

Lancashire County Council's
Annual Delivery Plan
2008/09



Contact us

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This information is available in Urdu, Gujarati, Punjabi and Bangla. It is also available in audio version, Braille and large print. Please phone Paul Bond on 01772 530736 for a copy.

یہ معلومات اُردو، گجراتی، پنجابی اور بنگالی میں دستیاب ہے۔ اس کی ایک کاپی حاصل کرنے کیلئے پال بانڈ (Paul Bond) کے ساتھ ٹیلی فون پر رابطہ کریں۔ **01772 530736**

ਇਹ ਜਾਣਕਾਰੀ ਉਰਦੂ, ਗੁਜਰਾਤੀ, ਪੰਜਾਬੀ ਅਤੇ ਬੰਗਾਲੀ ਵਿਚ ਮਿਲ ਸਕਦੀ ਹੈ। ਕਿਰਪਾ ਕਰਕੇ ਇਸ ਦੀ ਕਾਪੀ ਲੈਣ ਲਈ ਪੌਲ ਬੌਂਡ ਨੂੰ ਟੈਲੀਫੋਨ ਨੰਬਰ 01772 530736 ਤੇ ਫੋਨ ਕਰੋ।

આ માહિતી ઉર્દૂ, ગુજરાતી, પંજાબી અને બંગાળી ભાષામાં ઉપલબ્ધ છે. તેની નકલ મેળવવા માટે કૃપા કરી, પોલ બોન્ડને, **01772 530736** નંબર પર ફોન કરો.

এই তথ্য পাওয়া যাবে উর্দু, গুজরাটী এবং বাংলায়। দয়া করে একটি কপির জন্য যোগাযোগ করুন পল বন্ডের সাথে 01772 530736 এই নম্বরে।



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Hazel Harding CBE



Chris Trinick



Introduction

Lancashire County Council's overall vision and priority are to make Lancashire a place where everyone matters. We will achieve this through the simple principle of high quality and value for money – delivering the best possible services which provide support, opportunity and a high quality of life for everyone in Lancashire. This Annual Delivery Plan brings together our corporate objectives, priorities and targets for the coming year to achieve our vision.

For the fourth year running we have topped performance tables. We have been awarded the highest possible four stars by the Audit Commission and rated 'Improving well' for our potential for future improvement. The Audit Commission also praised us for promoting healthy lifestyles, working with partners to cut crime and boosting the economy. Inspectors said our managers were firmly focused on improving efficiency. Programmes to connect with communities at local level and provide better access to services were also singled out as ways we are continuing to improve.

Our social care service for adults and older people has been awarded an excellent rating (three out of three stars) in this year's national inspection. Inspectors from the Commission for Social Care Inspections, the national social care regulatory body, found that we are 'serving most people well' and 'have an excellent capacity for improvement'.

Over the year we have seen some real achievements against many of our objectives, for example, the draft Lancashire Climate Change Strategy and Annual Action Plan, Children's Trust arrangements and Team Lancashire.

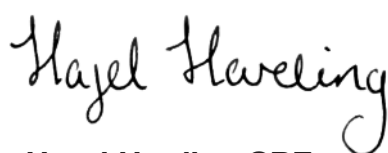
Last year we restructured our services and introduced more measures as part of our Locality Focus Programme. These measures helped us improve the way we make decisions and communicate with and involve local people. Lancashire Local Committees continue to operate in every Lancashire district, shaping services and making grant-funding decisions at local level.

This year we have made our priorities more outcome focused and included specific outcomes that can be measured by specific milestones. The cabinet member and lead officer responsible for delivering each priority are identified at the end of each section.

Our key priorities are:

- economic development and the sub-regional review;
- delivering the Lancashire Local Area Agreement;
- delivering Children's Trust arrangements;
- delivering Ambition Lancashire;
- Team Lancashire activities; and
- the Lancashire Efficiency Initiative.

There is always room for improvement and we will continue to drive forward our ambition to make Lancashire a place where everyone matters.



Hazel Harding CBE

Leader of the County Council



Chris Trinick

Chief Executive

Glossary

Ambition Lancashire

Lancashire's Sustainable Community Strategy that sets out the vision for Lancashire to 2025.

Beacon Scheme

A programme which presents awards to authorities which demonstrate a clear vision, excellent services and a willingness to innovate in relation to a specific theme.

Cabinet

Ten councillors, including the leader and deputy leader of the council, who are responsible for carrying out almost all of the county council's functions in delivering services to the community.

County Management Board (CMB)

The board of directors of Lancashire County Council.

Community cohesion

The need for communities to share common values, whilst at the same time valuing and celebrating the inherent diversity that exists in all those communities.

Corporate assessment

Part of the Audit Commission's Comprehensive Performance Assessment framework. It measures how effectively we are working as an organisation and with our partners to deliver better services to local people.

Comprehensive Area Assessment

An independent assessment of the prospects for local areas and the quality of life for people living there.

Corporate risk register

A register of risks which could threaten our ability to achieve our objectives.

Elevate

A housing market renewal pathfinder responsible for finding innovative solutions to the problems of low housing demand and housing market collapse in towns across Pennine Lancashire.

Equality and diversity

Equality and diversity are about valuing differences, and for Lancashire to be a place where everyone has an equal chance to live, learn and work, free from discrimination and prejudice.

Knowledge-based enterprise

An 'intelligent organisation' which recognises that economic success is driven more and more by knowledge as a source of commercial and technical advantage. Knowledge-based enterprises organise themselves around their ability to generate, share and use knowledge quickly and effectively.

Lancashire Efficiency Initiative (LEI)

Aims to save money and work smarter so we can operate within our means whilst protecting where possible the level of service delivered to the public.

Local area agreement (LAA)

A three-year agreement between a local area and central government. The LAA describes how the area will meet local priorities by delivering local solutions.

Multi-area agreement

Local area agreements which bring together key players in flexible ways to deal with issues that are best tackled in partnership – at regional and sub-regional level.

Service reform group

A corporate working group which monitors the county council's involvement in the Transforming Local Government in Lancashire initiative.

Social inclusion

Everyone having the opportunity to give to and benefit from society.

Stakeholders

People who have an interest in an organisation or process, including users, customers, partners, employees, residents, owners, government and regulators.

Our strategic objectives

Our Corporate Strategy, the recently revised Ambition Lancashire, and the Lancashire Local Area Agreement (LAA) provide the basis for our commitments over the next few years. The Corporate Strategy and LAA express our key objectives for the immediate future. However, Ambition Lancashire describes our longer-term goals and how we will work with our partners to achieve them.

More details of these key documents are set out below.

Corporate Strategy

Our Corporate Strategy is the cornerstone of our policy framework. It provides the basis for all we do and for the many other plans and strategies we must produce. It is also used to help shape our budgets.

The strategy covers a four-year period (2005 to 2009) and aims to translate our ambition into a set of strategic objectives. With elections taking place in 2009, we are now starting to develop the 2009 to 2013 strategy.

Over the next year, we will develop the processes needed to produce the new strategy. These include:

- establishing a working group to lead on strategy development;
- developing an action plan with realistic timescales for completion;
- identifying broad strategic objectives; and
- establishing a stakeholder consultation exercise.

Following approval of the 2009/13 Corporate Strategy by cabinet, the final document will be available at www.lancashire.gov.uk.

The core purpose of our Corporate Strategy is to make sure we do those things that will make the most difference in reducing poverty, discrimination and inequality, and improving the quality of life for local people. We will do this by promoting:

- community cohesion;
- equality and diversity; and
- social inclusion.

A high-level summary of our priorities for achieving our core purpose during 2008/09 is set out later in this document.

Our corporate objectives are to make sure Lancashire is a place where people can:

- feel safe;
- lead healthy lives;
- get help if they need it;
- learn and develop;
- work and prosper;
- travel easily and safely; and
- enjoy a high quality environment.

To view our Corporate Strategy, please visit:

http://www.lancashire.gov.uk/corporate/corporate_strategy/.

Ambition Lancashire

Ambition Lancashire is the county's Sustainable Community Strategy. It sets out the vision for Lancashire to 2025 as agreed by the Lancashire Partnership in 2005.

Although only two years have passed since the strategy was agreed, Ambition Lancashire has been reviewed during 2007/08 because the context it exists in has changed. The revised version places greater emphasis on the following two key principles.

• Narrowing the gap

The county includes extremes of wealth and poverty – for example, in terms of housing, health, income, educational achievement and ambition. The gap is widening between areas and communities (for example, urban and rural, east and west) and within those areas and communities.

- **Active and involved communities and citizens**

The voluntary, community and faith sector has an important role in actively involving and serving communities and citizens. The sector brings value through its diversity, representing the interests of marginalised groups, shaping and delivering services, helping build strong and active communities and building social enterprise.

The revised Ambition Lancashire sets the framework through which the Lancashire Partnership will achieve its agreed vision.

To view Ambition Lancashire, visit

<http://www.lancashirepartnership.co.uk/content/ambition/final.asp>.

The Lancashire Local Area Agreement

Our new local area agreement is currently being developed through the Lancashire Partnership and in negotiation with Government Office North West.

The agreement will take effect from June 2008 and will be a three-year plan for delivering Ambition Lancashire. It will contain targets set against up to 35 new performance improvement national indicators as well as 16 mandatory Department for Children, Schools and Families indicators. It may also include local indicators and targets that reflect priorities for Lancashire.

Following approval from the Lancashire Partnership, the final set of indicators will be available at www.lancashirepartnership.co.uk.

Corporate risk management

Every organisation faces uncertainties which threaten its ability to achieve objectives. However, we have to manage a particularly wide variety of risks due to the diverse nature of our activities and the rapid pace of change affecting local authorities.

Our approach to risk management is well-established and allows us to identify, manage and monitor risks to achieving our goals and targets. Risk management helps us encourage investment and innovation and supports a culture of openness and creativity, whilst carefully balancing risks and opportunities when we make decisions and launch new projects. We do not aim to eliminate risk, rather to keep it at a level which maximises opportunities and minimises threats.

Strategic risks are those which could prevent us achieving our medium- to long-term objectives. For example:

- failing to maintain one of our critical front-line services;
- significant loss of or damage to ICT systems; or
- missing opportunities to improve services.

Strategic risks are monitored regularly by councillors and executive directors to make sure:

- we identify new risks;
- we monitor changes to existing risks; and
- risk control measures continue to be effective.

Operational risks, associated with running day-to-day services, are identified, monitored and reviewed through our business-planning process and performance and delivery targets. Risks to achieving business plan objectives are managed and monitored by service and group managers.

Our financial position

Each year we try to keep our share of the Council Tax as low as possible whilst continuing to deliver the wide range of services people depend on. The Council Tax increase for the financial year beginning 1 April 2008 is 2.95%.

Our budgeted net revenue spending for 2008/09 is £683 million – an increase of 4.6%. This covers day-to-day spending on staff, supplies and services.

General funding from the government, raised from business rates and general taxation, will be £272 million or 40% of the revenue budget. This is an increase of £20 million (8.1%) over last year. The remaining 60% of the budget is funded by Council Tax.

The 2008/09 Capital Programme (spending on long-term assets and improvements, such as new buildings) totals £170 million – a very substantial investment in facilities for our future services.

Comprehensive Performance Assessment (CPA)

As part of our CPA judgement for 2008, the Audit Commission will carry out two inspections in May – a corporate assessment and a joint area review of children's services. The outcome of each inspection will form part of our overall star rating.

From April 2009, Comprehensive Area Assessment (CAA) will replace CPA. This is a major change. CPA has focused on services provided by local authorities. CAA will look at the public services in an area delivered by councils and their partners, including the private and voluntary sectors.

CAA will provide assurance about how well-run local public services are and how effectively they use taxpayers' money. But it also aims to be more relevant to local people by focusing on issues that are important to their community. It will develop a shared view about the challenges facing an area – for example, crime, community cohesion, a sustainable environment or public health issues – and look to create a more united approach to public services.

The budget process

We have a multi-year budget strategy, with financial plans stretching over three years. This has been assisted by the government announcing a grant settlement covering the three years 2008/09 to 2010/11.

The process to set the budget and Council Tax for 2008/09 started in July 2007 when our cabinet considered an updated budget forecast. This set out the spending pressures on our budget for the next three years. In November 2007 the cabinet proposed a budget for 2008/09 which included £8.6 million of efficiency savings and a further £6 million savings in financing charges. Assuming that government grants would be frozen, we then produced a balanced budget with a potential Council Tax increase of 4.95%.

The government's final grant to us was not frozen and increased by £20 million (8.1%). As a result of this, the cabinet recommended more investment in services (particularly care services) and in long-term assets via the Capital Programme. They also proposed using some of the grant to limit the increase in Council Tax. After additional efficiency savings (bringing the total to £9.5 million), cabinet proposed an increase in Council Tax of 2.95%.

On 14 February full council agreed the cabinet's revenue and capital budget proposals and the level of Council Tax for 2008/09.

The Lancashire Efficiency Initiative (LEI)

Full council also approved the cabinet's call to executive directors for further efficiency savings over the next three years. The government's target for all public sector organisations to achieve 3% cashable efficiency savings each year equates to around £20 million of new savings each year for us.

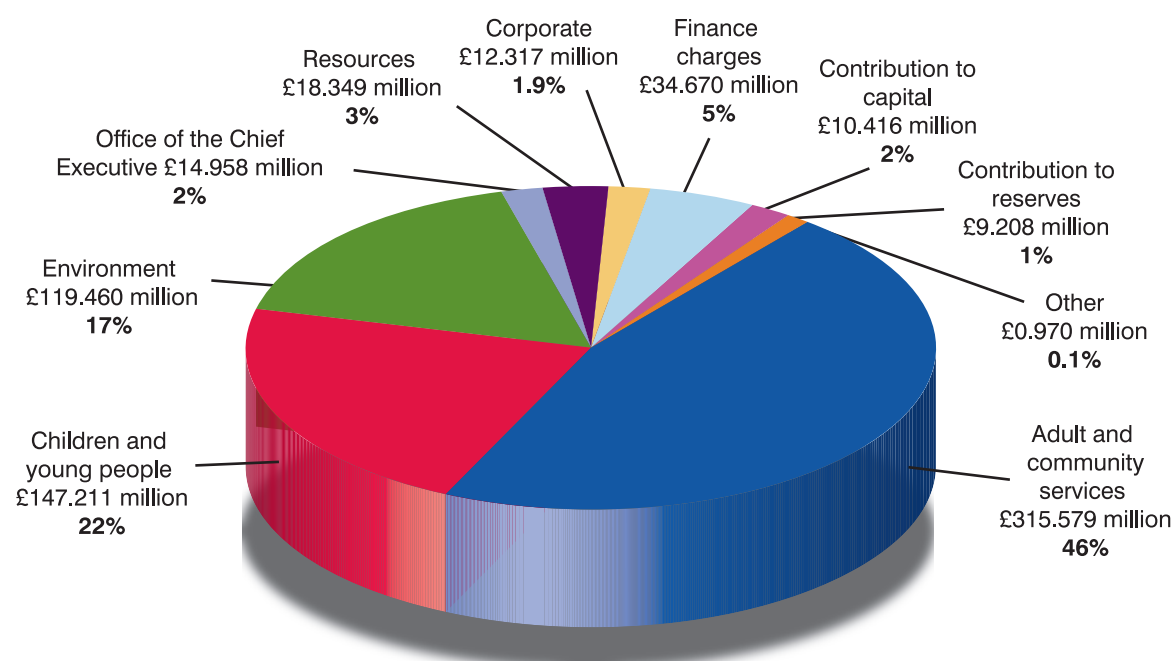
Our main channel for achieving these savings will continue to be the LEI. This is based on several cross-cutting work-streams such as transport, procurement and human resources. These work-streams reduce costs whilst maintaining levels of front-line services.

We have also launched a Business Transformation Project to change the way staff work. This will reduce work-space requirements, streamline processes, improve use of new technology and merge support services – all resulting in better services for the people of Lancashire.

The Audit Commission has recently awarded us four out of four for our use of resources. The commission rates our performance in five areas, including how we report on our finances, how well we manage our money and assets, and how well we secure value for money in the services we provide. We are performing 'well' or 'strongly' in every category, resulting in an overall score of four out of four, up from three out of four last year. This puts us in the top 10% of authorities in the north west for our use of resources.

The 2008/09 budget

The process set out above led to a total revenue budget for 2008/09 of £683 million. This is divided as shown in the chart below.



Schools budget

The schools budget also involves a multi-year strategy, with financial plans stretching over three years. The budget is set in consultation with the Lancashire Schools Forum using the Fair Funding Model for schools. It takes into account known spending pressures and pupil information.

In November 2007 the Department for Children, Schools and Families (DCSF) published indicative Dedicated Schools Grant (DSG) allocations for 2008/09, 2009/10 and 2010/11 based on their forecasts of pupil numbers for January 2008, 2009 and 2010. This gave an increase of 4.3%, 3.6% and 4.2% for the three financial years.

DCSF communications to local authorities indicate that these increases are for planning purposes only and that we should make our own estimates of pupil numbers when finalising our schools budget. We should know our final allocation for the 2008/09 DSG in May 2008 and at the same time each year from then on. We have refined our pupil forecasts for the three-year period covered by the budget strategy based on the January 2008 Pupil-Level Annual School Census. This is reflected in the budget-setting process.

In addition to schools' delegated budgets, the schools budget funds some centrally managed services such as the Lancashire Education Inclusion Service, the Traveller Education Service, the Pupil Re-Integration Service, the Lancashire Education Medical Service and the Early Years Special Educational Needs Service. It also funds major service areas like out-of-county independent special school services, behaviour support in schools and payments to private and voluntary early years providers.

Our statement of accounts and annual report

Each year we publish a statement of accounts to provide a detailed, formal record of our financial position for the year. The statement is agreed by the council's external auditor. We also publish a summary annual report of the formal accounts, which includes a summary of performance information for the year.

Previous years' financial statements are available at <http://www.lancashire.gov.uk/corporate/web/view.asp?siteid=2702&pageid=5216&e=e>.

The Annual Delivery Plan

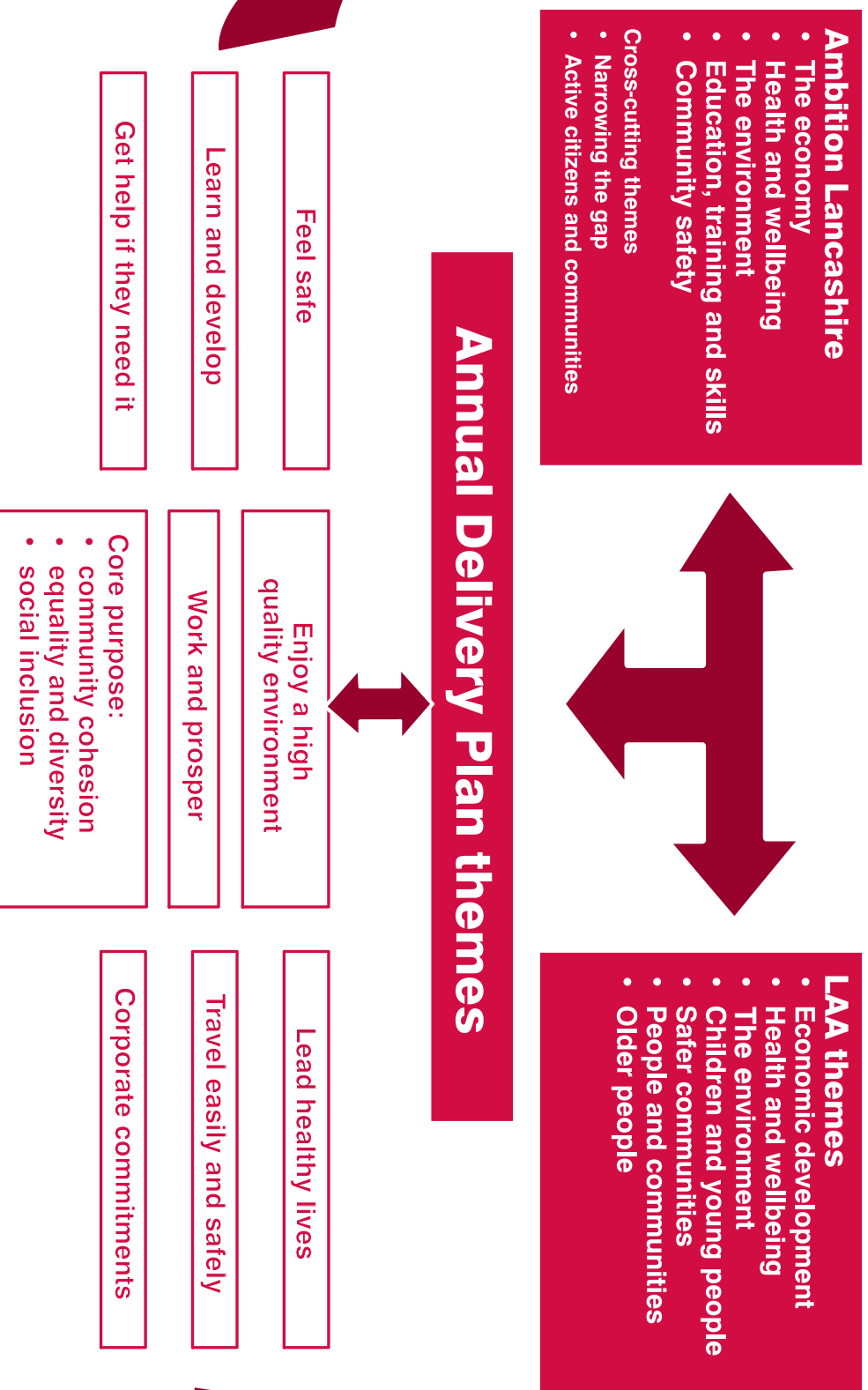
This plan is to let everyone know how we will make a positive difference to the lives of the people and communities we serve. It brings together our key priorities, which have been shaped by:

- what the public says we need to improve;
- the national policy agenda from government and the regions;
- feedback from our inspectors and auditors;
- our local partnership priorities, as set out in Ambition Lancashire and the new LAA;
- our commitments; and
- Lancashire's changing social and economic circumstances – for example, our ageing population.

A summary document is also available which highlights our priorities for the year ahead.

The diagram on the following page shows how the priorities of this plan link to the LAA themes and the key priorities of Ambition Lancashire.

How our priorities are helping to deliver Ambition Lancashire and the LAA



Making it happen – our corporate commitments

What we did last year

This year marks the end of the second year of the **Lancashire Local Area Agreement (LAA)**. This is a three-year agreement between partner organisations in Lancashire to work together to improve the lives of Lancashire's communities and create more equal opportunities across the county.

As well as improvements to our own services, we are also responsible for the performance management of the agreement. During the year we have:

- updated the agreement to include new priorities;
- received positive feedback from Government Office North West on our performance in 2006/07 – 'Overall, good progress is being made,

with 81% of the measures for which data is available either on or just below target'; and

- received positive feedback from the Audit Commission following a review of financial and performance management arrangements.

The Audit Commission's review found that:

- there is a shared commitment to developing targets, systems and structures to make sure the LAA delivers good outcomes for local people;
- this commitment is bringing some real benefits in terms of improved partnership-working, more productive relations between district councils and the county council, and greater agreement of what is important for the diverse communities that make up the county; and
- the LAA has shaped and improved local community leadership and created greater acceptance of joint working.

A new LAA will be in place from 1 June.

The **Life in Lancashire 2007** survey (conducted by the research agency Ipsos MORI) showed that the overall priorities for quality of life have remained constant over the last four years. The most important factor in improving someone's quality of life remains reducing crime and disorder. Our community safety priorities for 2008/09 address this issue through the key actions set out later in this document. Satisfaction with the county council has increased since 2003, with 67% of Lancashire residents now satisfied with the council.

Throughout 2006/07 our Corporate Procurement Team consulted directorate representatives to make alternative arrangements to purchasing supplies through the Lancashire Purchasing Agency. The successful migration of contracts away from the Lancashire Purchasing Agency has saved the council £1.1 million a year.

We also have an excellent record of success in the **Beacon Scheme** and have recently been awarded our fifth Beacon – for 'Improving accessibility'. This latest accolade recognises the excellent work we do in helping people, particularly those who are most vulnerable, to reach the jobs and services they need. This is not just about transport, but covers the way we locate and develop our services to make sure they are as accessible as possible. The assessors noted our innovation, saying that a lot of the work we carried out was unique.

The draft Lancashire Climate Change Strategy and Annual Action Plan

have been developed by the Lancashire Climate Change Partnership, which consists of a range of public, private and voluntary, community and faith organisations, including all local authorities in Lancashire.

The strategy sets out a vision for the year 2020, together with a range of objectives for the next five years. The proposed target of a 30% reduction in greenhouse gas emissions from Lancashire by 2020 is in line with national targets set out in the Climate Change Bill. The draft Annual Action Plan sets out a series of measures to achieve objectives in 2008 to 2009.

Children's Trust arrangements bring together the thinking, planning and actions of people who work to achieve excellence for children and young people. 2008 will see Children's Trust arrangements in place in the county through the Lancashire Children and Young People's Strategic Partnership. This partnership will provide excellent services where people live and which are tailored to local priorities.

The Children's Trust model for Lancashire reflects the size and complexity of the county. It consists of:

- a county-wide children and young people's strategic trust arrangement; and
- 12 district-based local Children's Trust partnerships.

Team Lancashire has redefined our joint working and relationships with district councils. The team brings together the key areas of:

- shared services and efficiencies;
- shared agendas and joint working; and
- lobbying and influencing on behalf of Lancashire at regional, national and international level.

Our **Health and Wellbeing Strategy** sets out how we will meet the health and wellbeing needs of Lancashire residents and tackle the health inequalities that exist in some of our communities.

Priorities for delivering improvement in 2008/09

We are committed to remaining a top-performing council. We intend to do this by providing high quality, cost-effective services that are valued by our residents and service users. Our priorities for 'making it happen' have been set to make sure that we can achieve these ambitions.

We continue to prioritise actions to help us meet the new standards of Comprehensive Performance Assessment and the harder test framework for 2008. We are also introducing measures to help us work with our partners to successfully deliver the Lancashire Local Area Agreement 2008 to 2011.

We will also continue to work with our partners to respond to the Local Government White Paper 'Strong and Prosperous Communities' and related Act of Parliament, both of which focus on public service reform and democratic renewal. Our priorities must be to:

- improve two-tier working and overall governance in Lancashire;
- achieve a shared vision of our roles; and
- deliver continuous improvement.

The implications of this are set out throughout this document.

CC1 Accessible, high quality, value-for-money services which meet your needs

CC1.1 Transforming local government in Lancashire

This is a key priority agreed by the leaders and chief executives of all Lancashire authorities. It is also central to our response to the Local Government and Public Involvement in Health Act 2007.

Key milestones we will work to achieve during 2008/09 include:

- making sure governance structures for Team Lancashire are in place and operating effectively by July 2008;
- agreeing themes for service improvement and efficiencies (shared services) for Team Lancashire by July 2008;
- calculating potential efficiency savings arising from shared services for the county council by August 2008;
- agreeing the county council's specific priorities for joint working, shared services and service improvements that support Team Lancashire themes by September 2008;
- publishing locality plans in all interested districts by October 2008; and
- introducing joint working across a range of services by September 2008.

We will achieve this through:

- developing and agreeing governance structures and priority areas for joint working with our local government partners; and
- using the Service Reform Group to maintain a council-wide overview.

Minimising risk

The key risk is failure to achieve political support from all local government partners. We will manage this risk through strong county council input to and support at Lancashire leaders' and chief executives' meetings and actively involving our service managers in joint working arrangements.

Cabinet lead: The leader of the county council

Lead officer: Executive director of policy

CC1.2 Transforming our Human Resources Service

The key to this is to establish a smaller but more strategic Human Resources (HR) Service that acts as a business partner to the county council. We must also use web-based and other communication technology to help the service continue its contribution to the Lancashire Efficiency Initiative, encourage and assist managers to take responsibility for people issues, and allow HR to contribute to the delivery of organisational plans.

Key milestones we will work to achieve during 2008/09 include:

- introducing new structures and integrating the direct service organisations by 1 July 2008;
- delivering the first phase of the HR Transformation Plan by September 2008; and
- providing monthly coaching sessions for managers.

We will achieve this through:

- continuing service transformation projects – for example, absence management reporting, web-based recruitment, web-based HR information, restructuring the Delphi HR and Payroll System, and developing the HR advice line for schools;
- developing HR staff in new roles and providing coaching and development activities to improve managers' performance of HR responsibilities; and
- completing year-one activity from our Workforce Strategy.

Minimising risk

If managers do not follow the new arrangements for HR advice, this will delay the new HR Service plans. We will manage this risk by communicating regularly with managers about what is expected of them and monitoring performance regularly at County Management Board.

The ability of HR staff to deliver the new agenda is also a risk. We will manage this by appointing suitable candidates to new posts and developing new skills in existing staff.

Cabinet lead: The deputy leader of the county council

Lead officer: Director of human resources

CC1.3 Maintaining our four-star CPA rating and preparing for the new Comprehensive Area Assessment (CAA)

In 2007 we were awarded the highest possible four stars by the Audit Commission and were rated 'Improving well' for our potential for future improvement. As well as regularly monitoring our service and corporate performance, we are drawing up a strategic improvement plan to make sure we have the best chance of success in our next full assessment in May 2008.

Key milestones we will work to achieve during 2008/09 include:

- maintaining four-star status and preparing for the Corporate Performance Assessment (CPA); and
- preparing the organisation for the new CAA.

We will achieve this through:

- preparing the organisation for CPA; and
- introducing the new CAA performance framework, which includes negotiating up to 35 targets for the Lancashire Local Area Agreement.

Minimising risk

We have developed a strong project plan to manage the CPA corporate assessment in May and will be responding to all CAA consultations to make sure they meet the two-tier structure of local government in Lancashire. Along with partners, we will make sure the Lancashire Partnership is fully aware of the new CAA inspection process.

Cabinet lead: Cabinet member for resources and performance

Lead officer: Executive director of policy

CC1.4 Protecting Lancashire's consumers

In 2008/09 we will deliver a detailed plan of activities and projects to protect Lancashire's consumers, tackle rogue business practices and provide a fair and level playing field for honest businesses in the county. We will also provide education and advice to consumers, businesses and other stakeholders and enforce the legislation we are responsible for.

Key milestones we will work to achieve during 2008/09 include:

- providing advice and services on request to consumers and businesses throughout 2008/09;
- establishing six No Cold Calling Zones by March 2009;
- providing a year-round rapid response system to deal with doorstep crime complaints within fixed timescales throughout 2008/09;
- extending the Recipe 4 Health initiative across a further four districts throughout 2008/09; and
- delivering the Illegal Money Lenders Project across the county throughout 2008/09.

We will achieve this through:

- using existing and new methods to provide advice, support and services to consumers and businesses;
- establishing No Cold Calling Zones to protect older people and those who are vulnerable from doorstep crime;
- providing a rapid response system to deal with doorstep crime complaints;
- responding to district council requests to extend the Recipe 4 Health Initiative across four districts and over 400 food businesses in the county; and
- delivering the Illegal Money Lenders Project to protect consumers and put a stop to this illegal activity.

Minimising risk

We will manage risks by including them in the Trading Standards Service Business Plan and the Environment Directorate Risk Register and monitored through education executive management meetings every three months.

Cabinet lead: Cabinet member for adult and community services

Lead officer: Executive director of policy

CC2 Involving you in decisions which affect you and your community

CC2.1 Delivering the Locality Focus Agenda

The Locality Focus Agenda was introduced in 2002 in response to the government's modernisation programme. It sets out a programme of activities designed to bring Lancashire County Council closer to the community. Locality focus supports the Ambition Lancashire key principle of 'Active citizens and communities'.

Locality focus is based on two key principles.

- The county council's main function is to provide services to the people of Lancashire based on their particular needs.
- Elected councillors are supported to represent their local communities.

At council-wide level, the key milestones we will work to achieve during 2008/09 include:

- embedding the Locality Focus Framework with directorate senior management teams across the organisation by April 2009;
- making sure Lancashire Locals continue to operate effectively in all 12 districts and are in a position to develop further in the context of the locality focus framework and transforming local government in 2008;
- hosting Cabinet Question Time and mobile unit events in all districts throughout 2008/09; and
- continuing to hold locality focus meetings in all 12 districts throughout 2008/09, with continued contributions from the directorates.

We will achieve these milestones by:

- supporting county councillors in their role as community advocates;
- working effectively with local communities;
- opening ourselves up to the public; and
- working effectively with partners and stakeholders.

In our directorates, the key milestones we will work to achieve during 2008/09 include:

- using locality focus meetings to establish links between senior officers and county councillors in each district by 1 July 2008;
- working with the Community Engagement Team to establish procedures for briefing and updating district and county councillors on adult and community services by 1 October 2008;
- developing training to help managers work effectively with Lancashire Locals by 1 October 2008;
- establishing Local Involvement Networks (LINKs) by 1 November 2008; and
- working with internal and external partners to agree a framework for developing an Adult and Community Services Strategy to involve communities and customers by 1 January 2009.

We will achieve this through:

- working effectively with district and county councillors to develop a shared understanding of local issues;

- working with councillors, partners and community groups to develop and improve services at local level;
- helping local communities and their representatives to influence our services by increasing their understanding of the services we provide and commission, and the issues that affect our business;
- increasing awareness amongst our officers of local issues and priorities for county councillors;
- developing a Community Engagement Strategy to help us work with local communities more effectively;
- building stronger, more cohesive communities by listening to children and young people;
- improving opportunities for young people to be active citizens and take part in their communities and volunteering activities;
- using a range of surveys to find out how people feel about a certain issue and measuring our achievement against specific performance measures; and
- using Directorate Performance Improvement Boards to monitor achievement of activity-based milestones in service plans.

Minimising risk

We will work with key officers in the directorates in the early stages to make sure the Locality Focus Framework is included in business plans. By working closely with the officer group taking forward the Transforming Local Government in Lancashire Agenda, we will reduce the risk of Lancashire Locals becoming ineffective.

In our directorates, we will develop a risk register for locality focus and use it as a management tool to deliver this priority. We will also assess risks and report them to the relevant Performance Improvement Board. Key priorities will be listed in the corporate risk register and monitored through education executive management meetings every three months.

Cabinet lead: Cabinet member for adult and community services

Lead officer: Executive director of policy

CC3 Speaking up for Lancashire and making sure your voice is heard regionally, nationally and in Europe

CC3.1 Developing the Lancashire Partnership

CPA and CAA will expect effective, council-driven partnership-working.

Key milestones we will work to achieve during 2008/09 include:

- agreeing the new Lancashire Local Area Agreement in May 2008;
- full council adopting the LAA on 29 May 2008;
- maintaining effective performance management of the LAA throughout 2008/09;
- nominating county councillors to represent us at all Lancashire Partnership Board meetings four times a year;
- increasing the number of cabinet members involved in theme-specific partnerships; and
- carrying out a first annual review of the Lancashire Partnership structure and involving Overview and Scrutiny in the process in autumn 2008.

We will achieve this through:

- developing the agreed partnership framework and setting up and supporting theme-specific partnerships, with all new theme partnerships operating with agreed terms of reference by summer 2008;
- encouraging partnership boards and executive members to take ownership by providing training and support for partnership members and improving communication, through developing a communications plan for the partnership and a training and development plan to be linked to the Lancashire Regional Improvement and Efficiency Strategy by autumn 2008;
- developing strong performance management for the new LAA and added-value, partnership-driven activities;
- reviewing and revising the Lancashire Partnership performance group by summer 2008;
- including Ambition Lancashire and new LAA targets in PERFORM (a performance management tool) by July 2008;
- completing a risk assessment of the LAA by summer 2008; and
- involving county councillors, especially cabinet members, in theme-specific partnerships by giving them a role in reviewing current membership of the partnership by June 2008 and actioning the recommendation for Overview and Scrutiny to lead on a review of the Lancashire Partnership restructure in the summer of 2008.

Minimising risk

The key risk for this priority is that partners may not take a sufficiently active role or may disagree with each other about how resources should be used. There are also risks associated with not involving the voluntary, community and faith sector effectively, building and maintaining successful relationships with other local authority areas and organisations, and developing responsibilities for economic development. We will manage these risks through open communication and by building relationships with our partners which reflect our commitment to delivering Ambition Lancashire.

Cabinet lead: Cabinet member for resources and performance

Lead officer: Executive director of policy

CC3.2 Representing children and young people

We will continue to speak up for Lancashire's children and young people regionally, nationally and in Europe.

Key milestones we will work to achieve during 2008/09 include:

- Lancashire's Children and Young People's Strategic Partnership (LCYPSP) receiving at least three pieces of work dealing with significant issues related to the views of youth councils and associate member schools, so that they can successfully influence decisions throughout the year;
- having a children and young people's champion in post by 1 August 2008;
- the young people's champion working with partners to develop an action plan by 31 December 2008, to make sure the Children and Young People's Charter and Strategy are delivered;
- members of LCYPSP continuing to meet children from their allocated school through to July 2008 to seek the children's views on a range of topics;
- hosting a summer event to bring together associate member schools and members of the LCYPSP, to celebrate their work together over the year, look at the lessons learned and develop steps to extend the model across the county;
- making sure County Youth Council and Youth Council-related group meetings are held in each district at least six times over the year;
- our cabinet member for children and young people meeting with the County Youth Council three times a year;
- recording and recognising young people's achievements, with 30% of 13- to 19-year-olds taking part in service activities achieving accreditation before 31 March 2009; and
- celebrating young people's achievements through at least one event in each district before 31 March 2009.

We will achieve this through:

- making sure the positive achievements of Lancashire's children and young people are recognised and celebrated; and
- standing up for Lancashire's children, young people and their families, listening to what they say and taking appropriate action throughout the year.

Minimising risk

Risks are assessed and reported to the relevant Performance Improvement Board through a project highlight report. Key priorities will be listed in the corporate risk register and monitored through education executive management meetings every three months.

Cabinet lead: Cabinet member for children and young people

Lead officer: Executive director of children and young people

CC3.3 Delivering the Economic Framework

Delivering the Economic Framework will help us to be fully aware of our direct and indirect impact on the economy. The sub-national review of economic development and regeneration identifies support for the economy as one of the key roles of local government. Delivering our Lobbying Strategy will support a more coherent and united approach to promoting our objectives.

Key milestones we will work to achieve during 2008/09 include:

- establishing a database of contacts by June 2008;
- developing and instigating a policy campaign by September 2008;
- establishing a system for including economic issues in the business-planning process by September 2008;
- identifying a clear set of economic priorities for the county council by August 2008; and
- identifying and monitoring key indicators to assess our impact on the economy by August 2008.

We will achieve this through:

- targeting relevant audiences to promote our policies;
- developing a co-coordinated approach to lobbying;
- establishing a system for making sure economic issues are included in business-planning and delivery; and
- monitoring our impact on the Lancashire economy.

Minimising risk

The main risk to delivering the framework will be resources. We will reduce this risk by using dedicated resources and, where possible, taking advantage of indicators and systems already in place to prevent additional work and duplication.

Cabinet lead: Cabinet member for sustainable development

Lead officer: Executive director of policy

CC3.4 Improving communications

We want to raise our profile locally, regionally, nationally and in Europe, and to strengthen staff and county councillor involvement across the council. This will help us to make sure Lancashire has a voice at all levels and that our quality of service is driven by an involved and well-informed workforce.

Amongst our priorities for 2008/09 are campaigns to support Lancashire County Council's Climate Change Agenda (including the Lancashire Climate Change Partnership) and the council's PRIDE campaign for staff reward and recognition.

Key milestones we will work to achieve during 2008/09 include:

- creating and delivering a strategy to develop our brand identity by October 2008;
- re-designing our internet and intranet presence and beginning to launch the new designs by March 2009;
- establishing an annual action plan to continually review and improve internal communications by March 2009;
- developing and launching a strategy for an annual PRIDE campaign by September 2008; and
- creating and delivering a marketing strategy to help us raise awareness of the effects of climate change (internally and externally) by September 2008.

We will achieve this through:

- working with directorates to achieve council-wide use of the corporate logo and brand identity;
- developing strong links with local, regional and national media to maximise positive opportunities to recognise real achievements;
- co-ordinating opportunities with communications managers and the External Relations Team to support the Lobbying and Influencing Strategy;
- supporting the work of the corporate internal communications network;

- supporting the corporate web manager in creating a Corporate Internet and Intranet Strategy;
- working closely with colleagues in the Environment Directorate to support the Climate Change Agenda; and
- working with communications teams in district councils and other organisations in Lancashire to support partnership-working.

Minimising risk

We will closely manage county council branding to reduce any harm to our reputation and increase awareness of the organisation. We will monitor media coverage of the organisation to make sure we have a voice across all media and protect our reputation. We will also review business continuity and emergency planning issues to minimise risk and make sure we are open and accountable to the public we serve.

Cabinet lead: The leader of the county council

Lead officer: Executive director of policy

Delivering our core purpose

The core purpose of our Corporate Strategy for 2005/09 is to make sure that we promote:

- **community cohesion;**
- **equality and diversity; and**
- **social inclusion.**

We will seek to do this by making sure that Lancashire is:

a place where everyone matters... .

A place where everyone can enjoy equal and quality life chances and be valued and respected in their communities.

This means:

- championing the needs of the community, including providing equal access to services and eliminating discrimination;
- promoting equal life chances and a good quality of life for all residents; and
- promoting good relations between all groups of people.

Although these are separate principles, they are very much interlinked in terms of the range of issues they each cover and the people they affect.

Last year we reviewed our approach to community cohesion and established a Community Cohesion Development Plan. In our plan we commit to:

- increase the capacity of our mainstream services to promote community cohesion;
- develop a community cohesion profile of Lancashire that sits on the Lancashire Profile website; and
- deliver the Community Cohesion Communication Plan.

We are also working with partners to develop a county-wide approach to community cohesion. At their meeting on 7 February 2008, the Lancashire Leaders Group approved a county-wide Community Cohesion Action Plan. The plan commits Lancashire's local authorities to:

- develop the capacity of leaders and chief officers to tackle community cohesion;
- share information about activities they are each carrying out to promote cohesion;
- share information about population change and levels of community cohesion across Lancashire;
- work together to involve communities;
- set up a system which provides a shared response to critical incidents; and
- build cohesion into key strategies such as sustainable community strategies.

Following the publication in May 2007 of our Equality and Diversity Strategy, 'Making a Difference', we will be publishing an annual progress report in July 2008. We have:

- increased the number of our top 5% earners who are disabled from 2.84% in December 2005 to 3.60% in December 2007;
- increased the number of women in the top 5% of earners over the last two years from 353 women in December 2005 to 424 in December 2007;
- increased the percentage of employees of black and minority ethnic heritage in the top 5% of earners in the past two years from 1.11% to 2.22%;
- introduced an equality impact assessment through our Corporate Impact Assessment Policy and Procedures (CIAPP);
- built equality issues into mainstream business- and service-planning;
- developed an e-learning programme for all staff which will go live in summer 2008; and
- introduced systematic performance monitoring for equality and diversity.

Our County Management Board and Everyone Matters Working Group receive half-yearly performance reports. These reports have identified strengths and areas for improvement which will form priorities for our work during 2008.

We have also identified some key areas of work to further our vision and objectives for social inclusion in 2008/09. These include:

- monitoring our response to the public service agreements coming out of the Comprehensive Spending Review (CSR2007) 'Fairness and opportunity for all';
- building social inclusion issues into mainstream business-planning;
- raising awareness of social inclusion issues across the county council;
- extending awareness-raising of social inclusion priorities across partner organisations; and
- developing the capacity of leaders and chief officers to tackle social inclusion.

All of this work will be done through the Social Inclusion Officer Working Group and steered by councillors through the Everyone Matters Working Group.

CP1 Delivering the Community Cohesion Action Plan 2008/09

The Community Cohesion Action Plan aims to:

- increase our understanding of community cohesion;
- promote cohesion through mainstream services;
- counter myths and misunderstandings; and
- play a part in tackling community cohesion across the county.

The plan links to the Ambition Lancashire theme of 'A welcoming and harmonious Lancashire' and to the Lancashire Local Area Agreement 'People and communities' theme.

Key milestones we will work to achieve during 2008/09 include:

- rolling out workshops for service managers to deliver cohesion through front-line services by March 2009;
- rolling out a programme of learning and development on community cohesion for councillors by March 2009; and
- developing a web-based one stop shop for sharing information on community cohesion across the county by March 2009.

We will achieve this through:

- developing systems for capturing up-to-date statistics on population change and levels of cohesion in Lancashire;
- developing and delivering a learning and development programme for county councillors and service managers; and
- developing and delivering a communication strategy and plan.

Minimising risk

Community cohesion is affected by factors including deprivation, unemployment, skill levels and people's perceptions of their local area and local public services. Community cohesion can also be affected by national and international events, myths and misunderstandings. Divisions and mistrust can undermine the long-term prosperity and sustainability of an area, as well as our reputation and that of our county.

A lack of resources may also threaten programmes to help the growing migrant population.

The Everyone Matters Working Group will review and monitor our approach to community cohesion. We also have several working groups to manage associated risks.

Cabinet lead: Cabinet member for resources and performance

Lead officer: Executive director of adult and community services

CP2 Delivering the Equality and Diversity Action Plan 2008/09

We recognise and value the diversity of the people and communities of Lancashire, and are committed to promoting equal opportunities and tackling areas of potential discrimination. To help us respond to such a large agenda, we have developed a policy framework and a comprehensive four-year action plan.

Our key priorities are to:

- make sure all levels of our workforce reflect the communities we serve;
- make information and services more accessible to the people we serve; and
- make sure all the communities we serve are satisfied with the standard of information and services we provide.

These priorities are supported by statutory duties and audit requirements.

Key milestones we will work to achieve during 2008/09 include:

- setting and achieving employment targets for disability, gender and race by March 2009;
- achieving level 3 of the Local Government 2007 Equality Standard by March 2009;
- 50% of staff with internet access completing the Equality and Diversity e-learning programme by March 2009; and
- developing our policy on services for gypsy and traveller communities by March 2009.

We will achieve this by making sure directorates:

- review their workforce profile, identify priorities for 2008/09, and set targets and actions in their business plans to recruit and retain a workforce that reflects the diversity of our population;
- achieve level 3 of the Local Government 2007 Equality Standard by March 2009;
- piloting the e-learning programme that has been developed; and
- reviewing our current services to gypsies' and travellers' issues and priorities.

Minimising risk

We continue to make a difference and work to our ambitious agenda. To manage the inherent risk of such a large area of work, we have brought the different strands of equality and diversity together in one Equality and Diversity Action Plan.

Cabinet lead: Cabinet member for resources and performance

Lead officer: Executive director of adult and community services

CP3 Delivering the Equal Pay Review

We must continue to progress the Equal Pay Review to establish a new pay structure and revised terms of employment across our workforce by April 2009. The review does not apply to teachers, who are covered by national pay conditions.

Key milestones we will work to achieve during 2008/09 include:

- developing a new pay structure by April 2009; and
- developing new or revised terms and conditions of employment by April 2009.

We will achieve this through:

- continuing to progress job evaluation using the National Joint Council and HAY schemes; and
- negotiating with trade unions about bonus payments and standardising pay elements and conditions of service.

Minimising risk

We will hold regular meetings with trade unions, cabinet members and County Management Board to reduce any delays in the review process. We may need to take decisions without agreement from the trade unions, but will give the unions notice of these decisions.

There is potential for industrial disputes as a result of decisions made under the pay review. We will manage this risk by following suitable disputes procedures and briefing managers on how to handle strikes and action short of a strike.

Cabinet lead: The deputy leader of the county council

Lead officer: Director of human resources

CP4 Completing policy frameworks for social inclusion and our relationship with the voluntary, community and faith sector

CP4.1 Social inclusion

Social inclusion is one of the three cross-cutting themes in our Corporate Strategy. Cabinet has agreed four main priorities for social inclusion, which are to:

- strengthen leadership across the county council so that we raise the profile of social inclusion;
- increase commitment and make sure services are monitored and reviewed;
- improve opportunities so that people can achieve economic wellbeing; and
- identify 'Narrowing the gap' as a key principle of the revised Ambition Lancashire and the new LAA.

Key milestones we will work to achieve during 2008/09 include:

- producing a councillor guide and DVD and delivering awareness-raising activities to councillors by November 2008;
- publishing a database of 'worklessness to work' activity across the council on the social inclusion website by August 2008;
- delivering a series of awareness-raising events for our managers by November 2008;
- making a presentation to the Lancashire Partnership to raise awareness of social inclusion issues by March 2009; and

- making presentations to raise awareness of social inclusion issues to all 12 Lancashire Locals by March 2008.

We will achieve this through:

- working with our communication team to produce an informative and clear guide;
- launching the guide and DVD at an awareness-raising event;
- completing a research exercise to develop a database of worklessness activities that are being delivered across Lancashire; and
- delivering presentations to a range of audiences to raise awareness of social inclusion.

Minimising risk

There is a risk that directorate managers, the Lancashire Partnership and Lancashire Locals will not sign up to the issues. We can minimise this risk by making sure the messages we communicate are relevant and appropriate to the audience.

Cabinet lead: Cabinet member for resources and performance

Lead officer: Executive director of adult and community services

CP4.2 The voluntary, community and faith sector (VCFS)

Working with the VCFS is important because the sector is in a strong position to help deliver services to the most under-represented sections of our community, and to encourage people to take an active part in community life – particularly through volunteer work. We also need to recognise the added value that volunteering brings to its own services.

Key milestones we will work to achieve during 2008/09 include:

- analysing the extent and nature of services currently commissioned from the VCFS by March 2009;
- developing a marketing strategy for volunteering by March 2009;
- reviewing procedures for recruiting, retaining and supporting volunteers across the county council by March 2009; and
- identifying barriers to volunteering within the council by March 2009.

We will achieve this through:

- carrying out a survey of services commissioned from VCFS organisations to increase the information held on our database;

- producing volunteering marketing materials;
- marketing and distributing the volunteering code;
- achieving our contribution to LAA priorities for volunteering and the VCFS;
- producing common volunteering processes across the council; and
- introducing a corporate volunteering website with online application forms.

Minimising risk

The success of any initiative to increase VCFS contribution depends on co-operation from the VCFS itself. We will work closely with the VCFS consortium and the VCFS strategy group to reduce this risk.

There is a risk that consistent measures will not be agreed across the directorates. We will manage this risk through the VCFS Officer Working Group, who will support the project work.

There are also risks relating to staffing and continuity in this area of work. We will manage this risk by planning work handovers and using secondment placements.

Cabinet lead: Cabinet member for resources and performance

Lead officer: Executive director of adult and community services

Our corporate objectives

CO1 A place where people can feel safe

Everyone in Lancashire needs a safe environment and protection from crime so they can go about their daily lives. We want Lancashire to be a place where people are safe to live, work and visit.

We will work with local communities, the police, crime and disorder reduction partnerships and other key partners to tackle crime and create safer communities.

CO1.1 Community safety

Lancashire is a relatively safe place to live and has strong, diverse and vibrant communities. Many of our citizens are involved in community life and have a strong sense of responsibility for making their areas better places to live.

Despite the relative safety of Lancashire, surveys continue to show that fears for safety and perception of crime are much higher than reality.

Throughout 2008/09, our priorities will be to:

- reduce anti-social behaviour;
- reduce fear of crime;
- reduce violent crime;
- increase reporting of domestic violence; and
- reducing substance misuse.

Key milestones we will work to achieve during 2008/09 include:

- developing and introducing a Community Safety Framework for county council services by September 2008;
- working with partners to develop and introduce the Lancashire Community Safety Agreement by June 2008;
- developing a Community Safety Information-Sharing Protocol in the Lancashire Partnership Information-Sharing Charter by September 2008; and
- supporting district community safety partnership improvement plans to meet six hallmarks of effective partnership-working by March 2009.

We will achieve this through:

- agreeing directorate activities through the Community Safety Officer Working Group;
- supporting crime and disorder reduction partnerships and the County Strategy Group;
- focusing on prevention activity for young people and young adults;
- developing and continuing with activities to tackle alcohol misuse;
- targeting areas with high crime rates, particularly where there is violent crime;
- raising awareness and support for victims of domestic violence, including developing a programme for perpetrators of domestic violence across the county; and
- working with the most vulnerable households which contribute to these issues.

Minimising risk

Key priorities are assessed and reported every three months through regular performance management and as part of the corporate risk register. Actions to minimise risk will be taken by the Internal Community Safety Officer Working Group and the county partnership known as the County Strategy Group for Community Safety.

Cabinet lead: Cabinet member for adult and community services

Lead officer: Executive director of policy

CO1.2 The positive impact of children and young people on community safety

We will help children and young people to be safe and make a positive contribution to their communities.

Key milestones we will work to achieve during 2008/09 include:

- reducing the number of young people who offend for the first time to less than 2,272 during 2008/09;
- achieving a re-offending rate of less than 35.2% by 31 March 2009;
- extending the Early Years Child Protection Policy and Procedures to cover all early years settings by March 2009;
- promoting volunteering opportunities for young people through a vacancy-matching service by September 2008; and
- contacting 25% of 13- to 19-year-olds to try to involve them in positive activities with recorded and accredited outcomes, with a target of 60% of those taking part gaining recorded outcomes and 30% accredited outcomes in 2008/09.

We will achieve this through:

- reducing levels of youth offending and re-offending;
- reducing young people's involvement in criminal damage, anti-social behaviour and arson;
- reducing violent crimes involving young people, including domestic violence, violent extremism and gang culture; and
- improving child protection and protecting those who are young and vulnerable.

Minimising risk

Risks are assessed and reported to the relevant Performance Improvement Board through a project highlight report. Key priorities will be listed in the corporate risk register and monitored through education executive management meetings every three months.

Cabinet lead: Cabinet member for children and young people

Lead officer: Executive director of children and young people

CO2 A place where people can lead healthy lives

We regard health as a positive mental and social state and more than just the absence of illness. It is the basis of everyone having an equal chance to live an active, enjoyable and fulfilling life. We are working with our partners towards the overall goal of good health and wellbeing for the people of Lancashire. We want Lancashire to be a county where people can make good choices about their lifestyle, and where income and social class are no longer major factors in life expectancy.

We are committed to improving the health of our residents. We know there are large variations in wellbeing across the county. Some parts of Lancashire's population suffer worse health than other parts of the country. This affects people's ability to play a full part in social, economic and civic life.

CO2.1 Improving people's health and wellbeing

We want to work with partners to improve the health and wellbeing of people in Lancashire, in line with Ambition Lancashire's key principle of 'Narrowing the gap'.

Key milestones we will work to achieve during 2008/09 include:

- agreeing action plans for priorities in our corporate Health and Wellbeing Strategy – for example, mental health, alcohol, worklessness and health at work by September 2008;
- agreeing milestones and performance indicators by December 2008;
- developing a communications plan for our corporate Health and Wellbeing Strategy by June 2008;
- developing a training plan for our corporate Health and Wellbeing Strategy by September 2008;
- working with partners to deliver the recommendations of the Audit Commission's Health Inequalities Review, up to the end of March 2009; and
- establishing a Lancashire Partnership Strategic Health and Wellbeing Board by June 2008.

We will achieve this through:

- contributing to the Lancashire Local Area Agreement (LAA);
- delivering our Health and Wellbeing Strategy; and
- establishing a Joint Health Unit with the three primary care trusts.

Minimising risk

We will manage any risks relating to the LAA through the Lancashire Partnership and its performance management systems.

We have an officer working group with representatives from all directorates to oversee wellbeing actions and provide a co-ordinated approach to improving people's lives and meeting statutory requirements.

Cabinet lead: Cabinet member for adult and community services

Lead officer: Executive director of adult and community services

CO2.2 Wellbeing

As a commissioner and provider of services, as well as a major employer in Lancashire, we want to make a positive contribution to the wellbeing of people in Lancashire. Wellbeing is about improving the quality of people's lives so they can enjoy improved health and benefit from playing a full part in the community.

Key milestones we will work to achieve during 2008/09 include:

- completing a gap analysis of practical help services by district by the end of April 2008;
- establishing Help Direct gateways (information, advice and access to practical support) by September 2008;
- developing IT systems for Help Direct users by August 2008;
- developing a database of practical help services for Help Direct gateways and the Customer Service Centre by September 2008; and
- establishing a Lancashire-wide partnership framework for progressing local and national health and wellbeing priorities by March 2009.

We will achieve this through:

- developing a shared understanding of wellbeing which includes people's health and the influences which affect their quality of life – for example, income, housing, practical help, family and social networks;
- working with district councils, primary care trusts and the voluntary, community and faith sector to agree our roles in delivering this agenda;
- combining efforts within the Adult and Community Services Directorate, developing innovative services and looking for ways to build on existing cultural and community services, particularly for those who find it difficult to access services;
- broadening our response to providing adult social care services so that we meet the needs of the whole population;
- modernising our approach to self-directed care for those with greatest need and limited finance;
- developing opportunities to work with the voluntary, community and faith sector; and
- developing innovative services, run by those who use them, and which help people to remain healthy and have a good quality of life.

Minimising risk

We will develop a risk register for this priority and use it as a management tool to achieve the priority.

Cabinet lead: Cabinet member for adult and community services

Lead officer: Executive director of adult and community services

CO2.3 Children's and young people's health

We want to improve the emotional and physical health and wellbeing of children and young people.

Key milestones we will work to achieve during 2008/09 include:

- providing training for all youth support staff in drugs education (including smoking and alcohol) and training for key staff in sexual health education and condom distribution by March 2009;
- agreeing a child and adolescent mental health services tier 3 service specification and service level agreements in each area by September 2008;
- agreeing LAA targets for reducing obesity by June 2008;
- agreeing with partners a strategy and clear action plan for reducing obesity by the end of September 2008;
- working with three targeted schools to improve sex and relationships education during 2008/09; and
- planning and delivering joint sex and relationships training for 500 staff across the county during 2008/09.

We will achieve this through:

- reducing involvement in risk-taking behaviour, including alcohol and substance misuse, smoking, teenage pregnancy and sexual health;
- improving children's emotional health and wellbeing, including developing 24-hour child and adolescent mental health services with primary care trusts, particularly for 16- to 17-year-olds;
- reducing levels of obesity;
- improving dental health; and
- reducing levels of bullying.

Minimising risk

Risks are assessed and reported to the relevant Performance Improvement Board through a project highlight report. Key priorities will be listed in the corporate risk register and monitored through education executive management meetings every three months.

Cabinet lead: Cabinet member for children and young people

Lead officer: Executive director of children and young people

CO3 A place where people can get help if they need it

Help to people in need comes in many guises. It can be an emergency response to a flooded road or to someone needing a social care service, or it can simply be providing some routine information at a library. Between these extremes our staff provide practical help every day – support care for an older person to live safely at home, support for a parent needing advice on a school place for their child, or welfare rights advice for someone on a low income.

We recognise our role to provide high quality care and support to those in need. Our contribution to the health and wellbeing of the county is significant given the wide range of services we provide for some of our most vulnerable individuals and communities.

This is in line with Ambition Lancashire and the LAA priorities of promoting health and wellbeing, improved access to services and social inclusion.

CO3.1 Strategic commissioning

We want to establish an approach to strategic commissioning which secures positive outcomes for people and provides a firm basis for shaping and delivering services within our directorates and in partnership with others. Our commissioning priorities for 2008/09 include services and support for carers and services for people with dementia.

We also want to focus on integrating our front-line services with those of partners such as health care authorities, district councils and the voluntary, community and faith sector.

Key milestones we will work to achieve during 2008/09 include:

- creating a strategic commissioning function in the Adult and Community Services Directorate by September 2008;
- agreeing a Strategic Commissioning Framework for the directorate by September 2008;
- including LAA priorities and targets in directorate business and service plans by March 2009;
- working in partnership with directors of public health to carry out a joint strategic needs assessment by the end of April 2008;
- analysing the findings of the joint strategic needs assessment to shape commissioning activity by March 2009;

- identifying a lead adult and community services officer for each local strategic partnership by June 2008; and
- agreeing joint commissioning priorities with the three Lancashire primary care trusts by August 2008.

We will achieve this through:

- developing a strategic commissioning function and framework to deliver positive outcomes for people;
- working with partners to respond jointly to the needs of the people of Lancashire;
- developing and delivering the Lancashire Local Area Agreement;
- carrying out a joint strategic needs assessment to shape commissioning decisions; and
- integrating local services with our partners to improve access for people.

Minimising risk

We will develop a risk register for this priority and use it as a management tool to achieve the priority.

Cabinet lead: Cabinet member for adult and community services

Lead officer: Executive director of adult and community services

CO3.2 Giving people greater choice and control over their lives

We want to give people greater choice and control over their lives, including how we meet their needs and provide services to them. We want people to be able to access the right type of service for them, in a way and at a time that is convenient for them. We want people to feel involved as individuals and groups and to be able to influence our services.

We also want people to be confident that we put their safety and dignity at the centre of what we do. We want all sections of the community to be highly satisfied with our services.

Key milestones we will work to achieve during 2008/09 include:

- establishing a structure to support self-directed personal social care for all adults by March 2009;
- delivering the Dignity in Care Charter by March 2009;
- strengthening our approach to protecting adults by March 2009;
- developing and delivering a Customer Care Charter by March 2009;

- assessing the transfer of adult and community services (ACS) customer care to our Customer Service Centre and developing proposals for the next phase by September 2008; and
- establishing a customer feedback intranet page by June 2008.

We will achieve this through:

- delivering the ACS Customer Access Strategy so that people can access information about services through the internet, face to face and by phone;
- developing self-directed services which offer people more choice and control over how we meet their needs;
- developing a range of approaches to gathering, listening to and learning from feedback from service users; and
- providing people with a consistently high standard of service and customer care.

Minimising risk

We will develop a risk register for this priority and use it as a management tool to achieve the priority.

Cabinet lead: Cabinet member for adult and community services

Lead officer: Executive director of adult and community services

CO3.3 Supporting children and young people and their families

We want to make sure children and young people and their families and carers receive suitable services and support.

Key milestones we will work to achieve during 2008/09 include:

- consolidating processes to integrate aftercare and care-leaver services and establish a consistent pathway by July 2008;
- auditing the quality of pathway plans and producing an action plan for the management team by October 2008;
- reviewing the way policies and resources are applied to care leavers to make sure they are consistent across the county by July 2008;
- finalising Lancaster University research of looked after children by June 2008;
- recruiting two more independent reviewing officers by October 2008;
- establishing 31 phase 2 children's centres to provide access to midwife services and a link to health visitors by 31 March 2009;
- improving self-assessment of children's centre services to support continuous improvement by July 2008;

- making sure all centres have carried out their first self-assessment and are meeting the necessary standards by the end of December 2008;
- making sure 308 (48%) of schools are delivering the full core range of extended services by the end of September 2008;
- reshaping services for children and young people with special educational needs and learning difficulties and disabilities in line with 'Aiming Higher' guidance by the end of December 2008; and
- phasing in the Common Assessment Framework and the lead professional role by the end of December 2008.

We will achieve this through:

- improving support for looked after children and care leavers, including pathway planning and personal advisers;
- improving the quality of care services to provide better outcomes for looked after children;
- delivering core services through children's centres and extended services; and
- improving services for children with disabilities.

Minimising risk

Risks are assessed and reported to the relevant Performance Improvement Board through a project highlight report. Key priorities will be listed in the corporate risk register and monitored through education executive management meetings every three months.

Cabinet lead: Cabinet member for children and young people

Lead officer: Executive director of children and young people

CO3.4 Person-centred care

We want to make sure all our services focus on identifying and meeting people's individual needs whilst respecting their dignity, diversity and independence. We want to continue to develop our Assessment and Reablement Service and realign our care and support services to meet the challenges of self-directed support, individual choice and control. We also want to improve the quality and cost-effectiveness of the services we offer to Lancashire residents.

Key milestones we will work to achieve during 2008/09 include:

- establishing a structure to support integrated care services in the new Lancashire County Commercial Group by October 2008;

- realigning services such as day care, but also including central support services to meet the challenges of the new agenda in social care in a cost effective way by March 2009;
- achieving new and retaining existing external accreditation awards as evidence of high standards of service delivery by December 2008;
- continuing to develop the Assessment and Reablement Service to meet projected referral rates and established performance indicators, and to contribute to therapy in East Lancashire and Lancaster (by September 2008) and South Lancashire, Fylde and Wyre (by December 2008);
- embedding the national Dignity In Care Initiative in our services by September 2008; and
- reviewing services and negotiating contracts to support cost-effective services by March 2009.

We will achieve this through:

- developing specific performance targets – for example, 100% of eligible establishments rated as 'good' or 'excellent' by The Commission for Social Care Inspection;
- working in close partnership with all stakeholders, developing partnership links with adult and community services and NHS colleagues;
- negotiating favourable contract agreements for existing and new business;
- designing, developing and introducing internal audit systems to strengthen external accreditation awards;
- producing new policies and procedures to facilitate direct payments and rigorously applying existing policies such as the staff sickness absence policy;
- reviewing each service to make sure resources are used cost-effectively and reorganising services as appropriate following these reviews; and
- making best use of IT systems to gather information on performance indicators and use the care planning facility of Saturn software.

Minimising risk

We have a project group reporting to a cabinet committee who will regularly review progress of this priority.

Cabinet lead: Cabinet member for adult and community services

Lead officer: Executive director for adult and community services

CO3.5 Our Customer Access Strategy – supporting Ambition Lancashire’s ‘Accessible Lancashire’ priority

We want to put customers at the heart of our services. We will do this by better integrating our data, services and staff. Most customers will access our services and information through the website, our Customer Service Centre and the new information gateways.

Key milestones we will work to achieve during 2008/09 include:

- designing a new website focussed on customer need by March 2009;
- publishing monthly performance figures for our telephone services, including the percentage of calls answered in 20 seconds and the percentage of calls resolved at the first point of contact by March 2009; and
- developing and introducing a new strategy for face-to-face customer service throughout 2008/09.

We will achieve this through:

- rebranding and marketing our website;
- encouraging the people of Lancashire to access information about our services by visiting the website or phoning our Customer Service Centre; and
- agreeing a strategy and action plan so that people who cannot or do not want to use our internet and telephone services receive the same level of service face to face.

Minimising risk

Our Customer Access Strategy is identified in the corporate risk register. There are strict governance arrangements for delivering the strategy, which were set out in a report to cabinet in November 2007.

Cabinet lead: The deputy leader of the county council

Lead officer: Executive director of adult and community services

CO4 A place where people can learn and develop

The children and young people of Lancashire are the future of our county. We will do everything we can to improve their quality of life and chances of success and to meet the needs of today’s and tomorrow’s older people.

This is in line with Ambition Lancashire and the LAA’s cross-cutting themes of narrowing the gap and active citizens and communities.

CO4.1 Heritage and culture

We want our cultural services to make a key contribution to wellbeing, community cohesion and social and economic development. We want to make a positive contribution to communities' sense of identity and to how they express and portray themselves.

We want to improve access to heritage to help people understand and connect with their past culture. We want more people to experience a wider range of cultural opportunities.

Key milestones we will work to achieve during 2008/09 include:

- developing an Adult and Community Services Strategy for Heritage and Culture by March 2009;
- applying to the Heritage Lottery Fund and securing commitment for a major extension to the County Records Office by March 2009;
- researching the effects of cultural activity on older people's wellbeing so that we can develop suitable programmes in future by March 2009;
- developing and launching the Youth Culture Offer in partnership with the Directorate for Children and Young People, the Museums, Libraries and Archives Council and the Arts Council by September 2008;
- developing the partnership for a cultural strategy with Blackpool, Fylde and Wyre by August 2008;
- developing the Heritage Lottery Fund regional priorities in partnership with other local authorities by September 2008; and
- updating the Cultural Strategy for Lancashire by March 2009.

We will achieve this through:

- involving communities in experiences and activities which will improve social cohesion, participation and learning;
- involving communities in shaping the image of their area and perceptions of it; and
- working with partners through local strategic partnerships to achieve positive outcomes.

Minimising risk

We will develop a risk register for this priority and use it as a management tool to achieve the priority.

Cabinet lead: Cabinet member for adult and community services

Lead officer: Executive director of adult and community services

CO4.2 Helping children and young people learn and develop

We want to make sure children and young people have the skills required for life.

Key milestones we will work to achieve during 2008/09 include:

- improving children's and young people's levels of achievement at all stages of development by September 2008;
- narrowing achievement gaps in targeted areas by September 2008;
- increasing the number of young people aged 16 to 18 who are in education, employment or training, especially in targeted areas by October 2008; and
- reducing the number of permanent exclusions from schools by December 2008.

We will achieve this through:

- making sure there is satisfactory progress towards agreed statutory achievement targets for foundation stage and key stage 1 to 4 through monitoring by school improvement partners;
- completing a thorough analysis of achievement gaps for pupils in Lancashire;
- setting targets to narrow the achievement gap between pupils eligible for free school meals and those not eligible for free school meals;
- setting targets for pupils from areas of social economic disadvantage to narrow the achievement gap;
- Integrated Youth Support Service advisers completing follow-up activities on school leavers;
- agreeing the new LAA targets for children not in education, employment or training with Government Office North West;
- completing training for relevant staff in the new information and guidance standards;
- establishing a secondary schools collaborativeto reduce school exclusions; and
- developing restorative justice approaches to improving behaviour in schools.

Minimising risk

Risks are assessed and reported to the relevant Performance Improvement Board through a project highlight report. Key priorities will be listed in the corporate risk register and monitored through education executive management meetings every three months.

Cabinet lead: Cabinet member for children and young people

Lead officer: Executive director of children and young people

CO5 A place where people can work and prosper

We recognise that jobs, skills and sustainable businesses drive the growth of the Lancashire economy. This will be the focus of our approach.

Lancashire's economy continues to grow, unemployment has fallen and the property market is improving. However, there are pockets of severe deprivation and areas of poor housing. The challenge remains to improve productivity, increase prosperity and make sure this reaches all parts of the county.

This is in line with Ambition Lancashire and the LAA priorities of improving access to services and employment opportunities, reducing worklessness and narrowing the gap

CO5.1 Sustaining economic growth

We will work towards sustainable economic growth and help to secure a good standard of living for Lancashire's residents by:

- improving growth rates for rural business development;
- working with district councils to develop multi-area agreements aimed at increasing economic growth, expectations and the local skills base; and
- supporting the Regional Spatial Strategy Review and producing local development frameworks to secure land for suitable business development.

Key milestones we will work to achieve during 2008/09 include:

- developing the work programme by the end of January 2009;
- developing an action plan to facilitate sustainable economic growth by April 2009;
- developing multi-area agreement proposals by May 2008;
- securing a place on the Regional Spatial Strategy Review writing group by January 2009; and
- helping to prepare local development frameworks for the 12 districts by January 2009.

We will achieve this through:

- working with the England Rural Development Programme and the Lancashire Economic Partnership to draw up an action plan for developing knowledge-based enterprise in rural areas of the county;
- developing aims and objectives for the multi-area agreements;

- working with Preston, South Ribble, Chorley, Blackpool, Fylde and Wyre to pursue a 'housing growth-point' bid which will speed up housing development rates and allow for development on sites where there have previously been barriers;
- building more than 400 extra homes a year on previously blocked sites;
- providing information and support to district councils producing local development frameworks; and
- helping to develop regional policy.

Minimising risk

Risks are managed through directorate and section business-planning and risk-management processes.

Cabinet lead: Cabinet member for sustainable development

Lead officer: Executive director of policy

CO5.2 Helping children and young people work and prosper

We want to make sure children and young people and their families and carers receive suitable support to help them achieve economic wellbeing.

Key milestones we will work to achieve during 2008/09 include:

- making sure all pregnant teenage parents under 16 have access to a named mentor to support them in their education through pregnancy and after the birth during 2008/09;
- aiming to reduce the number of young mothers who are not in education, employment or training by 2% by March 2009;
- completing the first Child Care Sufficiency Assessment Statement by July 2008; and
- providing 40 apprenticeships in our Directorate for Children and Young People and schools by March 2009.

We will achieve this through:

- providing appropriate high quality childcare;
- supporting access to adult learning to improve skills and ambitions;
- improving benefits take-up; and
- improving access to services and employment opportunities.

Minimising risk

Risks are assessed and reported to the relevant Performance Improvement Board through a project highlight report. Key priorities will be listed in the corporate risk register and monitored through education executive management meetings every three months.

Cabinet lead: Cabinet member for children and young people

Lead officer: Executive director of children and young people

CO5.3 Economic development

We will help to deliver the county council's core purpose and key themes of 'work and prosper', 'learn and develop' and 'enjoy a high quality environment' and the 'prosperous' and 'learning Lancashire' themes of Ambition Lancashire.

Specific partnership-working will also support the four priorities of:

- improving skill levels amongst people in Lancashire;
- increasing employability in Lancashire;
- increasing environmentally, socially and economically sustainable business growth and entrepreneurship in Lancashire; and
- improving access to public transport across Lancashire.

We will achieve economic outcomes with partners through our Enterprise, Skills and Social Inclusion, Physical Regeneration, Sector Development (Creative and Tourism) and Local and Multi-Area Agreements Programmes.

Key milestones we will work to achieve during 2008/09 include:

- providing quarterly performance reports to the Lancashire County Development Ltd (LCDL) Board and the Office of the Chief Executive Business Plan throughout 2008/09;
- achieving LAA reward targets for 2006/10 and making reward grant claims for worklessness by December 2008, apprenticeships by December 2010, business starts by June 2009 and business survivors by June 2010; and
- agreeing new LAA targets and action plans and setting targets by September 2008.

We will achieve this by:

- achieving economic outcomes (450 jobs created or safeguarded, 850 organisations assisted, 50,000 square feet of lettable space created);
- providing coordination, support and performance management for enterprise, apprenticeships and worklessness reward targets within the LAA 2006/10, through the Lancashire Partnership;
- agreeing targets and action plans for the economic development theme of the LAA 2008/11, including a contribution from LCDL;
- agreeing action plans, milestones and performance indicators for priorities within the economic development framework on emerging themes such as worklessness, skills and enterprise;
- achieving economic outcomes with partners contributing to the Lancashire Economic Strategy and Partnership;

- providing economic development services to partners, in particular housing market renewal areas in partnership with ELEVATE;
- helping to develop and deliver multi-area agreements; and
- helping to develop and deliver economic outcomes with our directorates and services.

Minimising risk

LCDL has a well developed risk management procedure which covers LCDL services and the LAA. This procedure will be updated when the next LAA and LCDL business plans are introduced.

Cabinet lead: Cabinet member for sustainable development

Lead officer: Executive director of policy

CO6 A place where people can travel easily and safely

Safe and improved transport remains key to protecting the local environment and improving the economy and prosperity of the county. To achieve this we must work with our partners to develop sound alternatives to travelling by car, whilst reducing congestion to make journeys easier and safer for those who use the roads.

In line with Ambition Lancashire and the LAA priorities to improve access to services and increase road safety, we will continue to work with our partners to provide an effective and safe transport system that serves the needs of everyone and offers good access for business, social and leisure opportunities.

CO6.1 Accessibility and social inclusion

Accessibility and social inclusion are key elements of sustainable communities. We recognise the need to develop and deliver an Accessibility Strategy to be sure that these important considerations influence our actions.

Key milestones we will work to achieve during 2008/09 include:

- delivering Annual Monitoring Report accessibility indicators to district councils by January 2009; and
- investigating and, if appropriate, developing a pilot scheme for co-ordinated transport procurement with the NHS by April 2009.

We will achieve this by:

- using the Local Transport Plan priority of 'Delivering accessibility' as the basis for our Accessibility Strategy;

- working with stakeholders to develop and deliver action plans to improve social inclusion;
- working with district councils to include accessibility considerations in the spatial planning process and to guide policy development and site selection; and
- working with district councils and developers to make sure new developments increase accessibility and social inclusion wherever possible.

Minimising risk

We will reduce any potential risks by including the above actions in the Environment Directorate's risk register and in our business plans for strategic planning and transport and highways and environmental management.

Cabinet lead: Cabinet member for highways and planning

Lead officer: Executive director of environment

CO6.2 Improving our transport network

We want to maintain the standards of our highway network and make sure it is safe and efficient for everyone. We want to improve access to services and reduce congestion by promoting and supporting public transport, planning accessibility and providing safe and sustainable travel advice to schools, businesses and residential developments.

Key milestones we will work to achieve during 2008/09 include:

- completing the Nelson Interchange by the end of March 2009;
- contributing to at least three town centre master plans by March 2009;
- completing the East Preston Park and Ride by September 2008;
- introducing a highway works noticing process by the end of April 2008; and
- delivering a report for network management duty by autumn 2008.

We will achieve this by:

- developing a new bus/rail interchange in Nelson;
- working with district councils to develop transport master-plans in Accrington, Burnley and Skelmersdale town centres, and merging master-plan proposals for other town centres;
- developing a Park and Ride service for East Preston;
- providing major input to the Preston Bus Station plans and the Heysham/M6 scheme; and
- implementing the Traffic Management Act 2004.

Minimising risk

We will reduce any potential risks by including the above actions in the Environment Directorate's risk register and in our business plans for strategic planning and transport and highways and environmental management.

Cabinet lead: Cabinet member for highways and planning

Lead officer: Executive director of environment

CO6.3 Children and young people travelling safely

We want to improve the emotional and physical health and wellbeing of children and young people.

Key milestones we will work to achieve during 2008/09 include:

- reducing road traffic accidents involving children and young people.

We will achieve this by:

- working with schools to make sure a further 130 school travel plans are put in place in 2008/09;
- increasing the number of schools delivering Right Start Pedestrian Training by 54 throughout 2008/09;
- holding business meetings in all primary schools during the year to promote road safety education and training as part of the curriculum throughout 2008/09;
- delivering 40 Theatre in Education performances in high schools and colleges throughout 2008/09; and
- repeating the Theatre in Education tour of 'Road Race' in October 2008 to reach approximately 50 primary schools.

Minimising risk

Risks are assessed and reported to the relevant Performance Improvement Board through a project highlight report. Key priorities will be listed in the corporate risk register. Scrutiny meetings every three months will monitor risks and consider any changes taking place.

Cabinet lead: Cabinet member for children and young people

Lead officer: Executive director of children and young people

CO7 A place where people can enjoy a high quality environment

Our vision for Lancashire is of a clean, safe and healthy county, where waste is minimised and recycling has reduced dependency on scarce resources and costly landfill: an area of attractive communities and open spaces where residents feel confident in and proud of their environment.

This is in line with Ambition Lancashire and the LAA priorities of addressing climate change and increasing waste recycling and composting.

CO7.1 Delivering the Lancashire Climate Change Strategy and a Lancashire County Council Carbon Management Programme

We have a duty to reduce carbon emissions and the risks to people and services associated with climate change. The government's Climate Change Bill will require reductions in greenhouse gas emissions of at least 30% by 2020, and 60% by 2050.

Key milestones we will work to achieve during 2008/09 include:

- reviewing the Lancashire Local Climate Change Fund by Spring 2009;
- holding a Lancashire Climate Change Summit by autumn 2008;
- publishing the Lancashire Climate Change Strategy by November 2008;
- launching the Lancashire Carbon Compensation Scheme by May 2008; and
- launching a Lancashire Climate Club Scheme to help employees and residents take action to reduce their carbon footprint by June 2008.

We will achieve this by:

- leading development and delivery of the Lancashire Climate Change Strategy and a new Lancashire Climate Change Partnership;
- strengthening development and delivery of a Community Climate Change Programme for Lancashire;
- developing and delivering a programme to significantly reduce carbon emissions from our own operations;
- establishing and actively promoting a Carbon Pledge Initiative to encourage Lancashire people and businesses to reduce their carbon footprint;
- exploring the concept of an energy services company for Lancashire to provide effective carbon reduction measures for households;
- developing a scheme for Lancashire people, businesses and public sector organisations to compensate for the effects of Lancashire's pollution on the third-world; and
- developing programmes to help pupils and teachers explore and understand climate change.

Minimising risk

We will reduce any potential risks by including the above actions in the Environment Directorate's risk register and in our business plans for strategic planning and transport and highways and environmental management. The Environment Directorate will strengthen its resources and capacity to support climate change activity.

Cabinet lead: Cabinet member for sustainable development

Lead officer: Executive director of environment

CO7.2 Delivering sustainable waste management

We want to deliver sustainable waste management and reduction initiatives to meet the requirements of the European Landfill Directive.

Key milestones we will work to achieve during 2008/09 include:

- delivering the Public Finance Initiative (PFI) contract for waste facilities at Thornton and Leyland during 2008/09;
- starting work on waste transfer stations for Pendle, West Lancashire, Preston and Lancaster during 2008/09;
- starting the planning application and compulsory purchase order process for the Huncoat link road and waste technology park during 2008/09;
- developing a Procurement Sustainability Policy in response to the Sustainable Task Force Action Plan; and
- extending pilot kitchen waste recycling services in partnership with district councils through:
 - 10,000 households taking part in the pilot during 2008/09;
 - working in partnership with at least three district councils; and
 - 20,000 households receiving kitchen waste collection services during 2008/09.

We will achieve this by:

- delivering the waste PFI contract;
- starting to build the waste transfer stations for Pendle, West Lancashire, Preston and Lancaster;
- starting the planning application and compulsory purchase order process for the Huncoat link road and waste technology park;
- launching the Procurement Sustainability Policy; and
- extending pilot kitchen waste recycling services in partnership with district councils.

Minimising risk

We will manage risks by including actions in the Waste and Natural Resources Business Plan and by recruiting additional staff to manage the PFI and Huncote projects. We will continue to receive support from specialist technical legal and financial advisers. We will manage development of our Procurement Sustainability Policy through a Sustainability Steering Group and audits.

Cabinet lead: Cabinet member for sustainable development

Lead officer: Executive director of environment

CO7.3 Encouraging children and young people to care for the environment

We want to help children and young people be safe and make a positive contribution to their environment.

Key milestones we will work to achieve during 2008/09 include:

- encouraging at least 50 additional schools to register as working towards the Eco-Schools Standard during 2008/09 (currently 290); and
- helping to increase the number of schools achieving the Eco-Schools Silver Standard by 15 (currently 70) and the number achieving the full Green Standard by five (currently two) during 2008/09.

We will achieve this by:

- making a positive impact on climate change, particularly on the number of schools achieving the Eco-Standard and through school councils.

Minimising risk

Risks are assessed and reported to the relevant Performance Improvement Board through a project highlight report. Key priorities will be listed in the corporate risk register. Scrutiny meetings every three months will monitor risks and consider any changes taking place.

Cabinet lead: Cabinet member for children and young people

Lead officer: Executive director of children and young people

Key performance indicators and best value performance indicator compendium 2008/09 – 2009/10

From April 2008 we will be measuring our performance using a new set of national indicators. We will select our new performance indicators in line with the priorities identified in the Lancashire Local Area Agreement 2008/11.

Once we have analysed our year-end position, we will publish a summary of our performance in Vision – our community newspaper for Lancashire residents.

