in Burnley and Pendle is much lower than the county average and the attainment of white boys in Burnley is particularly low.
- The attainment of county pupils at the end of Key Stage 2, 3 and 4 is above the national average even though their attainment on entry to school is a little below average.
- At Key Stage 1 the relative performance of Bangladeshi and Pakistani heritage pupils is improving. Recent improvements made by Indian, Pakistani and Bangladeshi heritage pupils at Key Stage 2 stalled in 2005. At Key Stage 3 the progress made by Pakistani heritage pupils improved in 2005 but Bangladeshi heritage pupils achieved better in English and worse in Mathematics. At GCSE, the performance of Pakistani heritage pupils continued to improve. That of Bangladeshi heritage pupils fell a little. Attainment of Pakistani heritage pupils in Maths is especially low in Hyndburn.
- Attainment in English at KS2 is low in Burnley and Hyndburn. White boys' attainment in English is an issue in Burnley, Pendle and Hyndburn. KS2, pupils' attainment in Maths is especially low in Burnley and Hyndburn. White pupils' attainment in Maths at KS2 is low in Pendle, Hyndburn and Burnley.
- The proportion of Gypsy Traveller pupils attaining expected levels at Key Stage 1 and Key Stage 2 is very

low and too few of them take Key Stage 3 and GCSE or equivalent courses to enable meaningful comparisons to be made.

- 45.83% of children looked after achieved one GCSE A*-G or equivalent in 2004/05, far lower than the national picture of 98% level achieved by all children.
- Looked after children are 7 times less likely to achieve 5 GCSEs than all children.
- 88% of pupils in Lancashire Education Medical Service provision achieved at least 1A*-G, 62% at least 1 A*-C, 55% 5 or more A*-G and 31% at least 5 A*-C.
- In 2005 only 2 of Lancashire's 600 plus schools were below the 5 GCSE's A*-C or equivalent target of 25% compared to 10 in 2001.
- There were sufficient primary school places (ie assessed net capacity exceeded numbers on roll) in all Districts. There were sufficient secondary school places overall, although there were small shortfalls in net capacity in Fylde, Chorley, Ribble Valley and Rossendale.
- In 2005 the proportion of parental preferences met in the primary and secondary sectors increased, and the number of appeals declined.
- Pupil numbers in secondary schools reached a peak in 2004 and are expected to decline.
- 84% of primary school pupils reported that they like school in 2004/05 and 90% of secondary school pupils felt theirs was a good school to be at.
- 1.31% of children were placed in Special Schools during 2005, higher than the national rate of 1.19%.
- 7638 children and young people have statements of special education needs.
- 71% of children and young people within special education needs category of school action+ or with a

statement achieved 1A*-G, 28% achieved 1A*-C and 11% achieved 5 A*-C.

- In Spring 2005 more than 90% of excluded pupils were receiving at least 20 hours of alternative tuition a week.
- The percentage of half days missed due to absence in secondary schools fell to 7.18% in 2004/05. Overall absence in all schools fell to 6.39% of which 0.64% was unauthorised absence.
- Looked after children's absence from school has remained fairly static at around 11%.
- Over 30% of all young people aged 13 to 19 were in contact with the Youth and Community Service.
- 80% of young people aged 11 to 25 have access to youth provision within a 30 minute safe journey time.
- In September 2005, 399 Lancashire pupils were placed in out-county provision at an overall cost of £15.9 million.
- There has been a large rise in the incidence of children requiring specialist provision for autistic spectrum disorder (ASD) both nationally and locally.
- 486 children and young people with significant disabilities participated on a regular basis in community based leisure and recreational activities in 2004/05.
- A recent poll by the National Youth Agency show that when young people were asked what activities they would like to see offered in their local authorities, arts and culture rated 39%, sport 36%, education 9% and other 14%.
- 88.4 % of residents think that education provision has got better or stayed the same over the past three years.

From what we know and what children and young people tell us we have identified 6 Areas of Focus and 6 Key Priorities through which the Partners will improve ENJOY AND ACHIEVE outcomes

To ensure that children develop through the foundation stage and are ready for school:

- We will seek to raise attainment in early years towards the Early Learning goals (see EDP National Priority 1).
- Improvement in the quality of learning and development opportunities for children from birth to five.
- Childcare providers can secure training and assistance to allow them to include children with special needs.
- Universal provision of funded part-time early education plans for all eligible children whose parents want it.
- Strategies are developed to ensure that early years, childcare and out of school provision is accessible to all and inclusive.
- Improvement in SEN advice and support to early years settings

To ensure that children and young people attend and enjoy school:

- A multi-agency attendance strategy will be developed and implemented.
- A new approach to collecting, analysing, interpreting, supporting and challenging schools and services on the performance, attainments and achievements of children

and young people with special educational needs and behavioural difficulties will be adopted.

To ensure that children achieve stretching national educational targets at primary phase:

- Work will be undertaken to identify the reasons for variability in value-added from the start of Reception to Key Stage 1.
- A range of measures to raise attainment in primary education (see EDP National Priority 1), to narrow attainment gaps and tackle underachievement will be implemented (see EDP National Priority 4).
- High quality learning environments will be created for children from birth in integrated education and childcare settings and for primary phase children.
- Training for early years and childcare practitioners will be linked to national and local targets.

To ensure that children and young people achieve stretching national educational targets at secondary phase:

- High quality learning environments will be created for secondary school children.
- A programme of initiatives to raise attainment at Key Stage 4 (see EDP National Priority 3), to narrow attainment gaps and tackle underachievement will be undertaken (see EDP National Priority 4).
- Research will be undertaken into attainment by children looked after and into the means by which they should be supported.

To ensure that children and young people with special educational needs and behavioural difficulties are able to enjoy learning and achieve success:

- The Inclusive Continuum Action Plan (ICAP) will continue to steer development, policy, practice and provision to promote and sustain the inclusion of children and young people with special educational needs and/or behavioural difficulties.
- A capital strategy and a timetable will be developed for implementing changes to provision necessary in order to promote the inclusion of children with special educational needs and behavioural difficulties.
- A new approach to collecting, analysing, interpreting, supporting and challenging schools and services on the performance, attainments and achievements of children and young people with special educational needs and behavioural difficulties will be adopted.

To ensure that children and young people achieve personal and social development and enjoy recreation:

- Early years and childcare settings will place a high emphasis on the personal, social and emotional element of the curriculum.
- A focus on learning outdoors and development of collaborative play.
- A youth arts audit will be undertaken and a youth arts strategy developed.
- Young people will be encouraged to undertake the Youth Arts Award.

Key Priority for Lancashire:

Raise achievement in early years before children enter Reception Class

Key Priority for Lancashire:

Improve attendance in Lancashire's schools (LAA Target)

Key Priority for Lancashire:

Ensure Lancashire's looked after children and young people make progress at the same rate as their peers in relation to educational attainment and engagement (LAA Target)

Key Priority for Lancashire:

All identified underachieving groups show progress in attainment at age 14 (LAA Target)

Key Priority for Lancashire:

All identified underachieving groups show progress in attainment at age 16 (LAA Target)

Key Priority for Lancashire:

Improve the proportion of pupils achieving 5+ A*-C grades at GCSE, and 5+ A*-C grades including English and Maths, especially in socio-economically deprived areas of the authority

In addition to the Key Priorities for Lancashire the following Locality Priorities for improving Enjoy and Achieve Outcomes have emerged from the Locality Planning Days

Chorley, South Ribble and West Lancashire	Burnley, Pendle and Rossendale	Preston	Hyndburn and Ribble Valley	Lancaster, Wyre and Fylde
Develop networks of schools to work together to deliver ECM and extended services in specific localities	Through Creative Partnerships East Lancashire undertake work to form partnerships between teachers and creative professionals to create conditions where imagination and creativity can thrive and opportunities are expanded.	Focus on most vulnerable children between 11-16 years to enable them to enjoy and achieve	Through Creative Partnerships East Lancashire undertake work to form partnerships between teachers and creative professionals to create conditions where imagination and creativity can thrive and opportunities are expanded.	Teenage mothers
Develop Locality Directories grouped by interaction and conventions to raise awareness, improve contact and signposting	Pendle - Improve levels of attainment of children upon entering school.	Improve levels of attainment of children upon entering school.	Hyndburn - Improve levels of attainment of children upon entering school.	Encourage take up of health and leisure
Improve early years (pre school, nursery and child care)	Improve attainment of children aged 11 , particularly children of Bangladeshi heritage Need to consult young people to determine a curriculum that will engage them and encourage them to achieve an stay in the area	Focus on role of family in helping children and young people enjoy and achieve.	Improve attainment of children aged 11 , particularly children of Kashmiri and Bangladeshi heritage	Address needs of homeless children and young people

Achieve Economic Well-Being

Most young people want to engage in further education, employment or training when they leave school. Most want to gain the educational qualifications and training necessary to prepare them for employment. All children and young people want to live in decent homes and sustainable communities, to have access to transport and material goods and to live in households free from low income.

What children and young people have told us is important to them:

Equal chances to get jobs

The training they need locally

A clean, safe environment

Working together to achieve their potential no matter what their abilities

Not having too much but enough to be happy

To be warm, comfortable and not hungry

Some facts we also know:

- An early years education place is available free of charge for all eligible 3 and 4 year olds. 95% of eligible children are currently receiving early education places.
- 10% of children in Lancashire live in areas which are amongst the 10% most deprived in the country.

- Level of poverty is a strong indicator of future life chances e.g. likely attainment and health.
- 18% of children in Lancashire are income deprived and this figure rises to more than 64% in several wards.
- In 2004, 15.7% of nursery and primary school pupils and 13.8% of secondary school pupils were eligible for free school meals, lower than national averages.
- 66,193 (65%) of young people aged 13-19 were contacted by Connexions in 2004-05.
- The proportion of young people in the county aged 16-18 not in education, employment or training fell from 9.7% in May 2004 to 7.9% in May 2005. However, the rates in Accrington, Burnley, Colne, and Nelson were above 10%.
- 81% of young offenders who were supervised by the YOT were either in full-time education, training or employment in 2004/05.
- Nationally 64.1% of looked after children were in education employment and training, compared to only 47% locally. Only 32% of councils achieved the PSA target of 75% of the level of all young people aged 18-24 in their area.
- The proportion of young people achieving a level 2 qualification by age 19 is in line with the national average. However, attainment of level 2 at 19 in Burnley, Preston and Rossendale is much lower than the county average.
- The number of 16-18 year olds in Learning and Skills Council funded learning increased in real terms between December 2003 and December 2004 but the number of work-based learners was below that of previous years.
- 6% of children receiving a service from the local authority during the 2005 children in need census week

had a disability, compared to an average of 9% nationally.

From what we know and what children and young people tell us we have identified 5 Areas of Focus and 4 Key Priorities through which the Partners will improve Achieve Economic Well-Being outcomes

To ensure that children and young people live in decent homes and sustainable communities:

- Children and young people will benefit from regeneration strategies.
- There will be intervention in local housing markets to match supply to demand, to provide sufficient affordable homes in good condition and to create and maintain sustainable neighbourhoods.
- Steps will be taken to improve social housing so that all of the stock is of a decent standard by 2010.
- The accommodation requirements of vulnerable groups and individuals will be identified and met.
- All children and young people with disabilities live in housing with appropriate adaptations.
- Children and young people will have access to clean and tidy public spaces including parks and play areas
- All partner organisations will develop and implement sustainable clean and green policies and reduce the negative impact they have on the environment.

To ensure that children and young people live in households free from low income:

- Adult learning and skills programmes will be linked to economic development initiatives.
- A Strategy, integrating early years education and childcare, will be developed and implemented in accordance with the requirements of the Childcare Bill.
- 30 Children's Centres will be established through phase 1 (2004-06) offering a full core offer of services in disadvantaged areas and phase 2 (2006/08) will see the creation of up to 31 more centres offering different services related to the level of deprivation in the areas they serve.
- Improved benefits information and checks will be provided to help people in getting what they are entitled to, with specific support for families with disabled children.
- All regeneration opportunities will be utilised to break cycles of deprivation through education and training leading to meaningful employment.

To ensure that children and young people engage successfully in further education, employment and training on leaving school:

- Support will be given to young people, not in education, employment or training (NEET) to re-engage them, help them overcome barriers and access a sustainable route to employability and qualifications.
- All 14-19 learners will have access to the full range and breadth of learning opportunities which meet and recognise their needs, interests, achievements and

aspirations and steps will be taken to maximise engagement in learning (see 14-19 Strategy for Learning for further details).

- We will support children and young people to achieve 5 GCSE's grades A-C or equivalent to enable them to have the choice of accessing further education and/or high value, low turnover jobs.
- We will improve progression routes for learners in order to increase the numbers of 19 year olds achieving level 2 and 3 qualifications.
- Work in partnership across all sectors to create sustainable, high quality registered childcare provision enabling student and teenage parents to access training.
- Young people leaving care will be supported via assessment and pathway planning processes to access education, employment and training.

To ensure that young people are ready for employment:

- Personal development activities will be commissioned and delivered for young people to develop confidence and skills.
- An integrated information and guidance (IAG) service will be provided for young people aspiring to higher education.
- Participation rates in work-based learning will be increased and overall apprenticeship achievement improved in line with national targets.
- Opportunities will be provided through arts and creative activities for children and young people to develop skills in communication, teamwork and creative thinking.

To ensure that children and young people have access to transport and material goods:

- A concessionary student travel card will be introduced.
- Transport strategies will take account of the particular needs of children and young people enabling them to access school, training and employment opportunities and recreational, sporting and cultural activities.

Key Priority for Lancashire:

Reduce number of children and young people living in low income households

Key Priority for Lancashire:

Reduce number of young people not in employment, education or training (NEET) (LAA Target)

Key Priority for Lancashire:

Increase % of 19 year olds achieving Level 2 in NVQ or equivalent (LAA Target)

Key Priority for Lancashire:

Develop transport policies that meet the needs of children and young people

APPENDIX 1

Children and Young People's Strategic Partnership - Performance Scorecard (Draft)

Measures *	Baseline (Year)	2006/07	2007/08	2008/09
Outcome: Be Healthy				
Proportion of schools with Healthy Schools Status (LAA C7)	January 2006: 48% (National Healthy School Standard) 4% National Healthy School Status	50% (National Healthy School Status) as at December 2006 (without reward)	55% (National Healthy School status) as at December 2007 (without reward)	Without reward: 60 % (National Healthy School Status) December 2008 With reward: 85% (National Healthy School Status) December 2008
Teenage pregnancy: under 16 conception rate	Baseline 2003: 8.0			
The conception rate among females aged 15 to 17 as measured by conceptions per 1,000 young women of that age group (LAA C8)	Baseline 2003: 40.6	2006: 33.6 (without reward)	2007: 31.3 (without reward)	2008: 29.0 (without reward) 27.4 (with reward)
Number of young people accessing sexual health services in Lancashire: under 15s (LAA C9)	25 (2004)	To be set in Local Area Agreement in line with PCT LDP Targets	To be set in Local Area Agreement in line with PCT LDP Targets	To be set in Local Area Agreement in line with PCT LDP Targets
Number of young people accessing sexual health services in Lancashire: 16-19 year olds (LAA C9)	1559 (2004)	To be set in Local Area Agreement in line with PCT LDP Targets	To be set in Local Area Agreement in line with PCT LDP Targets	To be set in Local Area Agreement in line with PCT LDP Targets
Access to CAMHS (to be defined) (LAA C11)	To be established by Sept 2006	Targets to be set at first half-yearly review meeting	Targets to be set at first half-yearly review meeting	Targets to be set at first half-yearly review meeting
Number of young people (aged under 21) in treatment for substance misuse. (LAA C10)	Baseline will be 2005/06 return - available after 31.3.06	514 (targets are based on in-year (interim) data for 05/06)	578	600 (notional – subject to review at annual refresh)

Measures *	Baseline (Year)	2006/07	2007/08	2008/09
Proportion of YOT clients receiving a structured alcohol intervention (at tier 2) (LAA S12)	28% (estimate for 2005/06) (=237 interventions)	30% (no less than 250 interventions)	35% (no less than 290 interventions)	38% (no less than 320 interventions)
Halt in the year on year rise in obesity in children under 11 by 2010 (LAA H1)	Not available	Establish baseline by September 2006 with national guidance	To be set at first annual refresh of LAA	To be set at first annual refresh
Percentage of mothers breastfeeding at 8 weeks (LAA H3)	N/A at Countywide level but considered a more robust/innovative measure than breastfeeding at initiation	Establish baseline and data collection / collation system by December 2006 and set targets at first annual refresh	To be set at first annual refresh of LAA	To be set at first annual refresh
Percentage of retailers refusing to sell tobacco to underage young people (LAA H6)	86% (2004/05) – 30 purchase attempts	87% refusal? 30 attempts	88% refusal? 30 attempts	Without reward - 89% refusal from 30 attempts With reward - 92% refusal from 300 attempts
The percentage of tobacco sales at vending machines refused to underage young people as measured by test purchases (LAA H7)	2004/05: 57% refusal (Based on 14 purchase attempts)	58% refusal (without reward) (Based on 14 purchase attempts)	59% refusal (without reward) (Based on 14 purchase attempts)	Without reward: 60% refusal (Based on 14 purchase attempts p.a.) With reward: 80% refusal (Based on 50 purchase attempts p.a.)
Percentage of women who are not smoking at delivery (LAA H9)	N/A at Countywide level. This is deemed an essential measure	Establish baseline at first refresh of LAA	To be set at first refresh of LAA	To be set at first refresh of LAA
Percentage of retailers refusing to sell alcohol to underage young people (LAA H11)	73% refusal (2004/05) – 150 purchase attempts	74% refusal 150 attempts	75% refusal 150 attempts	Without reward - 76% refusal from 150 attempts With reward - 82% refusal from 450 attempts)
Infant deaths per 1000 live births (LAA H21)	5.8 (based on 3 year average for 2002-2004)	5.5 (2005-07)	5.2 (2006-08)	4.9 (2007-09)

Measures *	Baseline (Year)	2006/07	2007/08	2008/09
Outcome: Stay Safe				
Proportion of under 16 year olds looked after for more than 2.5 years living in the same placement for 2 years or placed for adoption (LAA C16)	64% (2005)	72%	80%	80% (to be reviewed at annual refresh)
Number of Lancashire's looked after children with 3 or more placements during the year	14.7% (2004/05)	13.8%	13%	12%
The number of children or young people injured or killed in road traffic accidents	819 (2004)			
Initial assessments: % completed within 7 days of referral	52.6% (2004/05)			
Core assessments: % completed within 35 days of commencement	54.6% (2004/05)	72%	75%	81%
% of child protection register cases due for review that were reviewed on time	97.3% (2004/05)	100%	100%	100%
% of children who state they have been bullied at school	32% primary 18% secondary (2004/05)	Decrease	Decrease	Decrease
% of young people who fear crime or anti-social behaviour (LAA C3)	Baseline to be established	Decrease - Targets to be set at first annual refresh of LAA	Decrease - Targets to be set at first annual refresh of LAA	Decrease - Targets to be set at first annual refresh of LAA
Outcome: Enjoy and Achieve				
Key Stage 2: proportion of 11 year old <u>children looked after</u> achieving level 4 in English	37.5% (2004)			
Key Stage 2: proportion of <u>all</u> 11 year old children achieving level 4 in English	78.8% (2004)			

Measures *	Baseline (Year)	2006/07	2007/08	2008/09
Key Stage 2: proportion of 11 year old children <u>looked after</u> achieving level 4 in Maths	32.1% (2004)			
Key Stage 2: proportion of <u>all</u> 11 year old children achieving level 4 in Maths	76.7% (2004)			
Key Stage 3: % of 14 year olds gaining level 5 in English (LAA C13)	74.7% (2005)	76%	78%	80%
Key Stage 3: % of 14 year olds gaining level 5 in maths (LAA C13)	75.9% (2005)	79%	79%	80%
Key Stage 3: % of 14 year olds gaining level 5 in science (LAA C13)	72.2% (2005)	76%	77%	78%
Key Stage 4: % of children and young people leaving care aged 16 or over with 5 or more GCSEs at grade A*-C or a GNVQ (LAA C17)	7.8% (2005) (cohort of 79)	9%	13%	16%
Key Stage 4: % of 16 year olds with 5 or more GCSEs at grade A*- C or a GNVQ (LAA C14)	56.6% (2005)	61%	62%	63%
% of absences in primary schools (LAA C1)	5.01%	5%	4.9%	4.75% (subject to review at LAA annual refresh)
% of absences in secondary schools (LAA C1)	7.87%	7.46%	7.33%	6.93 (subject to review at LAA annual refresh)
Achievement of NVQ Level 2 qualifications by 19 year olds (LAA C12)	64%	66%	72%	To be set at first annual refresh of the LAA
Participation in youth work: percentage of young people aged 13-19 gaining an accredited outcome (LAA C5)	1668 (2004/05) This figure may be subject to under-reporting and may be too low	Targets to be set at first half-yearly review meeting when 2005/6 outturn data is available	Targets to be set at first half-yearly review meeting when 2005/6 outturn data is available	Targets to be set at first half-yearly review meeting when 2005/6 outturn data is available

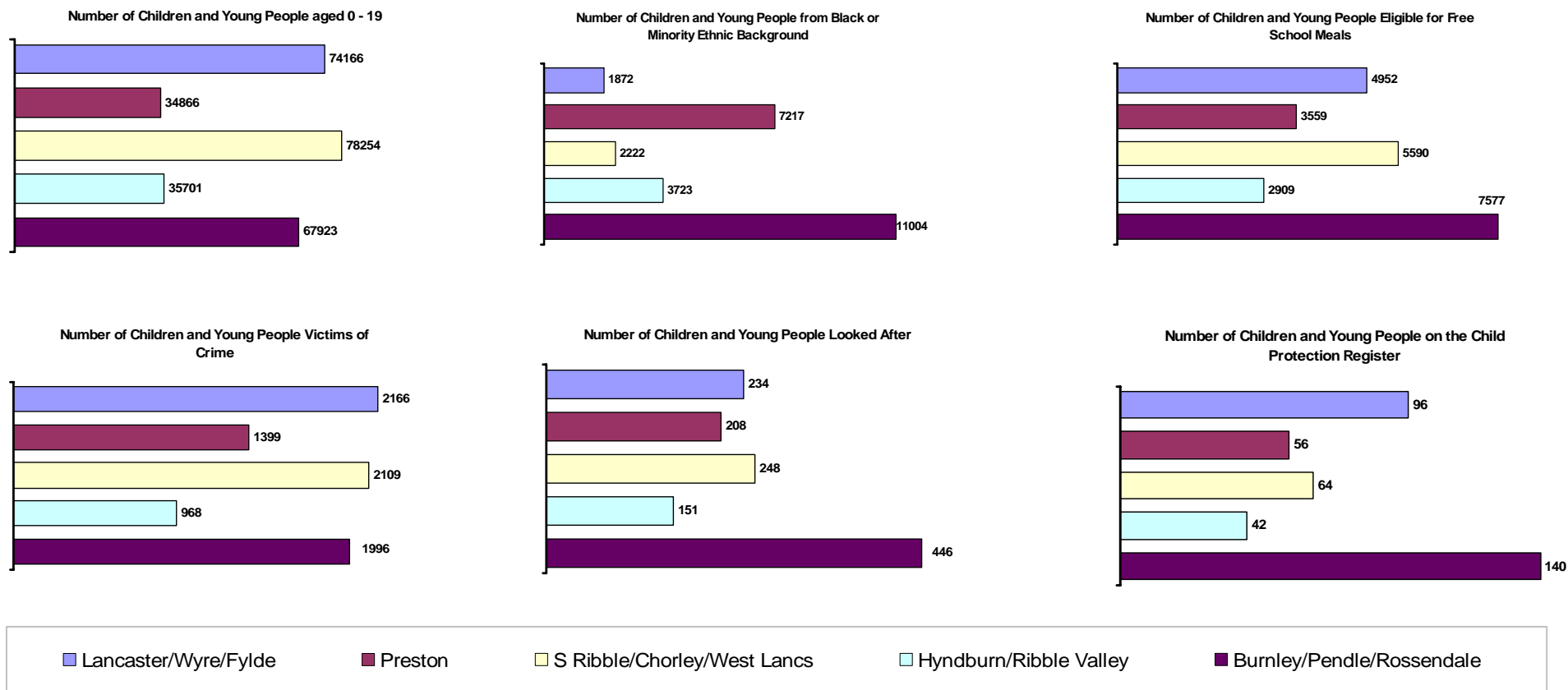
Measures *	Baseline (Year)	2006/07	2007/08	2008/09
Outcome: Make a Positive Contribution				
Permanent exclusions in primary schools	22 (2004/05)			
Permanent exclusions in secondary schools	249 (2004/05)			
Days lost due to fixed term exclusions in primary schools	4,245 days (2004/05)			
Days lost due to fixed term exclusions in secondary schools	32,649 days (2004/05)			
% of children and young people permanently excluded from school offered full-time alternative education of 21 hours a week or more (LAA C2)	Baseline: 2005 summer term 89%	100%	100%	100%
Number of first time offenders - includes Police Reprimands, Final Warnings and Referral Orders (LAA C6)	Jan-Dec 2005: 3047	No more than 3697	No more than 3547	No more than 3447
Number of Lancashire's children and young people who are engaged in positive and diversionary activities (including participation in school councils or equivalent and participation in leisure pursuits or out of school activities) (LAA C4)	Baseline to be established	Targets to be set at first annual refresh of LAA	Targets to be set at first annual refresh of LAA	Targets to be set at first annual refresh of LAA
Number of young people who offend (LAA S2 a)	3047 (2005)	Halt the rise No more than 3697	Halt the rise No more than 3547	Halt the rise No more than 3447
Percentage who re-offend while identified by Prevent and Deter (LAA S2a)	29.6% (Jan 2006)	No more than 30.1%	No more than 29.8%	No more than 29.6%
Number of Prolific and Priority Offenders on catch and convict (LAA S2b)	CDRP average 15-20	Maintain average	Maintain average	Maintain average

Measures *	Baseline (Year)	2006/07	2007/08	2008/09
Percentage Prolific and Priority Offenders completing their court order or post release licence without being convicted of further offence (LAA S2c)	35% (2005/06)	37.5%	40%	42.5%
Number of parents (sets) of YOT clients who undertake parenting support (LAA S15)	305 sets of parents (2005/06) Tier 1: minimum of 200 Tier 2/3: minimum of 105	Tier 1: minimum of 250 Tier 2/3: minimum of 200	Tier 1: minimum of 500 Tier 2/3: minimum of 300	Tier 1: minimum of 900 Tier 2/3: minimum of 350
Outcome: Achieve Economic Wellbeing				
Proportion of <u>all</u> young people (16-18 year olds) not in education, employment or training (LAA C15)	8.1% (at 31/01/06)	7.6% (at 31/01/07) (without reward)	30 November 2007: 5.8% 7.1% (at 31/01/08) (without reward)	Without reward: 6.7% (31/01/09) With reward: 6.2% (31/01/09)
Proportion of <u>looked after young people</u> not in education, employment or training		Close gap between LAC and general population by 1%	Close gap between LAC and general population by 1%	Close gap between LAC and general population by 1%
Progression rates into higher education	TBA	TBA	TBA	TBA
Number of modern apprenticeships in public sector organisations in Lancashire: Starts (LAA E4a)	186 (November 2005)	186	186	Starts :186
Number of modern apprenticeships in public sector organisations in Lancashire: completed frameworks (LAA E4b)	82 (2004/05)	87 (2008/09 without reward)	93 (2009/10 without reward)	Without reward: Completed frameworks: 99 (2010/11) 279 (over 3 years) With reward: Completed frameworks: 439 (over 3 years)
Percentage 19+ BME in education, training or employment (LAA E5)	Not available	Establish baseline	To be set at first LAA refresh	To be set at first LAA refresh

Measures *	Baseline (Year)	2006/07	2007/08	2008/09
Percentage of 19+ people with disabilities in education, training or employment (LAA E6)	Not available	Establish baseline	To be set at first LAA refresh	To be set at first LAA refresh
Percentage of 19+ people from most deprived Super Output Areas in Lancashire in education, training or employment (LAA E6)	Not available	Establish baseline	To be set at first LAA refresh	To be set at first LAA refresh

Demographic Information

APPENDIX 2



Further information and data relating to Lancashire and the localities/Districts will be available through the electronic version of the plan. Information is also available at the following sources:

1. LANCASHIRE COUNTY COUNCIL PROFILE

Details on Lancashire's Profile are available on Lancashire County Council's website. The website is available at the following link: [Lancashire Profile](#)

2. AUDIT COMMISSION AREA PROFILES

The profiles provide a wide ranging picture of the quality of life and public services in Lancashire including comprehensive demographic and performance information incorporating the views of residents and service users, as well as the assessments made by independent inspectorates of local authority services.

The website is available at the following address: [Audit Commission Area Profiles](#).

BOOKCASE OF PLANS

APPENDIX 3

OVERARCHING PLANS		AMBITION LANCASHIRE		EVERY CHILD MATTERS CHANGE FOR CHILDREN		LANCASHIRE CORPORATE PLAN		STRATEGIC HEALTH AUTHORITY LOCAL DELIVERY PLAN															
CHILDREN & YOUNG PEOPLE'S STRATEGIC PARTNERSHIP	CHILDREN & YOUNG PEOPLE'S PLAN							LOCAL AREA AGREEMENT															
COUNTY-WIDE PLANS	LANCASHIRE COUNTY COUNCIL PLANS							PARTNER's PLANS															
	THEMATIC SERVICE PLANS	EDUCATION DEVELOPMENT PLAN 2	HEALTHY SCHOOLS STRATEGY	TEENAGE PREGNANCY STRATEGY	14 – 19 STRATEGY	Y&C DEVELOPMENT PLAN	CHILDREN'S SERVICES PLAN	INCLUSIVE CONTINUUM ACTION PLAN	10 YEAR CHILD CARE STRATEGY	ANNUAL DELIVERY PLAN	LOCAL SAFEGUARDING CHILDREN BOARD PLAN	A LOCAL PREVENTATIVE STRATEGY FOR LANCASHIRE	ROAD SAFETY BUSINESS PLAN	BSF STRATEGIC BUSINESS CASE	THE STRATEGY PLAN - 'POLICING LANCASHIRE'	YOUTH JUSTICE PLAN	PROBATION LANCASHIRE BUSINESS PLAN 2005-06	NATIONAL COMMUNITY SAFETY PLAN 2006 - 2009	LSC OPERATIONAL PLAN	LAL DEVELOPMENT PLAN	NCH ANNUAL BUSINESS PLAN	LANCS. DRUG ACTION TEAM BUSINESS PLAN 2005/06	CONNEXIONS IMPROVEMENT PLAN
AREA BASED / LOCALITIES PLANS	PCT's LOCAL DELIVERY PLANS							DISTRICT PLANS/LSP's PLANS															
	BURNLEY, PENDLE AND ROSSENDALE PCT							LANCASTER															
	CHORLEY & SOUTH RIBBLE PCT							WYRE															
	FYLDE PCT							FYLDE															
	HYNDBURN & RIBBLE VALLEY PCT							PRESTON															
	MORECAMBE BAY PCT							SOUTH RIBBLE															
	PRESTON PCT							WEST LANCASHIRE															
	WEST LANCASHIRE PCT							CHORLEY															
	WYRE PCT							HYNDBURN															
								RIBBLE VALLEY															
								BURNLEY															
								PENDLE															
								ROSSENDALE															

CHILDREN AND YOUNG PEOPLE'S STRATEGIC PARTNERSHIP – ECM WORKSTREAMS

APPENDIX 4

Workstream	Sponsor	Project Manager	Reference Group
1. Managing the Change Process	Jean Hunter (South Ribble DC)	Geoff Hiscox	
2. Inter-Agency Governance	Simon Kenton (West Lancs PCT)	Bren Cook	ECM Reference Group (CTA/Commissioning)
3. Developing Ambitions: Integrating Strategies	Ian Young (NCH)	Bren Cook	ECM Reference Group (CTA/Commissioning)
4. Integrating Processes	David Peat (BPR PCT)	Project Manager (ISA)	ECM Reference Group Integrated Processes and Delivery
5. Integrating Front-Line Delivery	Linda Williams (Private Sector)	Alan Hazell	ECM Reference Group Integrated Processes and Delivery
6. Managing Performance	Julie Goulding (Wyre PCT)	David Ledsham	*Group to be established
7. Accountability	Viv King (LSC)	Geoff Hiscox	N/A
8. Workforce Reform	Karen O'Donoghue (Lancashire Connexions)	Chris Lennox	*Group to be established
9. Local Safeguarding Children Board	Gina Ashworth (Preston PCT)	Tony Morrissey	N/A

SUMMARY OF THE KEY RECOMMENDATIONS AND ACTION POINTS

Audit Commission Recommendations	Lancashire Chief Execs Network – Agreed Actions	Improvement and Development Agency (IDeA) – Key Points
<p>R1 That the councils and their partners develop and implement a joint approach to the ECM agenda by March 2007. In particular:</p> <ul style="list-style-type: none"> • agree the priorities and outcomes to be achieved at a county-wide level; • agree the priorities and outcomes to be achieved at a district level; • agree a joint plan of activity, including the engagement of children and young people, and involvement in Children's Centres and schools; • agree management arrangements for sub-regional and county-wide working, including work through the Safeguarding Children Boards. 	<p>1 County Council to circulate available information on draft priorities, the partnership protocol, locality evidence statistics and the timetable for ECM.</p> <ul style="list-style-type: none"> - LCC to circulate ECM delivery timetable, draft priorities and partnership protocol arrangements - LCC to provide locality evidence statistics to district councils - LCC, Districts and their PCTs to provide locality evidence to assist partnership working <p>4 Work collaboratively to strengthen strategic thinking around <i>ECM</i>.</p> <ul style="list-style-type: none"> - Establish locality and Pan Lancs Strategy - Next Children and Young People's plan to be more bottom up/reflect locality agenda <p>8 Lancashire Chief Executives to meet to consider progress.</p> <ul style="list-style-type: none"> - Ensure meetings are focussed and effective 	<ul style="list-style-type: none"> • Statutory duties remain only partially understood and more work is needed across districts to embed safeguarding practices using the local safeguarding children board as a resource. • Performance information at a district level is needed. • Although the Children And Young People Plan has acted as the driver, its success has not been consistent because aims and objectives are not clear and district councils had not been sufficiently engaged. • The Children and Young People's Plan: plan should have a flexible, local flavour; greater knowledge of partners and relationships is needed with access to data to underpin evidence-based decision making.
<p>R2 That all district councils implement a corporate approach to fulfil their statutory duty in the children and young people's strategic agenda by March 2007. Suggestions to achieve this include to:</p> <ul style="list-style-type: none"> • identify the lead councillor and officer responsible for taking the Council's approach forward; • identify the contribution to the ECM agenda 	<p>2 All authorities to respond to the Children's Trust consultations.</p> <ul style="list-style-type: none"> - Create communication mechanism for consultation on the Children's Trust - Identify local feed into Children's Trust Consultation - Children's Trust Consultation O&S and response (Lancs wide). 	<ul style="list-style-type: none"> • The district councils should seek more ways to work in partnership and avoid being territorial • Individual district councils need to develop their own action plans. • On children's trust arrangements: local strategic partnerships must be

<p>currently being made within service delivery;</p> <ul style="list-style-type: none"> • identify how local partnership working, in particular the local strategic partnership, will effectively contribute to improved outcomes for children and young people; • identify arrangements for learning and support they need from each other, the County Council, and other organisations to take this agenda forward. 	<p>3 Strengthen corporate working within each District Council .</p> <ul style="list-style-type: none"> - Start the process of formulating the priorities/outcomes to be achieved at local level - Each District identify key priorities - Consider incorporation with business planning guidance 	<p>the model.</p>
<p>R3 That the County Council and partners ensure that there is effective leadership and sufficient capacity devoted to this agenda to enable the working arrangements with all partners to be able to effectively show a clear contribution to the ECM agenda and allow all partners to fulfil their statutory duties, by February 2007. In particular:</p> <ul style="list-style-type: none"> • the potential and agreed contribution to be made by each district council and the County Council to the ECM agenda; • clear liaison arrangements to ensure that district council and other partner enquiries can be effectively addressed at a strategic level. 	<p>5 Support further collaborative working between lead officers.</p> <ul style="list-style-type: none"> - To begin work on a data sharing protocol for partners <p>6 Strengthen governance arrangements.</p> <ul style="list-style-type: none"> - Agree the Governance structures relating to the LAA & LSP's - Create a joint LCC/District/unitary officer group to share the learning - Agree the governance strategies and relationships between the Lancashire Partnership, the LSPs and the LAA <p>7 Ensure LSPs have clear targets related to <i>Every Child Matters</i>.</p> <ul style="list-style-type: none"> - Strengthen LSP work - Place item on the LSP agenda - Shared presentation by LCC & District at LSP to raise profiles of C&YP - Raise discussion at LSP Executive re ownership of the outcomes & priorities - LCC to brief District partnership officers 	<ul style="list-style-type: none"> • To set up an officer network • More sharing of information is needed and better use made of existing youth councils; ways to be found to improve access to hard to reach groups.

SELF ASSESSMENT OF ORGANISATIONAL SAFEGUARDING ARRANGEMENTS FOR XXXX COUNCIL

Purpose of assessment

Key agencies in Lancashire providing services for children are committed to ensuring children are safeguarded and have agreed the principles and strategic outcomes for safeguarding outlined in the Lancashire Local Safeguarding Children Board (LSCB) Compact. Lancashire agencies are therefore committed to the principle of being open to scrutiny in order to promote continuous improvement in the services they provide for children and their families.

Section 11 of the Children Act 2004 requires key agencies to ensure their safeguarding practice complies with the requirements of the statutory guidance "Making Arrangements to Safeguard and Promote the Welfare of Children". The Local Safeguarding Children Board (LSCB) is required to monitor the effectiveness of these arrangements via a process of self assessment, peer review, performance indicators and joint audit. However in exceptional circumstances where an organisation consistently failed to achieve safeguarding compliance, the LSCB would be obliged to consider additional action as defined in the LSCB compact.

The information requested below is therefore designed to inform the LSCB about the effectiveness of safeguarding arrangements in individual agencies and to promote continuous improvement. It will be audited by the Performance Management Group prior to being submitted to the LSCB. Any queries in relation to the information provided will be followed up prior to it being taken to the Board, and an appropriate agency member or Board member will be invited to answer any questions at the Board meeting. Once completed, the self assessment will need to be updated on an annual basis.

Organisation _____

Date of Completion _____
Completed By _____**Standard 1. The agency has a lead officer for safeguarding and promoting the welfare of children**

Standard Indicator	Standard Met? Y/N	If yes, provide evidence for meeting the standard indicators	If no, identify specifically what the gaps are	Action / Target & timescale	Proposed monitoring arrangements
1.1 The lead officer is of appropriately senior rank.					
1.2 The lead officer is able to influence safeguarding and effect change in the organisation					
1.3 Clear reporting arrangement support the lead person's role and function					
1.4 The lead officer is identifiable within all sections of the organisation					

Standard 2. Within the organisation senior management are committed to safeguarding and promotion of welfare for children

Standard Indicator	Standard Met? Y/N	If yes, provide evidence for meeting the standard indicators	If no, identify specifically what the gaps are	Action / Target & timescale	Proposed monitoring arrangements
2.1 Senior Management have clear roles and responsibilities within their business units in relation to safeguarding					
2.2 Consideration of safeguarding requirements is a significant element of the organisation's decision making process					
2.3 Senior managers provide leadership in ensuring safeguarding is a priority within all service developments and delivery					

Standard 3. The organisation's policies and procedures promote safeguarding and promotion of welfare for children

Standard Indicator	Standard Met? Y/N	If yes, provide evidence for meeting the standard indicators	If no, identify specifically what the gaps are	Action / Target & timescale	Proposed monitoring arrangements
3.1 Single agency policies and procedures reflect their safeguarding responsibilities					
3.2 Single agency policies and procedures compliment and work alongside the multi-agency Safeguarding Children Handbook					
3.3 Where appropriate the agency produces information leaflets and publicity (written or electronic) that include the importance of safeguarding children					
3.4 The agency has effective complaints and whistle blowing procedures that enhance safeguarding arrangements					

Standard 4. The organisation has clear lines of accountability in relation to decision making which safeguard and promote the welfare of children

Standard Indicator	Standard Met? Y/N	If yes, provide evidence for meeting the standard indicators	If no, identify specifically what the gaps are	Action / Target & timescale	Proposed monitoring arrangements
4.1 Staff at all levels of the organisational know how to respond to concerns about a child and who to report their concerns to					
4.2 There is an appropriate professional code of conduct within the organisation which promotes responsible attitudes and behaviours to safeguard children					
4.3 There is clear organisation guidance about the recording of reported concerns / incidents, and these are					

monitored by senior managers

Standard 5. Training is provided for staff within the organisation to safeguard and promote the welfare of children

Standard Indicator	Standard Met? Y/N	If yes, provide evidence for meeting the standard indicators	If no, identify specifically what the gaps are	Action / Target & timescale	Proposed monitoring arrangements
5.1 Human Resources planning has identified the appropriate types and levels of safeguarding training required for staff					
5.2 Safeguarding training is available both on a single and multi-agency basis to meet the identified needs of staff, and resources are provided to support this					
5.3 Human Resources or Senior Managers monitor attendance at training and challenge non-attendance.					
5.4 Senior Managers monitor the effectiveness of training and address identified gaps and issues.					

Standard 6. The organisation ensures that staff are recruited and retrained via appropriate recruitment and vetting procedures

Standard Indicator	Standard Met? Y/N	If yes, provide evidence for meeting the standard indicators	If no, identify specifically what the gaps are	Action / Target & timescale	Proposed monitoring arrangements
6.1 Human Resources policies and procedures ensure appropriate selection and vetting of potential staff is undertaken					
6.2 The organisation has effective monitoring and auditing processes in relation to recruitment					
6.3 All managers are aware of appropriate action needed if selection and vetting standards are not met					

6.4 All managers take positive action in relation to any safeguarding concerns about staff conduct and invoke disciplinary procedures as appropriate

Standard 7. The organisation promotes effective interagency working to safeguard and promote the welfare of children at all levels of the service structure.

Standard Indicator	Standard Met? Y/N	If yes, provide evidence for meeting the standard indicators	If no, identify specifically what the gaps are	Action / Target & timescale	Proposed monitoring arrangements
7.1 Effective communication is promoted between agencies at casework level					
7.2 Effective communication is promoted between agencies at strategic and service planning level					
7.3 Plans to safeguard and promote the welfare of children include the contributions and resources of all relevant agencies					
7.4 Strategic planning to safeguard and promote the welfare of children is undertaken on a multi-agency basis with a commitment to shared resources					
7.5 The organisation understands and accepts its accountability for safeguarding arrangements within its structure and this is communicated clearly to other agencies					
7.6 The agency has specific standards and protocols to guide staff about information sharing which are compatible with the multi-agency arrangements					
7.7 All new service developments demonstrate that the safeguarding needs of children have been considered and addressed on a multi-agency basis as appropriate					

Standard 8. The views of children and young people are taken into account in relation to safeguarding.

Standard Indicator	Standard Met? Y/N	If yes, provide evidence for meeting the standard indicators	If no, identify specifically what the gaps are	Action / Target & timescale	Proposed monitoring arrangements
8.1 The organisation consults with children and young people about their needs and opinions and takes these into account in providing services to individuals					
8.2 The organisation encourages the consultation and participation of children and young people in the development of safeguarding services					
8.3 The organisation provides feedback to young people consulted					

Standard 9. Children from varied backgrounds and with diverse needs, including those who may be especially vulnerable are safeguarded

Standard Indicator	Standard Met? Y/N	If yes, provide evidence for meeting the standard indicators	If no, identify specifically what the gaps are	Action / Target & timescale	Proposed monitoring arrangements
9.1 Organisational policies and procedures take account of diverse needs and reflect steps to address them as necessary					
9.2 Projects and service developments take account of diverse needs and reflect steps to address them as necessary					
9.3 Consultation undertaken with service users identifies the needs of children who may be especially vulnerable					
9.4 Senior Managers take action to ensure any identified unmet safeguarding needs within diverse groups are addressed					

REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEMOCRATIC SERVICES & MEMBER SUPPORT	CABINET	13 JUNE 2007	10

EXCLUSION OF THE PUBLIC

Public Item

This item is for consideration in the public part of the meeting.

Recommendation

1. Members are invited to consider passing a resolution concerning the exclusion of the public from the meeting in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972 on the grounds that the business to be discussed is exempt information as defined in paragraph 4 of Schedule 12A of the Act.

Cabinet



Date	Wednesday 14 March 2007
Venue	Town Hall, St Annes
Committee members	John Coombes (Leader of the Council) Tim Ashton, Susan Fazackerley, Patricia Fieldhouse, Albert Pounder, Paul Rigby, Apologies were received from Roger Small and Simon Renwick
Other Councillors	Fabian Wilson
Officers	Phil Woodward, Dave Joy, Ian Curtis, Paul Norris, Allan Oldfield, Tracy Scholes, Brian White, John Cottam, Andy Cain, Christopher Kitchin

1. Declarations of interest

Members were reminded that any personal/prejudicial interests should be declared as required by the Council's Code of Conduct adopted in accordance with the Local Government Act 2000.

2. Confirmation of minutes

RESOLVED: To approve the minutes of the Cabinet meeting held on 14 February 2007 as a correct record for signature by the chairman.

3. Urgent business Support for the Motion Adopted by Tewksbury Borough Council

Councillor John Coombes (Leader of the Council) presented the report that sought the support of Members to support a motion aimed at reinstating the free postal service for the families of British forces personnel stationed overseas.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it at the meeting and RESOLVED to provide the appropriate letters of support in accordance with the request made

4. Joint Strategic Working – Fylde coast Councils

Councillor John Coombes (Leader of the Council) presented a report that described and sought the approval for proposals for joint working between Fylde, Blackpool and Wyre Borough Councils on the major strategic issues affecting Fylde Communities.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it at the meeting and RESOLVED:

1. To endorse the current collaboration between Fylde, Blackpool and Wyre Borough Councils.
2. To support continuing collaboration and the Statement of Intent attached as an appendix to the report.

5. Private Sector Housing Policy

Councillor Patricia Fieldhouse, Cabinet Portfolio Holder for Community and Social Wellbeing introduced the report and John Cottam Housing Manager provided a detailed presentation of the policy that had previously been presented at the Policy and Service Review Scrutiny Committee on 15 February 2007.

The revised Private Sector Housing Policy set out the Council's approach to improving private sector housing conditions in the Borough.

Phil Woodward, Chief Executive advised that it was important to monitor the policy closely over the forthcoming year and in addition to negotiating a package of equity loan provision with Wyre Borough Council also consider any alternative options which may arise..

In reaching the decision set out below, the Cabinet considered the details set out in the report before it at the meeting and RESOLVED:

1. To adopt the revised Private Sector Housing Policy.
2. That the Executive Manager Consumer Wellbeing and Protection, in consultation with the Portfolio Holder Community and Social Wellbeing, negotiate a package of equity loan provision joint with Wyre Borough Council or other neighbouring authorities.
3. To process the waiting list of applicants prior to 31 October 2006 under the terms of the previous policy thereby retaining the £10,000 maximum limit, but introduce a 15 year repayment period.

6. Proposed Centralised Complaints System

Albert Pounder, Cabinet Portfolio Holder for Customer Relations and Partnerships introduced the report and Paul Norris, Community and Cultural Services presented the report which provided details on the proposed centralised complaints system.

The development of a centralised complaints procedure and regular reporting of the number and nature of complaints to the council has been identified as key actions within the Statement of Internal Control. The report had previously been discussed at both the Audit Committee on the 4 January 2007 and the Performance Improvement Scrutiny Committee on 25 January 2007.

The Performance Improvement Scrutiny Committee had requested that it receives a report at each meeting detailing complaints received. However, the Portfolio Holder advised that he felt quarterly monitoring may be appropriate, in line with the performance reports which were made on performance monitoring issues.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it at the meeting and RESOLVED to endorse the recommendation of the Performance improvement Scrutiny Committee that the Executive Manager for Community and Cultural Services proceeds with the pilot scheme and present a report on the

effectiveness of the system to the Performance Improvement Scrutiny Committee on a quarterly basis.

7. Lowther Gardens Charitable Trust

In the absence of Councillor Simon Renwick, Portfolio Holder for Culture and Tourism, Councillor Paul Rigby, Portfolio Holder for Finance and Efficiency introduced the report and Ian Curtis, the Legal Services Executive Manager presented the report that asked the Cabinet to consider the scrutiny recommendations regarding the future administration of Lowther Gardens.

Councillor Paul Rigby felt that it was important that the Portfolio Holder for Culture and Tourism joined the small member/officer working group being proposed..

In reaching the decision set out below, the Cabinet considered the details set out in the report before it at the meeting and RESOLVED:

1. To establish a small member/officer working group comprising the Culture and Tourism Portfolio Holder, Legal Services Executive Manager and Community and Cultural Services Executive Manager to consider an appropriate management structure and constitution for the Lowther Gardens trust and report on its proposals to a future meeting.
2. To submit an application to the Charity Commission for a scheme to modernise the terms of the trusts under which Lowther Gardens is held.
3. To confirm that the Council will remain as the sole trustee of Lowther Gardens for the time being.

8. Performance Exception Report

Councillor Susan Fazackerley, Cabinet Portfolio for Corporate Performance and Development presented the performance exception report which identified and provided details of, any exceptions in the performance against key indicators. Exceptions included where performance was significantly below the target set for the current financial year as well as where performance is above target. The report outlined what was being done to address the performance and who was responsible for the actions.

Councillor Fazackerley provided a verbal update on the Housing Indicators (paragraph 9) and also highlighted that there was an amendment to BVPI 64 which was replacing the number 6 to a number 8 under the progress to Jan 31st 2007.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it at the meeting and RESOLVED:

1. That the Cabinet supports the actions being taken to address performance issues and that the respective Portfolio Holders also monitor progress through their briefing meetings.
2. That the Cabinet meeting scheduled for May 2007 undertakes a detailed consideration of
 - a) details of the 2006/07 out-turn for all BVPIs

- b) those BVPIs described in appendix 2 of the report (Audit Commission Key CPA Measures) which are felt to be key indicators for the Council to monitor during 2007/08.

9. The 2007/08 Corporate Action Plan

Councillor Susan Fazackerley, Cabinet Portfolio for Corporate Performance and Development presented a report which provided details of the 2007/08 Corporate Action Plan for Fylde that has been updated to include new actions and revised targets for medium and long term actions.

Councillor John Coombes, Leader, informed members of an amendment to one of the key actions on Page 78 of the Cabinet agenda. The key action was to Work closely in partnership with the LSP to deliver the housing outcomes of the central ward project (3 year action). The amendment was to change the Portfolio holder from Councillor Simon Renwick to Councillor Patricia Fieldhouse.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it at the meeting and RESOLVED:

1. To approve the 2007/08 Corporate Action Plan
2. That the Cabinet Portfolio Holders take responsibility for their respective actions in the plan and monitor progress through the briefings held with senior managers throughout the 2007/08 financial year.

10. Value for Money - Strategic Approach

Councillor Paul Rigby, Portfolio Holder for Finance and Efficiency introduced the item and Phil Woodard Chief Executive presented the report that outlined the comparative "Value for Money" position of Fylde Borough Council against other district Councils across a range of operational and support service areas and recommended a strategic approach to the future delivery of "value for money" through the Council's Medium Term Financial Strategy.

Mr Woodward made reference to the appendices and indicated that these were now somewhat out of date but provided the best current picture available.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it at the meeting and RESOLVED:

1. To request that the Chief Executive or his nominee investigate, through relevant networks, the prospect of concurrent benchmarking with appropriate councils which could lead to the development of a "real-time" cost/performance matrix.
2. That the Cabinet's future workplan includes a service review framework, within the Medium Term Financial Strategy, which prioritises a programme of "Value for Money" assessments on the basis of high cost/low performing services.

11. Treasury Management Strategy 2007/08

Councillor Paul Rigby, Portfolio Holder for Finance and Efficiency presented the report of the Executive Manager for Finance, which set out the Treasury Management Strategy for 2007/08 and encompasses borrowing requirements, debt management arrangements, the

annual investment strategy and prudential indicators for treasury management for the Council.

Financial regulations required the Executive Manager (Finance) to report and make recommendations to the Cabinet on a proposed treasury management strategy for the forthcoming financial year.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it at the meeting and RESOLVED to approve the treasury management strategy for 2007/08 contained within the report and attached as appendices.

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