



**Committee:** BUDGET AND PERFORMANCE PANEL

**Date:** TUESDAY, 25 OCTOBER 2005

**Venue:** LANCASTER TOWN HALL

**Time:** 4.30 P.M.

Councillors are reminded that as Members of overview and scrutiny they may not be subjected to the Party Whip, which is prohibited under the Local Government Act 2000.

## **A G E N D A**

1. Apologies for absence.
2. Declaration of interests.
3. Minutes of the meeting held on 5th July, 2005.
4. Items or Urgent Business authorised by the Chairman.
5. Demonstration of 'Live' Escendency System and Progress Update  
A presentation by the Best Value Officer.
6. Star Chamber Progress Reports (Pages 1 - 12)  
Reports by the Leader of the Council.
7. Ethnic Minority Representation in the Workforce (Pages 13 - 24)  
Report of the Head of Human Resources and Organisation Development.
8. Discussions with Mark Davies, Head of City Contract Services regarding Performance Indicators (Pages 25 - 26)  
Briefing note by the Head of City Contract Services.
9. Discussions with Peter Sandford, Head of Economic Development and Tourism regarding Performance Indicators

## **ADMINISTRATIVE ARRANGEMENTS**

### **(i) Membership**

Councillors Keith Budden (Chairman), John Day (Vice-Chairman), Maggie Chadwick,

John Gilbert, Mike Greenall, Tony Johnson, Peter Robinson, Roger Sherlock and John Whitelegg

**(ii) Substitute Membership**

Councillors Evelyn Ashworth, Susan Bray, Tina Clifford, Chris Coates, Jean Dent, Paul Gardner, Stuart Langhorn and Sylvia Rogerson

**(iii) Queries regarding this Agenda**

Please contact Liz Bateson, Administration Services - telephone (01524) 582047 or email [ebateson@lancaster.gov.uk](mailto:ebateson@lancaster.gov.uk).

**(iv) Changes to Membership, substitutions or apologies**

Please contact Members' Secretary, telephone 582170, or alternatively email [memberservices@lancaster.gov.uk](mailto:memberservices@lancaster.gov.uk).

MARK CULLINAN  
CHIEF EXECUTIVE  
TOWN HALL,  
LANCASTER LA1 1 PJ

Published on 17<sup>th</sup> October, 2005

<b>CABINET</b>
----------------

<b>18 October 2005</b>
------------------------

<b>BUDGET &amp; PERFORMANCE PANEL</b>
---------------------------------------

<b>25 October 2005</b>
------------------------

## STAR CHAMBER

### Report of Councillor Ian Barker

<b>PURPOSE OF REPORT</b>
--------------------------

To receive an update on the 'Star Chamber' meeting held since the last report to Cabinet of the 06 September 2005.
--

<b>Key Decision</b>	<input type="checkbox"/>	<b>Non-Key Decision</b>	<input type="checkbox"/>	<b>Referral from Cabinet Member</b>	<b>X</b>
---------------------	--------------------------	-------------------------	--------------------------	-------------------------------------	----------

<b>This report is public</b>
------------------------------

#### 1. RECOMMENDATIONS OF CABINET MEMBER

(a) That the report be noted

#### 2. Introduction

- 2.1 Star Chamber is an informal Member working group of Cabinet Members meeting with Officers to examine the Council's current and future spending plans to assist Cabinet with its responsibilities for making proposals in respect of the Policy & Budget Framework. The purpose and objective include value for money and to identify Gershon efficiencies and savings that can meet the targets set out in the Medium Term Financial Strategy.
- 2.2 Star Chamber works to its revised Terms of Reference. The group meets regularly and reports for information are made on a regular basis into Cabinet and will also be made into the Budget & Performance Panel.
- 2.3 Since the last report to Cabinet, Phase III Star Chamber meetings have commenced, concentrating on budget issues in respect of Individual Cabinet Member Portfolio areas of specific responsibility. The following meetings have taken place:

- 01 September 2005 – Councillor Barker – see **Appendix A**
- 15 September 2005 – Councillor Quinton – see **Appendix B**

**RELATIONSHIP TO POLICY FRAMEWORK**

The work of the Star Chamber is critical to providing a challenge and review to both the way that our services are provided or their appropriateness to the targets set out in the Corporate Plan & Policy Framework. In particular this can be seen in:

- Corporate Plan Core Values – Sound Financial Management and Improving Services
- Corporate Plan Priority No 5 “Delivering modern, high-performing services, that are accessible, cost effective and of a quality that reflect what people want and need.”
- Revenue Budget & Capital Programme Monitoring
- Medium Term Financial Strategy target

**CONCLUSION OF IMPACT ASSESSMENT**

**(including Diversity, Human Rights, Community Safety, Sustainability etc)**

None arising directly as a result of this report.

**FINANCIAL IMPLICATIONS**

None arising directly as a result of this report.

**SECTION 151 OFFICER’S COMMENTS**

The Section 151 Officer has been consulted and has no comments to add.

**LEGAL IMPLICATIONS**

Legal Services have been consulted and have no comments to make on this report.

**MONITORING OFFICER’S COMMENTS**

The Monitoring Officer has been consulted and has no comments to add.

**BACKGROUND PAPERS**

Corporate Plan 2005/06  
Revenue Budget and Capital Programme  
Medium Term Financial Strategy – March 2005

**Contact Officer:** Mark Cullinan

**Telephone:** 582011

**E-mail:** [chiefexecutive@lancaster.gov.uk](mailto:chiefexecutive@lancaster.gov.uk)

**Ref:** CE/ES/Committees/Cabinet/StarCh

**NOTES OF STAR CHAMBER – 01 SEPTEMBER 2005**

**HUMAN RESOURCES**

---

Consortium approach – meeting of Local Authorities to take place in October

Sickness absence and disciplinary and grievance policies. Report back on experiences and policies from other LAs.

Possibility of saving .5 Admin post when IT system in place and when Customer Service Centre is rolled out to HR. Needs linking to finance and CCS bonus assimilation. Officer Working Group to continue preparation of future options.

Sickness absence – options are a continuation of existing policy, but increasing management or more robust means requiring a change in policy

- Review of Occupation Health Service is due

Possibly linking car leasing removal with JE. Options paper required

Vacant PO post, advertise at lower rate

and JE resources is £50K, option to put £20K back into the pot

Training report back mid November

**FINANCE**

---

MTFS – a number of corporate finance savings have already been included

Residual cashiers' function needs to be reviewed

Report back on cost effectiveness of increased training for managers.

Insurance renewal will be reviewed as part of policy and exercise.

This page is intentionally left blank

NOTES OF STAR CHAMBER – 15 SEPTEMBER 2005

**PLANNING POLICY**

---

Gradual uplift in Planning fees to finance Development Control Service, using PDG as gap filler in the meantime

Clear options are required around service levels, including enforcement and their financial implications

Want to protect performance to retain Planning Delivery Grant and prospects for the future

Building Control– submitting building regulations online

Energy efficiency and service by design initiatives can be met within existing resources

---

**Rural Affairs portfolio** – no savings identified

This page is intentionally left blank



**CABINET**

**06 September 2005**

**BUDGET & PERFORMANCE PANEL**

**25 October 2005**

**STAR CHAMBER**

**Report of Councillor Ian Barker**

PURPOSE OF REPORT				
To receive an update on the 'Star Chamber' meeting held since the last report to Cabinet of the 26 July 2005 and to note the next stage of the process.				
Key Decision		Non-Key Decision		Referral from Cabinet Member
				<b>X</b>
This report is public				

**1. RECOMMENDATIONS OF CABINET MEMBER**

**(a) That the report be noted**

**2. Introduction**

2.1 Star Chamber is an informal Member working group of Cabinet Members meeting with Officers to examine the Council's current and future spending plans to assist Cabinet with its responsibilities for making proposals in respect of the Policy & Budget Framework. The purpose and objective include value for money and to identify Gershon efficiencies and savings that can meet the targets set out in the Medium Term Financial Strategy.

2.2 Star Chamber works to its revised Terms of Reference. The group meets regularly and reports for information are made on a regular basis into Cabinet and will also be made into the Budget & Performance Panel.

2.3 Since the last report to Cabinet, one Star Chamber meeting has taken place to consider strategic and operational options in respect of Gershon Efficiencies and the MTFS:

- 21 July 2005 to consider progress to date and Phase II. See **Appendix A** attached. Phase II of the Star Chamber exercise, scheduled to take place on the 13 September 2005, will concentrate on challenging services to demonstrate that existing service delivery gives value for money. Phase III will seek specific service options for meeting the MTFS savings targets.
- Phase III Star Chamber meetings are scheduled to commence in September and these will concentrate on budget issues in respect of Individual Cabinet Member Portfolio areas of specific responsibility, in particular outstanding reports requested in Phase I of Star Chamber and options for meeting a 2.5% reduction in service next expenditure.

**RELATIONSHIP TO POLICY FRAMEWORK**

The work of the Star Chamber is critical to providing a challenge and review to both the way that our services are provided or their appropriateness to the targets set out in the Corporate Plan & Policy Framework. In particular this can be seen in:

- Corporate Plan Core Values – Sound Financial Management and Improving Services
- Corporate Plan Priority No 5 “Delivering modern, high-performing services, that are accessible, cost effective and of a quality that reflect what people want and need.”
- Revenue Budget & Capital Programme Monitoring
- Medium Term Financial Strategy target

**CONCLUSION OF IMPACT ASSESSMENT**

**(including Diversity, Human Rights, Community Safety, Sustainability etc)**

None arising directly as a result of this report.

**FINANCIAL IMPLICATIONS**

None arising directly as a result of this report.

**SECTION 151 OFFICER’S COMMENTS**

The Section 151 Officer has been consulted and has no comments to add.

**LEGAL IMPLICATIONS**

Legal Services have been consulted and have no comments to make on this report.

**MONITORING OFFICER’S COMMENTS**

The Monitoring Officer has been consulted and has no comments to add.

**BACKGROUND PAPERS**

Corporate Plan 2005/06

Revenue Budget and Capital Programme

Medium Term Financial Strategy – March  
2005

**Contact Officer:** Mark Cullinan

**Telephone:** 582011

**E-mail:** [chiefexecutive@lancaster.gov.uk](mailto:chiefexecutive@lancaster.gov.uk)

**Ref:** CE/ES/Committees/Cabinet/StarCh

This page is intentionally left blank

**APPENDIX A****STAR CHAMBER MEETING – 21 JULY 2005**

<b>1. REGENERATION DIRECTORATE</b>
It was noted that the Planning Improvement Grant and Arts & Events issues had been dealt with previously.
The potential for an urgent decision to be required in respect of the Punk Festival was raised
<b>2. UPDATES</b>
Updates on the present position of work commissioned by Star Chamber was considered. Reports in respect of bulky waste and grounds maintenance/cleansing were required in Autumn this year rather than Winter.
<b>3. NEXT STEPS</b>
The next steps for Star Chamber were discussed and it was agreed that there would be an informal Cabinet meeting to discuss VFM. There should be informal Cabinet meetings on the 30 August and possibly 06 September to discuss Coalition Priorities in advance of Cabinet.
That a programme of Star Chambers be arranged to consider budget requirements with the focus on Cabinet Portfolios.

This page is intentionally left blank

## BUDGET AND PERFORMANCE PANEL

### Ethnic Minority Representation in the Workforce

24<sup>th</sup> October 2005

#### Head of Human Resources & Organisation Development

##### PURPOSE OF REPORT

To provide the Panel with information about what the City Council is doing to increase the number of employees who are from ethnic minority communities.

This report is public.

#### 1. RECOMMENDATIONS

That the report is noted.

#### 2. Introduction

- 2.1 At a previous meeting of the Budget and Performance Panel, Members resolved the following:

*"The calculation of BVPI 17a needed consideration to ascertain if it was a fair reflection of the ethnic proportion of the district, and that the Panel consider informing Office of the Deputy Prime Minister (ODPM)." And*

*"That a report be requested regarding how the City Council compares to comparable authorities and actively tries to encourage job applications from minority groups, and that this be brought to a future meeting."*

##### The Relationship between BV 17a and 17b

- 2.2 The calculation of the Council's performance against BV 17a (percentage of ethnic minority employees in the workforce) is a "stand alone" figure. The performance is reported by expressing the number of ethnic minority employees as a percentage of the total workforce rather than being expressed as a link to ethnic minority representation within the community. The percentage of ethnic minority residents in the community is calculated as a result of the collation of census data and again is a "stand alone" figure upon which the Council has no influence. It is not clear from the previous minute whether it is Members' intention to query BV 17a, BV 17b or both. To query BV 17b would involve taking the

matter up with the ODPM. This report is primarily concerned with explaining and comparing the Council's performance in respect of BV 17a, which, in part, involves expressing the percentage of ethnic minority employees as a percentage of published census data for the District.

- 2.3 BV 17b is the "Ethnic minority representation in the workforce – local population" and this is the percentage of the economically active (persons aged 18-65) population from ethnic minority communities in the Lancaster City Council area. The full definition is included at Appendix 1.
- 2.4 Members will note that in order to calculate the percentage of economically active people from ethnic minority communities in the local authority area the 2001 Census data, returns from surveys conducted for BVPI 3 in 2003/04 or other more reliable data can be used. In Lancaster City Council's case, the 2001 Census data has been used, as no other more reliable data is currently available.

### Comparable Information

- 2.5 Details about how the City Council compares to other comparable authorities are given at Appendix 2 and Appendix 3.
- 2.6 Appendix 2 provides the 2003/04 outturn figures for local authorities in the Exeter Benchmarking Group, of which Lancaster is a member. This is a group of authorities that have been deemed as being similar. These figures have been taken from the ODPM website and show that Lancaster is in the bottom quartile in relation to this indicator. At the time of writing the 2004/05 outturn figures were not available from the ODPM website.
- 2.7 Appendix 3 provides both 2003/04 and 2004/05 outturn figures for Lancashire authorities which show that Lancaster is not performing particularly well against local authorities in this area. It should be said, however, that not all local authorities in the Lancashire area have comparable populations to that of Lancaster and, therefore, some caution should be given to direct comparisons.

### Encouraging Applications from Ethnic Minority Communities

- 2.8 Lancaster's performance against this BV indicator has improved slightly from 2003/04 to 2004/05. However, work is required to make more progress in this area. Initiatives that have been introduced so far in order to increase the number of ethnic minority employees working for the Council, and which form part of the Council's Race Equality Scheme action plan, are as follows:
  - A positive welcoming statement is included on all job advertisements and on the Council's jobs webpage;
  - Links are included on the jobs webpage to the Council's Equal Opportunities Policy, Recruitment Charter and Guidance on Completing Job Application Forms;
  - The Jobs Go Public website, where all Council vacancies are advertised, has a link to an Asian website;
  - All vacancies are circulated to eight local community groups and with the Job Centre Plus national network;
  - The Council is a partner on the Equal 'Beyond Face Value' project, which is being led by St Martin's College and which aims to, amongst other things, encourage ethnic minority people in the Lancaster area to apply for work with the partner organisations.

In addition, plans for the future, which will be included in the revised Race Equality Scheme, include:



- Approaching all ethnic minority candidates for feedback on their experiences during the recruitment process at Lancaster. Depending on the level of interest, this may extend to holding discussion groups (also as part of the Beyond Face Value project);
- Promoting the Council as a reputable employer and employer of choice at careers events and within schools with high numbers of ethnic minority pupils;

**3. Conclusion**

3.1 The Council has made some progress in increasing the number of employees from ethnic minority backgrounds. However, improvements can be made, particularly in respect of working more closely with partner organisations to identify and remove the barriers to employment.

<b>FINANCIAL IMPLICATIONS</b> There are resource implications in relation to HR staff but no direct financial implications.	
<b>SECTION 151 OFFICER'S COMMENTS</b> The Deputy Section 151 Officer has been consulted and has no further comments.	
<b>LEGAL IMPLICATIONS</b> Legal Services have been consulted and have no further comments.	
<b>MONITORING OFFICER'S COMMENTS</b> The Monitoring Officer has been consulted and has no comments to add.	
<b>BACKGROUND PAPERS</b>	<b>Contact Officer:</b> <b>Katie Dunne – Principal HR Officer</b>

This page is intentionally left blank



### Ethnic minority representation in the workforce – local population

<b>Description</b>	The percentage of the economically active (persons aged 18-65) population from ethnic minority communities in the local authority area.		
<b>Purpose/aim</b>	To monitor equal opportunities.		
<b>Definition</b>	<p><b>'Economically Active People'</b> are considered to be those who are over 18 and under 65 years old, whether or not they are in employment.</p> <p>Percentage representation of ethnic minority people in the local authority area is to be derived from either 2001 Census data or from returns on surveys conducted for BVPI 3 in 2003/2004. Where the authority has access to an alternative data source that it regards as more reliable, it may use this, but should state the source in its BVPP.</p> <p>To calculate the percentage of economically active people from ethnic minority communities in the Local Authority area, use 2001 Census classification. 'Ethnic minority' includes all those people in the census classification b, c, d or e, that is:</p> <ul style="list-style-type: none"> <li>b. Mixed <ul style="list-style-type: none"> <li>(i) White and Black Caribbean</li> <li>(ii) White and Black African</li> <li>(iii) White and Asian</li> <li>(iv) Any other mixed background</li> </ul> </li> <li>c. Asian or Asian British <ul style="list-style-type: none"> <li>(i) Indian</li> <li>(ii) Pakistani</li> <li>(iii) Bangladeshi</li> <li>(iv) Any other Asian background (please write in)</li> </ul> </li> <li>d. Black or Black British <ul style="list-style-type: none"> <li>(i) Caribbean</li> <li>(ii) African</li> <li>(iii) Any other Black background (please write in)</li> </ul> </li> <li>e. Chinese or Other ethnic group <ul style="list-style-type: none"> <li>(i) Chinese</li> <li>(ii) Other.</li> </ul> </li> </ul>		
<b>Formula/ Worked Eg.</b>	$N = (a / b) \times 100$ <p>Where:  a = number of population who are from an ethnic minority group as defined above  b = total population in the local authority area</p>		
<b>Measurement Period</b>	Current Financial Year	<b>Data Source (if external)</b>	ONS mid-year statistics or BV3
<b>Return Format</b>	%	<b>Decimal Places</b>	1

This page is intentionally left blank

<b>Ethnic minority representation in the workforce – local population (Cont'd)</b>	
<b>Further Guidance</b>	N/A
<b>Target Setting</b>	Local
<b>Scope</b>	Metropolitan Authorities, London Boroughs, Unitary Authorities, County Councils, District Councils, Council of the Isles of Scilly, Common Council of the City of London, National Park Authorities, Broads Authority, Greater London Authority, Passenger Transport Authorities, Transport for London, London Development Agency, Joint Waste Disposal Authorities, Fire and Rescue Authorities in England.

This page is intentionally left blank

## APPENDIX 2

### EXETER BENCHMARKING GROUP (2003/04)

Authority	17a	17b	Percentage
Uttlesford	0.60	1.80	33.33
Swale	1.20	2.30	52.17
Ipswich	3.80	6.00	63.33
Bedford	5.00	12.40	40.32
Dover	1.30	1.50	86.67
Shrewsbury	0.80	1.50	53.33
Canterbury	1.60	4.00	40.00
Chester	1.40	1.90	73.68
Worthing	2.30	4.60	50.00
Lincoln	0.40	2.30	17.39
Eastbourne	1.60	3.70	43.24
Gloucester	7.10	6.80	104.41
Worcester	1.10	2.70	40.74
Cheltenham	2.30	1.90	121.05
Exeter	1.10	2.70	40.74
Carlisle	0.70	0.90	77.78
<b>LANCASTER</b>	<b>0.70</b>	<b>2.40</b>	<b>29.17</b>
Oxford	6.40	12.80	50.00
Average for Group			56.52

<b>Districts (England)</b>			
Averages (%)			73.99
Median			62.50
Bottom Quartile			40.00
Top Quartile			91.10

This page is intentionally left blank



## APPENDIX 3

LANCASHIRE AUTHORITIES (2003/04)

Authority	17a	17b	Percentage
Blackburn	7.50	25.70	29.18
Blackpool	1.10	1.60	68.75
Burnley	4.90	7.40	66.22
Chorley	1.10	2.00	55.00
Fylde	1.10	1.40	78.57
Lancashire CC	2.10	5.10	41.18
<b>LANCASTER</b>	<b>0.70</b>	<b>2.40</b>	<b>29.17</b>
Pendle	5.30	13.70	38.69
Preston	5.30	9.80	54.08
Rossendale	1.50	3.80	39.47
South Ribble	1.40	2.00	70.00
West Lancs	0.40	1.50	26.67
Wyre	0.60	1.20	50.00
Average for Group			49.77

LANCASHIRE AUTHORITIES (2004/05)

Authority	17a	17b	Percentage
Blackburn	11.50	20.70	55.56
Blackpool	1.12	1.61	69.57
Burnley	5.14	7.42	69.27
Chorley	1.73	1.95	88.72
Fylde			
Lancashire CC	2.41	5.10	47.25
<b>LANCASTER</b>	<b>0.74</b>	<b>2.40</b>	<b>30.83</b>
Pendle	5.80	13.74	42.21
Preston			
Rossendale	1.25	3.80	32.89
South Ribble	0.80	2.00	40.00
West Lancs	0.40	1.50	26.67
Wyre	0.83	1.16	71.55
Average for Group			52.23

This page is intentionally left blank

### BRIEFING NOTE- CCS BVPIs

CCS are responsible for the following BVPIs-

- BV199 (a) Proportion of land and highways free from litter and detritus
- BV199 (b) New Proportion of land and highways from which unacceptable levels of graffiti are visible\*
- BV199 (c) New Proportion of land and highways from which unacceptable levels of fly-posting are visible\*
- BV199 (d) New The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'\*
- BV82a % of household waste recycled
- BV82b % of household waste composted
- BV84 Kg of household waste collected per head of population
- BV86 Cost of waste collection per household
- BV91 (a) % of pop served by kerbside collection of recyclables (one recyclable)
- BV91 (b) New % of pop served by a kerbside collection of at least two recyclables\*

**\*new for 2005/6**

Performance in respect of each of the BVPIs in 2004/5 was as follows-

BVPI	Performance 04/05	Comment
BV199	72%	National target 70%.  Audit Commission reserved indicator due to slippage within the 3 specified seasonal periods and wrong treatment of cases where there were insufficient transects in a ward for a particular land use, their final opinion to take into account other local authorities' performance in relation to this indicator. Reservation means that this indicator may not be included in the Audit Commission's published statistics. However, the considerable effort made in collecting the data should be acknowledged together with the fact that the information gathered is being used proactively to inform the cleansing operation. An action plan has been put in place to ensure compliance in 2005/6.
BV82a	11%	Government set combined target of BV82a and b for 2005/6 as 18%. 2004/5 outturn of 17.72% (combined) indicates Lancaster will far surpass this target in 2005/6.
BV82b	6.72%	
BV84	369Kg	2003/4 performance on this indicator placed Lancaster in top quartile. 2004/5 performance should once again place Lancaster in top quartile. Indicates that the waste heirarchy of reduce- reuse-recycle is being applied well within the District.
BV86	£42.00	This figure has increased with investment in recycling . However, research reveals increase is consistent with other Lancashire Districts.
BV91	65%	Increases with roll out of 3 stream waste.

It should be noted that in addition to these statutory BVPIs the service has developed a range of local performance indicators.

Mark Davies- 12/10/05

This page is intentionally left blank