



**Committee:** BUDGET AND PERFORMANCE PANEL

**Date:** TUESDAY, 13 MARCH 2007

**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 Lancaster City Council Constitution.

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

**1. Apologies for absence**

**2. Declaration of interests**

**3. Minutes**

Minutes of the meeting held on 13th February 2007 (previously circulated)

**4. Items of Urgent Business authorised by the Chairman**

**5. Review of Homeless Service Level Agreements (Pages 1 - 16)**

Report of Corporate Director (Community Services)

**6. Human Resources Strategy (Pages 17 - 22)**

Report of Head of Legal and Human Resources

**7. BVPI Comparison Exeter Benchmarking Group (Pages 23 - 56)**

Report of Corporate Performance Manager

**8. Audit Commission Quality of Life Area Profiles**

A presentation by the Corporate Performance Manager

**9. Consultation Strategy Review Update (Pages 57 - 60)**

Report of Head of Corporate Strategy

**10. Funding to Outside Bodies (Pages 61 - 64)**

Report of Corporate Director (Finance & Performance)

**11. Work Programme Report (Pages 65 - 70)**

Report of Head of Democratic Services

**ADMINISTRATIVE ARRANGEMENTS**

**(i) Membership**

Councillors Keith Budden (Chairman), Jim Blakely, Tina Clifford, John Day, Mike Greenall, Tony Johnson, Roger Mace, Roger Sherlock and John Whitelegg

**(ii) Substitute Membership**

Councillors Evelyn Ashworth, Susan Bray, Ian Clift, Chris Coates, Jean Dent, Rebekah Gerrard, Paul Gardner and Sylvia Rogerson

**(iii) Queries regarding this Agenda**

Please contact Jon Stark, Democratic Services - telephone (01524) 582132 or email [jstark@lancaster.gov.uk](mailto:jstark@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 1PJ

Published on Monday 5<sup>th</sup> March 2007

## Budget & Performance Panel

### Review of Homeless Service Level Agreements

13<sup>th</sup> March 2007

### Report of Corporate Director (Community Services)

#### PURPOSE OF REPORT

This report provides a review of Service Level Agreements between Strategic Housing and voluntary agencies. It proposes action to be taken in the coming year to ensure that value for money is secured from these agreements which will continue into 2007/8.

This report is public

#### 1 RECOMMENDATIONS

- That Budget and Performance Panel support the proposed improvements in performance-monitoring and management of the SLAs considered in this report.

#### 2 BACKGROUND

In September 2006, Budget and Performance panel considered an over-view of all existing SLAs which included a summary of Agreements with the following voluntary agencies

Agency	SLA 2006/7	Funding	SLA 2007/8	Funding
Lancaster and District YMCA	£22,500		£23,000	
Signposts	£14,500		£14,800	
Lancaster and District Homeless Action Service	£30,300		£30,900	
Lancaster and District Womens Aid	£11,400		£11,600	
Morecambe Homeless Action	£3,500		£3,600	

The remaining SLAs run from October 2005 to the end of March 2008. They state that Agreements will then be continued on an annual basis after that, unless terminated earlier (for reasons such as a fundamental breach of its terms or a failure to provide satisfactory documentation). All the Agreements specify that a report will be required annually from each organisation that includes monitoring information and allows the City Council to review the value of funding the service in the forthcoming financial year.

This report gives a summary for each agency of the information that they have provided for the annual review. All of the agencies have met the requirement to produce a report.

### 3 REVIEWS

#### 3.1 Lancaster and District YMCA

The Agreement with YMCA is to provide the following services:

- Offer an assessment interview by YMCA staff to young people who are homeless or threatened with homelessness
- Provide advice and support and assist young people in staying in their existing residency or finding suitable alternative accommodation
- Prevent young people from becoming homeless through mediation, rent deposit guarantee scheme and appropriate support
- Develop and manage the supported hostel for young people in Portland Street, Lancaster
- Keep, and make available, detailed monitoring of the service and its users
- To work with Strategic Housing in the development and implementation of a co-ordinated action plan to meet the housing and housing related support needs for young people
- Provide operational and financial reports
- To co-ordinate the Lancaster Young Persons Housing Forum.

Summary of the service provided

- YMCA provide information and advice services which aim to be as accessible as possible and the YMCA is the initial point of call in the district for most young people experiencing homelessness. An activity programme which enables friendships to be made and counsel sought is also provided. There is a good working relationship with Strategic Housing staff who deliver drop-in sessions at the YMCA twice each week. Linked to this, YMCA run a number of schemes. Advice is given over the following wide range of housing options and problems
  - Tenancy rights including harassment, illegal eviction and disrepair
  - Prevention of homelessness
  - Maximisation of income, rent and mortgage issues
  - Deposit guarantee scheme
  - Truce mediation, counselling and conciliation project
  - Finding private rented accommodation
  - Floating support
  - Housing options following a relationship breakdown
  - Key workers
  - Finding affordable housing
- A Deposit Guarantee Scheme supported by the City Council which enables YMCA to work with the individual in sustaining tenancies and provides access to accommodation which would otherwise be unattainable.
- Preventative work – the YMCA is involved in awareness and preventative work in local schools and colleges with partners with a plan to develop work in all of the local high schools. Work is also ongoing to develop a strategy for delivering preventative work in primary schools, and developing a young people's resource pack aimed at ensuring they do not become homeless in the first place.
- The Wise Up Project – now in its sixth year, this project for offenders has had an 80% success rate in terms of not re-offending.
- Anger Management – one to one anger management sessions are run with clients, but whilst there is an overwhelming demand for the service, YMCA are only able to meet a very small percentage of this due to a lack of staff and funding.
- Domestic Violence – a workshop was run at Lancaster University on the impact of domestic violence on children and young people. YMCA were invited by Lancaster and District Women's Aid and Red Oak Children's Services to

undertake this work. Whilst the workshop was a one-off, it was regarded as a huge success, and YMCA plan to work alongside Lancaster and District Women's Aid in the coming year to highlight the problems young people face after the fallout of domestic violence.

- Cook and Eat Sessions – These have been provided with help from the Healthy Living Centre in Morecambe, and the aim is to improve clients' knowledge of health and nutrition and how to have a well balanced diet within a limited budget.
- Emergency Accommodation – work has been ongoing throughout the year to open an emergency accommodation project at a Council property in Portland Street. The City Council has made funding available to get the project off the ground in 2007/8. A project manager funded by LSP, has been employed during the last year to take this forward, and to ensure that the project is linked closely to the other services that YMCA provide. Work has also been undertaken to ensure that existing models elsewhere are looked at and lessons are learnt from positive and negative experiences in providing emergency accommodation.
- Floating support – this service can accept 30 clients, including ex-offenders or people on the verge of offending behaviour, young people under 25 and people in RSL accommodation. It is funded by Supporting People.
- Truce – this project, which has now been going for two years, provides conciliation counselling to young people in conflict with their families. It was set up as a response to the fact that family conflict is a major factor in large numbers of young people becoming homeless. It includes a team of counsellors and while not all the young people are in imminent danger of eviction, ultimately working with children and parents to provide problems arising should have an impact on the numbers becoming homeless.

## Monitoring

Since October 2006, YMCA have kept two sets of figures: one for those using their deposit guarantee scheme and one for general enquiries: these are shown separately below.

### Deposit Guarantee Scheme

	Oct 06	Nov 06	Dec 06	Jan 07	Feb 07
Males	7	14	5	16	2
Couples		2	1	2	1
Females	5	7		7	1
Total number seen	12	23	6	25	4

### Total callers with housing enquiries

	Oct 06	Nov 06	Dec 06	Jan 07	Feb 07
Males 17-19	11	12	8	4	10
20 - 25	30	37	33	29	35
25+	40	42	39	36	45
Females 17 - 19	8	6	5	5	10
20 - 25	15	17	15	12	19
25+	10	9	7	6	12
Total number seen	114	123	107	92	131

Development plans for the forthcoming year

- Open the Portland Street Project.
- Work with Strategic Housing to develop further supported accommodation to young people
- Work towards accreditation with both Supporting People and Insync for all housing, homelessness, tenancy support and accommodation based projects
- Seek to employ a full time manager for the deposit guarantee scheme through funding from charitable trusts
- Develop a fund raising strategy to increase the impact of the Truce project to turn it into a full time service

YMCA currently chair the Young People's Housing Forum which focuses on the Homelessness Strategy and aims to ensure that the strategy remains a "living" document and keeps the attendees focused on the strategy as an action plan.

### **3.2 Lancaster and District Women's Aid (LDWA)**

The service provided by LDWA through their Agreement includes the following:

- provision of information and support to women who contact Lancaster and District Women's Aid or who are referred by other agencies or organisations to present them with a range of options that enable them to make informed choices about their future
- developing domestic violence prevention work to reach women in need at an early stage, prior to a crisis point, with co-operation from other agencies or organisations through early referrals
- developing homeless prevention work in the context of domestic violence through exploring the set up of Sanctuary Scheme and establishing access to private rented housing stock
- provision of support and practical assistance for women who are moving into new safe and secure accommodation (including liaison and negotiations with private sector and social landlords, Benefits Agency, Public Utilities, Local Authority Departments, Social Services etc)
- provision of on-going support and assistance for women in their new accommodation to enable them to overcome practical difficulties that may otherwise jeopardise the sustainability of the tenancy
- ensure that support to women is verified and appropriate in a realistic context and is delivered in a structured and planned manner and in such a way that outcomes can be monitored
- in providing support services to women in their homes every reasonable effort shall be made to pursue additional funding sources

#### Summary of the Service Provided

LDWA is a registered charity run by women for women covering the Lancaster and Morecambe district. It works with women and children who are experiencing or trying to escape domestic violence and who are dealing with its effects and consequences. It offers support in the following ways:

- Helpline – offering advice and a listening ear to women, friends and family who know abuse is occurring and don't know what to do.
- SAL's Place – LDWA and the Police are the main partners in this award winning multi-agency one-stop shop for domestic abuse. Strategic Housing, CAB and solicitors provide weekly surgeries there.
- Outreach – if more than a chat is needed, an outreach / tenancy support worker can be assigned. Support can include accompanying the client to see agencies, arranging emergency accommodation and further referrals.

- Tenancy Support – this includes support with finances and budgeting, liaising with landlords and helping find employment and / or training.
- A counselling service – once an LDWA worker has assessed a client a referral can be made to this service, the waiting time is currently only 2 weeks.
- Prevention of homelessness – through advice and assistance in the Tenancy Support Service, LDWA can work with clients before an emergency situation arises and pursue options that allow them either to stay in their own home, or make a planned move to safer accommodation. The Tenancy Support Service ensures that those recently re-housed are assisted to maintain their tenancy, thus reducing the potential for repeat homelessness.
- Emergency accommodation – LDWA work closely with the City Council to support clients who are provided with the dispersed accommodation that the Council now makes available for families fleeing violence – this has helped reduce the use of B&B as temporary accommodation. LDWA also source and refer to refuges throughout the UK when this option is suitable for clients.
- Access to permanent accommodation – LDWA's support to clients assists to make sure that permanent accommodation is sustainable, affordable and safe. It helps with relevant legal procedures and facilitates counselling.
- Partnership working – LDWA works with the City Council and the County Council in their strategic aims on homelessness and domestic violence. As well as SAL's Place, LDWA are involved in numerous forums at both District and County level.

### Evaluation and Consultation

LDWA consults with service users in a number of ways: feedback forms are included in the Client handbook, focus groups, feedback via SAL's Place and constant face to face discussions surrounding client's individual needs. The service is flexible, with the role of outreach and tenancy support worker combined in order to allow a holistic approach.

In developing the Lancaster and Lancashire Domestic Violence Strategies, focus groups were established which consulted with ex-service users on the current services available, gaps identified and problems encountered. LDWA's service was identified as a real turning point in client's lives. The only downside discussed was the limited helpline hours. The Domestic Violence Forum has also identified a gap in children's services.

### The Monitoring of Information

Referrals have increased by 38% between 2004/5 and 2005/6

### **LWDA Referrals & Outcomes MAM monitoring data Oct – Dec 2006**

	<b>Oct 06</b>	<b>Nov 06</b>	<b>Dec 06</b>
Total number seen	12	10	11
Referred by self / friend / relative	5	2	3
Referred by LA / Police	2	1	-
Referred by Other	5	7	8
Outcome – assisted to retain accommodation	5	3	1
Outcome – referred to Homeless Officer LA	3	2	2
Outcome – support provided	1	1	5
Outcome - Other	3	4	3

## Development Plans

- Work to build on the new staff structure, which includes a part time Development Manager and a new Co-ordinator to ensure both sustainability development and the further increase of helpline hours and recruiting new volunteers and counsellors.
- Work with Surestart and pilot a training programme for use in schools; and provide joint training to staff in a local school in 2008.
- Seek funds to recruit another member of staff to work with children.
- Place an LDWA worker part time in Poulton Children's Centre.
- Secure funding for an Independent Domestic Violence Advocate to work within Lancaster's Specialised Domestic Violence Court.

### **3.3 Lancaster and District Homeless Action Service(LDHAS)**

The service provided by LDHAS through the Agreement includes the following:

- provide advice and support and practical assistance to homeless or potential homeless people
- provide advice and support and assist people in staying in their existing residency or finding suitable alternative accommodation
- to facilitate effective resettlement for homeless or potential homeless people
- develop and maintain appropriate mutual referral procedures with related services
- keep and make available detailed monitoring of the service and its users and set out a monitoring criteria
- work with Strategic Housing in the development and implementation of a co-ordinated action plan to meet the housing and housing related support needs of young people
- provide operational and financial reports.

## Summary of Services Provided

- LDHAS provides a general advice and support service that often identifies the underlying issues that inform homelessness : debt, benefits issues, relationship difficulties, substance misuse etc. The LDHAS day centre at Edward Street provides a place where people who feel excluded from mainstream activities can be accepted and encouraged to move on with their lives. On top of advice and support provision, LDHAS offers service users free practical support including showers, laundry facilities, hot meals, clothes, use of the internet and telephone and an address to use for postal correspondence.
- The Centre has an open access policy, making it accessible to all adults in housing poverty (particularly ex-offenders and ex-prisoners who often do not engage with more mainstream services).
- LDHAS provides an annual night shelter at Christmas time at St. Thomas' Church Centre which provides accommodation for a significant number of vulnerable adults and also provides support provision for local people in temporary accommodation.
- The day centre provides a risk managed place to go during the day for people with substance misuse issues who are under the influence of drugs or alcohol.
- Floating support – LDHAS has a floating support service and other referral pathways linked to relevant agencies. This helps people to maintain tenancies once housed.
- Joint Partnership Working including co-ordinated monitoring – work closely with other organisations, particularly Inward House. LDHAS are currently developing



their own monitoring procedures (alongside MAM) and have introduced a triage and comprehensive assessment centre system. Have also established a directory of services, and are developing a web-site that will complement promotional material.

- Addressing high support needs – all service users are offered a full holistic assessment, following which the service user and support worker can decide how to proceed in meeting what are often high support needs.

### Monitoring of Information

LDHAS statistics for 2006 do not adequately demonstrate the number of requests for advice. They have therefore given the statistics documenting the number of referrals made by the centre during this period of time. The figures provided are shown in Appendix A

### Evaluation of the Service

A significant amount of consultation work has taken place with clients and this has generated a "Client Charter", an enhanced food service more focused on nutrition issues, education sessions and the establishment of a clearer function for the Edward Street Day Centre. The Trustees have carried out an extensive review of all functions and elements of this are still ongoing. Funding however remains a critical issue.

### Development Plans

The LDHAS review of all its service provision in May 2005 has resulted in a radical re-shift of services both in terms of the principal focus of work at Edward Street and the services expectations of clients and the range of services offered to clients out in the community. So funding is sought for two new posts

- a Resettlement Co-ordinator – who will focus on developing new initiatives with private landlords, provide "emergency intervention" and assist Lancaster and district residents leaving custody to find suitable accommodation.
- a Development Co-ordinator who will focus on building a new partnerships arrangements with agencies and ensure that all clients receive integrated support. Both posts will carry case management responsibilities with Edward Street and support case workers (paid and voluntary).
- Attempt to access further funding to build on case work practice and develop new posts within the Centre.
- Explore (funding dependant and) the establishing of satellite sites across the Lancaster and Morecambe district so that we are able to offer a more accessible service.
- Complete the organisational review and develop the capacity of the Trustees to respond to a rapidly evolving climate.
- Establish a campaigns and fundraising action plan that reflects the needs of people in housing poverty and actively engages with service users.
- Build on significant developments in volunteer support and complete a training programme that will allow selected volunteers to take up case management / key working roles within Edward Street.
- Enable volunteers to support the external agency specialist provision delivered within the Centre.
- Develop and maintain a "befriending / mentoring service" that will support clients in accessing external support, housing and education / employment opportunity.
- Enable and support clients of the service in accessing external volunteering opportunities.
- Promote a flexible and responsive "client centred" service and establish a greater advocacy role for clients in housing poverty.

- Develop the profile of LDHAS and establish a larger campaign / education role in the district.
- Ensure that stakeholders (clients, staff, volunteers, agencies) are informed and involved in the allocation of funding to specific projects.
- Take a more active role in local homelessness forums and pro-actively support the District Homelessness Strategy.

### 3.4 Morecambe Homeless Action (MHA)

The service provided by MHA through the Agreement includes the following :

- provide advice and support and practical assistance to homeless or potential homeless people
- develop a partnership working framework to provide specialist support and follow on service, including referral work and improving access to services, to people who visit the drop in sessions
- set up a formal referral system and procedures with related services by the end of 2005, and maintain the system and procedures
- keep, and make available, detailed monitoring of the service and its users as set out in monitoring criteria
- participate in the Multi-Agency Monitoring (MAM) system for data collection and monitoring, when MAM is in place
- to work with Strategic Housing in the development and implementation of a co-ordinated action plan to meet the housing and housing related support needs
- provide operational and financial reports

Summary of services provided

- The aim of Morecambe Homeless Action is  
To promote action for the relief, directly and indirectly, of persons in need of help or support due to housing difficulties or homelessness.

Homeless means being without permanent, secure accommodation and personal space.

- Drop in sessions are provided at Signposts in Morecambe on two evenings a week and at St John's Hall in Heysham one morning a week. Meals and refreshments are provided and when the organisation is able, it provides clothing, bedding and food to take away.
- More importantly, MHA provide a welcoming, friendly environment in which service users can feel safe and supported; and mutual support can be provided.
- Volunteers offer support to service users. This can be by just spending time listening to them, befriending them or by signposting service users to other voluntary and statutory agencies that can provide specialist support.
- MHA now have a service level agreement with Signposts to support MHA's continuing work and development plans

**Weekly attendance for April – November 2006**

	St John's Hall	Signposts	Signposts
Average weekly attendance	7	9.5	9
Total attendance for 34/35 sessions	239	334	307

	Daytime %	Evening %
Males	78	61
Females	22	39

Over the 8 months 68 visits were by clients using the service for the first time.

Referrals to other agencies:

Clients have been referred to

- Signposts daytime service
- Strategic Housing
- Housing Officer (out of hours service)
- Local B&Bs for emergency accommodation
- International Aid
- Adult College
- Morecambe job centre
- Local MP

Development Plans

- MHA to be at a level of good practice with robust organisational standards
- Review policies and procedures
- Develop induction pack
- Review monitoring procedures to be in line with requirements for Lancaster City Council SLA
- Referral procedures

**3.5 Signposts**

The service provided by Signposts Multi-Agency Resource Centre includes the following:

- an holistic information and advice and support service, aimed to prevent poverty, social exclusion, homelessness and ill health
- a referral point to both statutory and voluntary agencies
- a base from which a range of statutory and voluntary workers may provide services on a sessional basis
- a venue for small meetings
- the development of opportunities to support partnership working within the Every Child Matters initiatives for children
- an opportunity for volunteers to gain skills with a view to entering employment thereby building capacity in the West End of Morecambe
- advice for statutory organisations about trends in need and recommendations about appropriate responses to meet those needs
- the development of opportunities to promote partnership working within the National Service Frameworks
- the development of preventative services for low level health intervention
- the development of smoking cessation support

- the facilitation of two-way effective community engagement with the West End Master Plan

It is important to note that the Service Level Agreement is a joint agreement between Signposts and the three agencies funding its provision of services – Lancaster City Council, Morecambe Bay PCT, Lancashire County Council. The format of information provided is therefore geared to meeting the needs of all three organisations and differs from that provided elsewhere in this report.

Detail on Signposts' existing work on homeless prevention and future plans is attached at Appendix B.

Monitoring of Information

**Signposts enquiries and statistics – six month comparison April – September 2005 and 2006**

<b>Housing</b>	<b>06</b>	<b>05</b>
Housing Associations	70	68
Local Authority Housing	99	96
Rooflessness	86	86
Furniture	274	268
Utilities	181	181
Miscellaneous	68	59
Washer/Shower use/Toiletries	187	187
Housing total	965	945

**4 CONCLUSION**

All five organisations with SLA agreements have satisfied the requirement to produce a report on their activities and there are clearly a number of interesting initiatives and projects being pursued. It is also clear that all are trying to address the Council's agenda as laid out in the Housing Strategy of working in partnership to prevent homelessness .

In the absence of a standard method of monitoring activity, it is difficult to see the extent to which organisations are successful in achieving this. A number of organisations are listing the number of contacts that they have had with people rather than the number of individuals they have dealt with . The Council introduced a standard format in October 2006, designed partly to ensure that double counting does not take place, but not all organisations have provided information in this form and the short period of time that it has been in place does not allow for an accurate picture of homelessness across the District to be given.

It will be important in 2007/8 to ensure that this system (MAM) is used by all those in receipt of SLAs.

**RELATIONSHIP TO POLICY FRAMEWORK**

The service level agreements are closely linked to the Homelessness Strategy and have a direct impact on how efficiently the City Council can deliver the actions outlined in the strategy.

The Corporate Plan includes the following high level priority :-

“Working with our partners to deliver strong, stable, sustainable communities with a decent home for everyone.”

**CONCLUSION OF IMPACT ASSESSMENT**

The service delivery supported through SLAs should have a direct positive impact on aspects of diversity, community safety, human rights and sustainability.

**FINANCIAL IMPLICATIONS**

The 2006/7 General Fund includes budgets in respect of Homeless Service Level Agreements which total £86,700 (including £4,500 for Portland St). Continued funding will be required in 2007/8 totalling £88,500 (including £4,600 for Portland St). This figure includes an inflation increase of 2%.

Continued funding was agreed at Budget Council on 28<sup>th</sup> February 2007.

**SECTION 151 OFFICER’S COMMENTS**

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

**LEGAL IMPLICATIONS**

This report has no legal implications

**MONITORING OFFICER’S COMMENTS**

The Monitoring Officer has been consulted and has no further comments.

**BACKGROUND PAPERS**

Service Level Agreements agreed in 2005. Renewal reports provided by organisations with SLAs

**Contact Officer:** Sheelagh O’Brien  
**Telephone:** 01524 405837  
**E-mail:** sobrien@lancaster.gov.uk

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## LANCASTER AND DISTRICT HOMELESS ACTION SERVICE MONITORING INFORMATION

### Monitoring of information

#### Quantitative

**a) Number of information and advice requests categorised by age, gender, disability, ethnicity and presenting problem.**

Our statistics for the past six months do not adequately demonstrate the number of requests for advice. We have to rely on our statistics documenting the number of referrals made during this period of time and 'contact sessions'. Advice was therefore given to 49 people leading to referral to other agencies (detailed below) and an average of approximately 30 general advice sessions took place each week.

**b) Number of referrals to named statutory agencies.**

**Between 1st April 2006 to 30th October 2006**

**TOTAL = 49**

**Details:**

1 female between the ages of 26-59 was referred to CAT

2 males between the ages of 26-59 were referred to CDT

1 male between the ages of 16-25 was referred to the Homelessness Unit

6 males between the ages of 26-59 were referred to the Homelessness Unit

1 male over the age of 60 was referred to the Homelessness Unit

1 female between the ages of 16-25 was referred to the Homelessness Unit

1 female between the ages of 26-59 was referred to the Homelessness Unit

1 male between the ages of 26-59 was referred to Inward House

1 male between the ages of 26-59 was referred to Citizen's Advice Bureau

4 females between the ages of 26-59 were referred to Furniture Matters

2 males between the ages of 26-59 were referred to Stonham Housing

2 males between the ages of 16-25 were referred to YMCA

10 males between the ages of 26-59 were referred to the YMCA

1 female between the ages of 16-25 was referred to the YMCA

1 male between the ages of 26-59 was referred to Sal's Place

1 female between the ages of 26-59 was referred to Sal's Place

1 female between the ages of 26-59 was referred to Lancaster social services

1 male between the ages of 26-59 was referred to Floating Support

1 male between the ages of 16-25 was referred to North British Housing

1 male between the ages of 26-59 was referred to the Tower Project

1 male between the ages of 16-25 was referred to the Job Centre

1 female between the ages of 16-25 was referred to the Job Centre

1 male between the ages of 16-25 was referred to the Benefits Agency

2 males between the ages of 26-59 were referred to the Benefits Agency

1 male between the ages of 26-59 was referred to Adactus

2 females between the ages of 26-59 were referred to Welfare Rights

1 male between the ages of 16-25 was referred to Strategic Housing

**Between 1st April 2005 to 31<sup>st</sup> March 2006**

Advice was given to 224 men and 80 women

40 people were referred to Lancaster City Council

30 people were referred to other statutory organisations mainly the Health Authority

34 people were referred to other housing associations

25 people were referred to private sector housing

20 people were referred to other voluntary sector organisations

We had 12 referrals from other statutory organisations mainly the Health Authority

We had 14 referrals from other voluntary sector organisations

**c) Number of referrals from named statutory agencies.**

We received 22 referrals from named statutory agencies

**d) Number of homeless prevention achieved through the Service Provider's housing advice service, in accordance with Lancaster City Council's BVP1213.**

Information not available.

**e) The number of service users successfully assisted to find accommodation.**

4 to Stonham (in Lancaster), 1 to Lancaster City Council in (Morecambe Westgate and 1 to Private Accommodation (in Lancaster)



**Signposts Multi Agency Resource Centre  
Homeless Prevention – SLA November 2006**

**Document revised December 2006 for circulation with SLA Review Minutes**

<b>Prevention Method</b>	<b>Existing Outputs</b>	<b>Action</b>
<b>Information and Advice</b>	<p>Lists of property agents and housing associations. Housing benefit forms. Council housing forms. Information on local services for homeless people. Leaflets about tenants' issues.  Homeless Pack.</p>	<p>Continual updating via websites, LCC</p> <p>Implemented by end of November. MAM to be introduced December 2006. Development of website links.</p>
<b>Training</b>	<p>Monthly team meetings.  Training session with Shelter November 2005</p>	<p>Neighbourhood Management and Regeneration team, first quarter of 2007. Training planned with LCC Homeless Prevention officer. CAB – debt advice and money management.</p>

<b>Prevention Method</b>	<b>Existing Outputs</b>	<b>Action</b>
<b>Partnership working</b>	<p>Membership of Homeless Forum.</p> <p>Morecambe Homeless Action.</p> <p>Social Impact Group.</p> <p>Lancaster and District Housing Partnership.</p>	<p>Input to Homeless Strategy Review.</p> <p>Review SLA April 2007.</p> <p>Continue membership of group.</p> <p>Supporting People consortium.</p>
<b>Specialist services</b>	<p>Signposts sessions – Shelter LCC Homeless Prevention Welfare Rights</p> <p>NHAS Consultancy line</p>	<p>Continue sessions.</p> <p>Distribute recent changes in service to team.</p>

The Signposts Annual Report is available at [www.signposts.org.uk](http://www.signposts.org.uk)

**BUDGET AND PERFORMANCE PANEL****HUMAN RESOURCES STRATEGY  
13th March 2007****Report of Head of Legal and Human Resources****PURPOSE OF REPORT**

To inform Members of the Panel of progress and development with the Council's Human Resources Strategy, with particular regard to its relationship with the VFM (Efficiency) Strategy.

**This report is public**

**RECOMMENDATIONS**

(1) **That the report be noted.**

**1.0 Introduction**

1.1 At its meeting on the 12th September 2006, the Committee considered a report on the Human Resources Strategy. This report updates the information provided in that report.

1.2 The Council's Human Resources Strategy was prepared in July 2003. Since that time, the Human Resources Service, formerly Personnel Services, has undergone considerable change as a result of staff turnover, and has since April 2006 been combined within Legal and Human Resources. The Human Resources Strategy has not recently been reviewed. However, the contents of the Strategy are developed in more detail in the Human Resources Business Plan, and the Audit Commission has recently undertaken a Performance Project on People Management. Its report, once finalised, together with examples of good practice provided by the Audit Commission will assist in updating the Strategy .

1.3 The Value for Money (Efficiency) Strategy describes the Human Resources Strategy's contribution in the following terms:

*The Council employs approximately 1,000 staff and is now pursuing a programme of actions set out in the HR Strategy. The HR priorities and initiatives within the*

*strategy seek to obtain maximum efficiency from the Council's workforce. Specifically, these are targeted on:*

**Workforce Reform**

*-includes workforce planning as well as change management issues.*

**Pay Modernisation**

*-includes the completion of Single Status and Job Evaluation exercises.*

**Learning and Development**

*- includes staff and workforce development programmes.*

**Leadership and Management Development**

*-includes the "Success through People" training initiative, which in turn will contribute to the more effective management and performance of the organisation in all aspects.*

**Absence Management**

*- includes promotion of existing policy to improve attendance levels and hence productivity.*

**Recruitment and Retention**

*- introduction of Job Centre Plus and web based systems have reduced costs of recruitment.*

**Flexible Working / Homeworking**

*- modernisation of HR policies, such as flexible and home working are being developed to bring about better productivity and reduced transport/accommodation costs.*

- 1.4 This report sets out the progress made in dealing with these specific areas, and how they contribute to efficiency within the Council.

**2.0 Details**

**Workforce Reform**

- 2.1 The Human Resources Service is currently preparing a Workforce Strategy. This work is being carried out in conjunction with a Consultant from the North West Employers Organisation, in conjunction with a number of other local authorities in the area. A first draft has been completed. It is intended that all Service Business Plans will link to this Strategy, ensuring that the Council's human resources for the future will be organised effectively to plan for changing working practices and priorities and to ensure that an appropriate skills base is available, with succession planning as appropriate.
- 2.2 Having an effective workforce strategy saves costs in many ways. By retaining skilled staff, there can be a reduction in recruitment costs, and performance levels can rise. Workforce planning also helps avoid skills shortages, and saves the cost of employing temporary or agency staff or recruitment incentives.

### **Pay Modernisation**

- 2.3 The major piece of work being undertaken by Human Resources this financial year is the Fair Pay process, which involves a Job Evaluation scheme. This is a systematic process whereby jobs are assessed against common criteria in order to establish their relative value and make sure that the Council pays the fair value of those jobs when compared with each other.
- 2.4 The Single Status agreement brought together the former manual workers and former APT&C staff under one common pay spine. In 2004, a three year pay agreement was reached and included the requirement for local authorities to undertake a local pay and grading review. The Council is undertaking this through the Fair Pay process, in order to ensure fairness and equity across the organisation by clarifying roles and responsibilities. Value for money will be demonstrated through objective assessment of the relative value of jobs to the organisation and ensuring that pay policy is clear and that remuneration is fair and equitable and based on objective criteria.
- 2.5 It is anticipated that the job evaluation process, which is based on a computerised system involving the completion of a questionnaire and an interview with a Job Analyst in respect of each post, will be completed by August 2007, with a view to implementing the new pay and grading structure from April 2008. Issues relating to pay protection and back pay have been discussed through the Fair Pay Single Status Working Group and the JCC, but regard has to be had to national developments, in particular tribunal and court decisions relating to equal pay issues.
- 2.6 The process is a long and difficult one, but it is a corporate priority, and it is important that it is completed properly, in order to ensure that remuneration is fair and equitable.

### **Learning and Development**

- 2.7 A motivated, highly skilled, well trained and adaptable workforce is key to the Council delivering its corporate objectives. As part of the Employee Development and Performance Appraisal process, individual development plans are produced, and these are used to develop the Corporate Training Plan and a programme of training events. This ensures that staff training needs, linked to the achievement of the Council's objectives, are met.
- 2.8 In January 2007, City Contract (Direct) Services were assessed for liP and have received recognition. The report highlights examples of the clear link between investment in training and improvements in performance. It is intended that recognition for the whole Council will be sought in 2007/08.
- 2.9 In addition, there is a programme of development and training for the Council's elected members. Council on the 7th February 2007 approved a Member Development Strategy. A programme of induction and training has been arranged to take place after the May elections.

### **Leadership and Management Development**

- 2.10 The Council has developed its own in-house management development programme which was delivered to over 100 senior managers in its first year. The programme is now in its second year, being extended to middle managers. Building management and leadership capacity in this way and on such a scale will ensure that the Council

is more able to demonstrate a commitment to capacity building, performance management, people development and efficiency gains in the future.

### **Absence Management**

- 2.11 One of the Council's key performance indicators for 2006/07 is to reduce the average days lost to sickness to 10 days per employee by March 2007. For 2005/06 the average was 11.6 days, and this had fallen from 12.2 in 2004/05. At the end of the third quarter of 2006/07, the figure was 8.57 days compared with 8.45 for the equivalent period in 2005/06.
- 2.12 Advice is given by Human Resources staff on managing sickness absence, with a view to encouraging clear and timely management decisions. External support is provided by the Council's Occupational Health provider. During the third quarter there were three stage 4 absence hearings. In other cases phased returns to work supported by management and occupational health are being encouraged. It is hoped that this will result in an improvement to the figures for 2007/08.
- 2.13 Financial Services advise that for 2005/06 non-cashable savings for reduction in sickness absence were calculated at £63,165. To date the anticipated savings for 2006/07 have not been quantified.

### **Recruitment and Retention**

- 2.14 The cost of recruitment has been reduced by the use of the "jobsgopublic" website and less advertising in newspapers and journals. For 2005/06 £46,969 cashable savings were calculated for recruitment advertising. The forward looking annual efficiency statement for 2006/07 includes savings of £60,000 (£50,000 cashable and £10,000 non-cashable) for recruitment advertising. However, there are occasions where individual Services take the view that a particular post needs to be advertised more widely or prominently in a specialist journal or local newspaper, and fund such advertisement themselves from other budgets.
- 2.15 The Council's learning and development programmes and workforce planning, as well as flexible working and home working proposals should assist with staff retention.

### **Flexible Working/Home Working**

- 2.16 These issues are closely linked to the Council's Access to Services review and Business Travel Plan. Home working may generate significant efficiencies, reducing accommodation costs and staff travel. In addition staff may benefit from more flexible working patterns. A pilot project on home working and "hot desking" is focusing on the Services in Palatine Hall (Planning and Building Control, Economic Development and Tourism, and Licensing), and a feasibility study is currently under way.

## **3.0 Conclusion**

- 3.1 All the above form part of the Council's Human Resources Strategy, and are being developed in what is a very challenging Service Business Plan for 2006/07. The People Management Project undertaken by the Audit Commission was designed to support the Council in modernising its Human Resources function and building a more strategic approach to people management with better integration of workforce

planning and workforce development into its overall business planning. It is hoped that the actions arising from the final report will help focus resources on complementary and consistent people management practices that support delivery of priorities both for internal change and for improvement to services to local people, and will help inform future development of the Human Resources Strategy.

**CONCLUSION OF IMPACT ASSESSMENT**

**(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)**

None identified arising from this report.

**FINANCIAL IMPLICATIONS**

There are no financial implications arising directly from this report.

**SECTION 151 OFFICER'S COMMENTS**

The Section 151 Officer has been consulted and has no further comments.

**MONITORING OFFICER'S COMMENTS**

The Deputy Monitoring Officer has been consulted and has no further comments to add to the report.

**BACKGROUND PAPERS**

Human Resources Strategy July 2003  
Audit Commission Performance Project Brief  
June 2006

**Contact Officer:** Mrs. S. Taylor  
**Telephone:** 01524 582025  
**E-mail:** Staylor@lancaster.gov.uk  
**Ref:** ST

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# Budget & Performance Panel

## BVPI Comparison Exeter Benchmarking Group

13<sup>th</sup> March 2007

### Report of Corporate Performance Manager

#### PURPOSE OF REPORT

To provide Members with a comparison of the Council's performance against statutory Performance Indicators in relation to a number of similar local authorities.

This report is public

#### 1. RECOMMENDATIONS

That Members should note this report and may also wish to keep this information to hand for future reference when considering council's performance.

#### 2. Background

Within the terms of the Local Government Act 1999 the Council has a duty to seek to continuously improve its services to the local community and to manage its performance to support that improvement.

Informed comparison is the basis of performance management. Authorities are required to set targets against all national and local indicators that allow for comparison nationally, performance indicators are a good starting point for comparison work.

Lancaster City Council is a member of the Exeter Benchmarking Group, (sometimes called the Historic Towns Group). This is an established network of District authorities who have a similar profile based on, size, demographic and budget. Each year a detailed comparison report of authority performance based on statutory BVPI's is produced. This report is used to help other authorities seek out best practice in similar organisations.

Members may find this comparison interesting, however as it is based on the most recently available **audited** performance information for the financial year 2005/06 it is almost a year out of date.

The comparison document is attached at **Appendix A**.

**FINANCIAL IMPLICATIONS**

None

**SECTION 151 OFFICER'S COMMENTS**

The Section 151 Officer has been consulted and has no further comments.

**LEGAL IMPLICATIONS**

The Council has a duty to continuously improve within the terms of the Local Government Act 1999 (the duty of Best Value). Legal Services have been consulted and have no further comments.

**MONITORING OFFICER'S COMMENTS**

The Monitoring Officer has been consulted and has no further comments.

**BACKGROUND PAPERS**

None

**Contact Officer: Liz Stokes**

**Telephone: 582150**

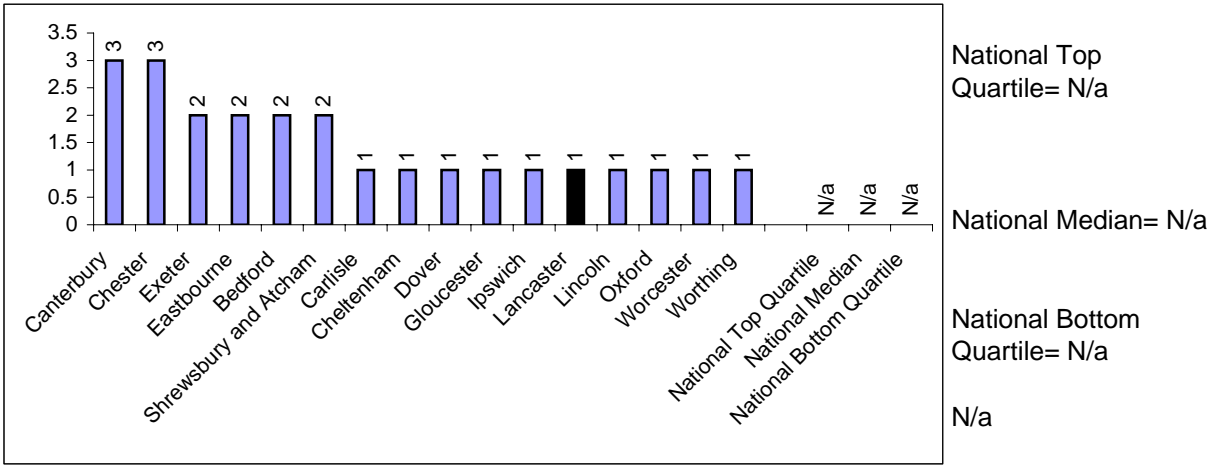
**E-mail:**

[Lstokes@lancaster.gov.uk](mailto:Lstokes@lancaster.gov.uk)

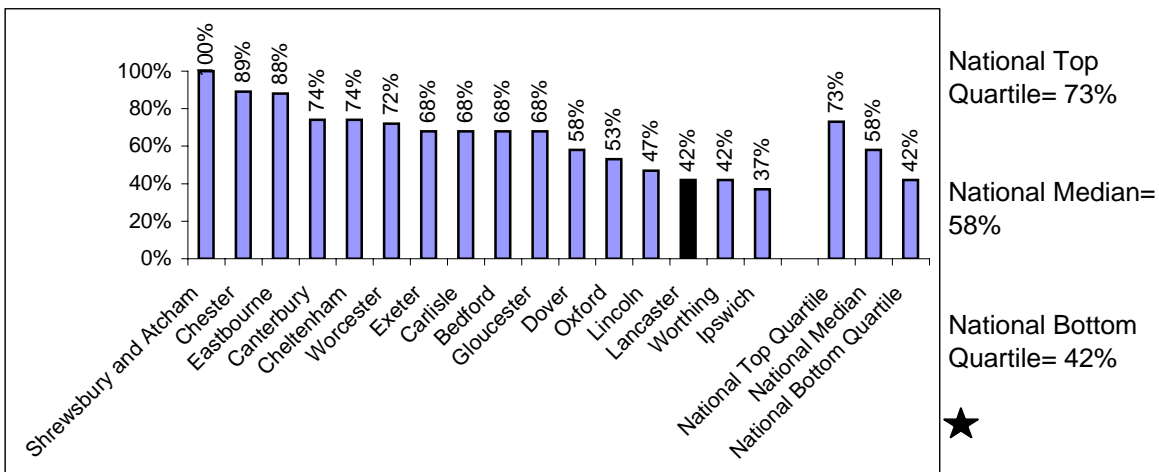
1. Corporate Health

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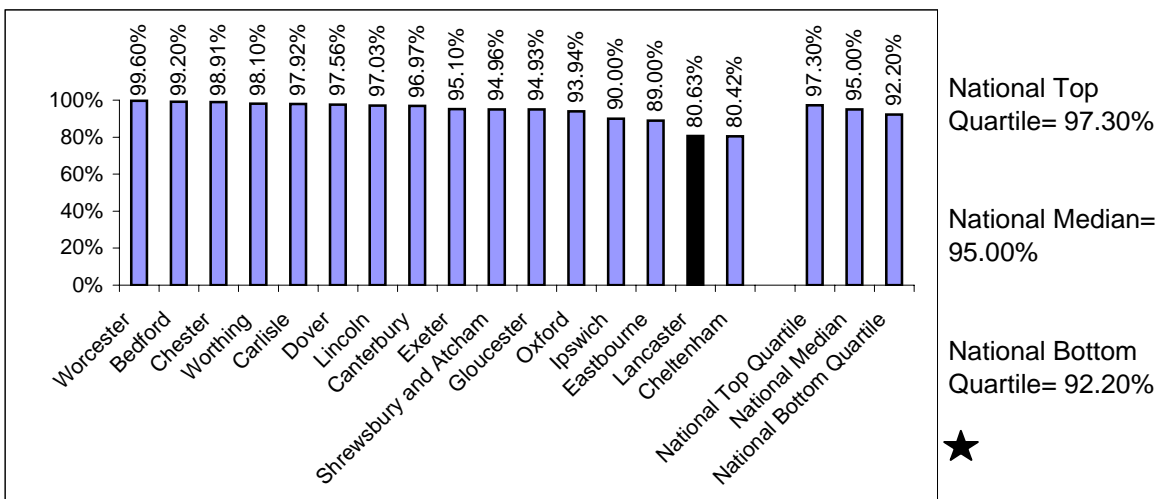
1.1 Equality Standard for Local Government (BVPI 2a)



1.2 The duty to promote race equality (BVPI 2b)

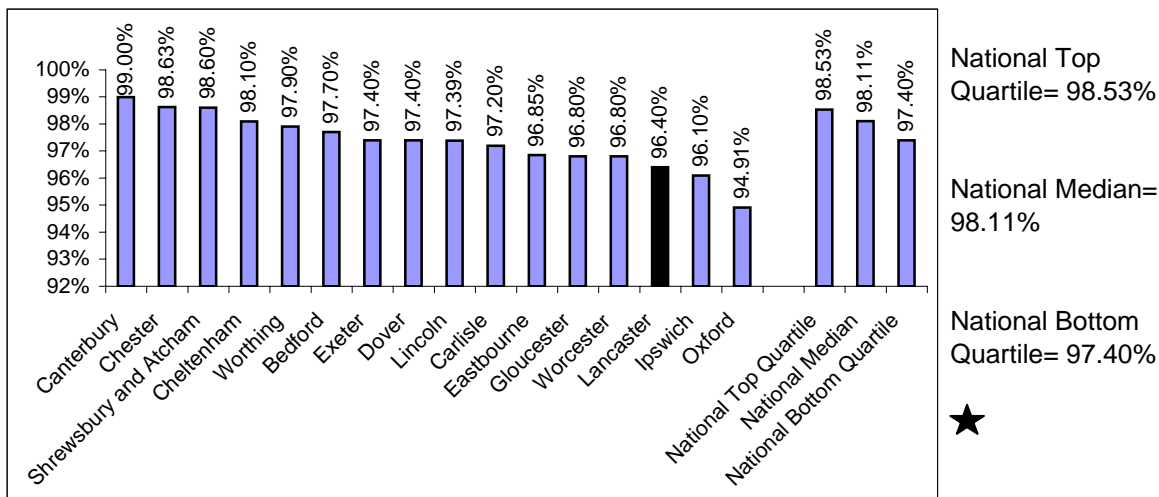


1.3 The percentage of undisputed invoices paid on time (BVPI 8)

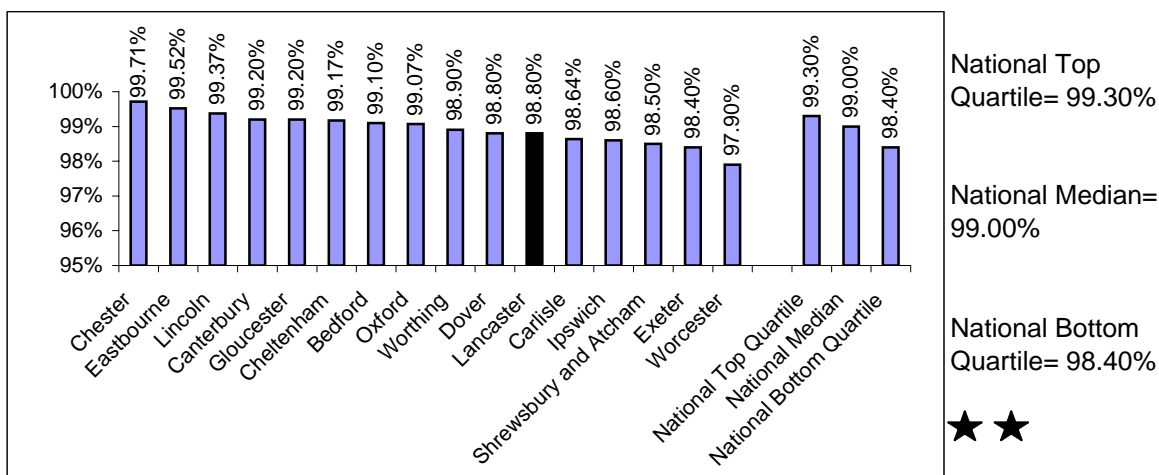


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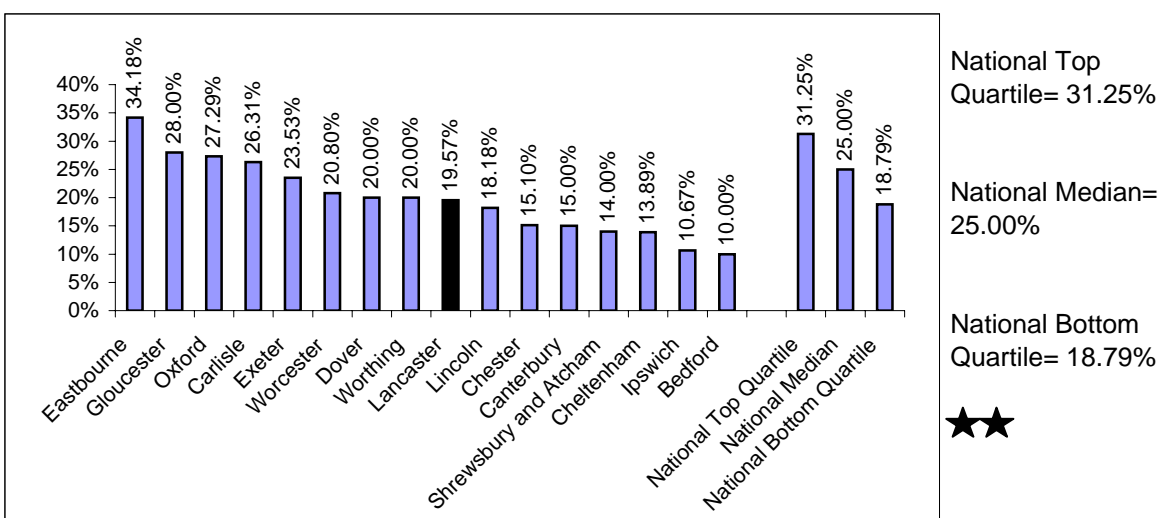
1.4 Percentage of council tax collected (BVPI 9)



1.5 The percentage of non-domestic rates collected (BVPI 10)

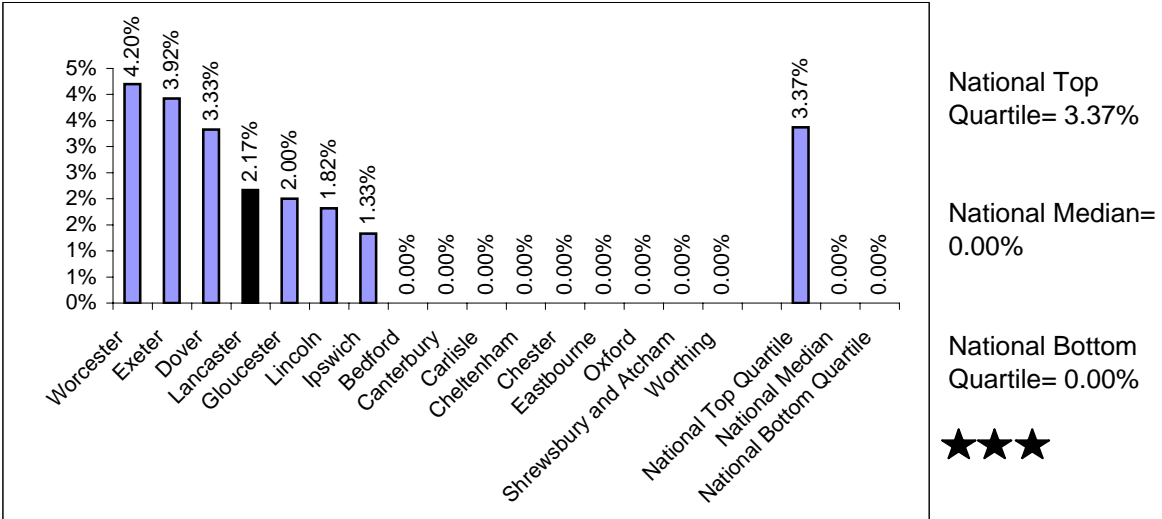


1.6 The percentage of top 5% of earners that are women (BVPI 11a)

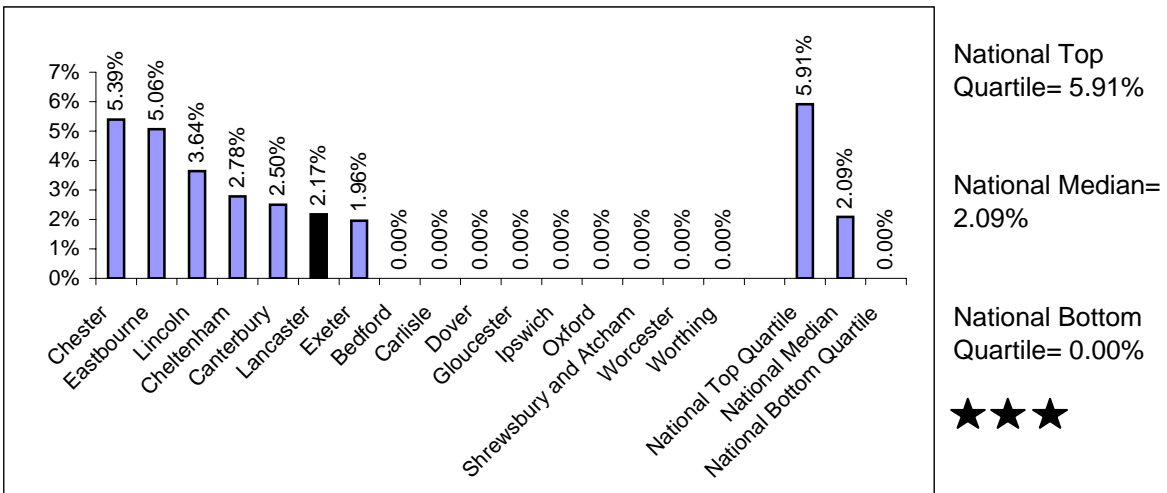


\*\*\*\* National Top Quartile \*\*\* National Third Quartile \*\* National Second Quartile \* National Bottom Quartile

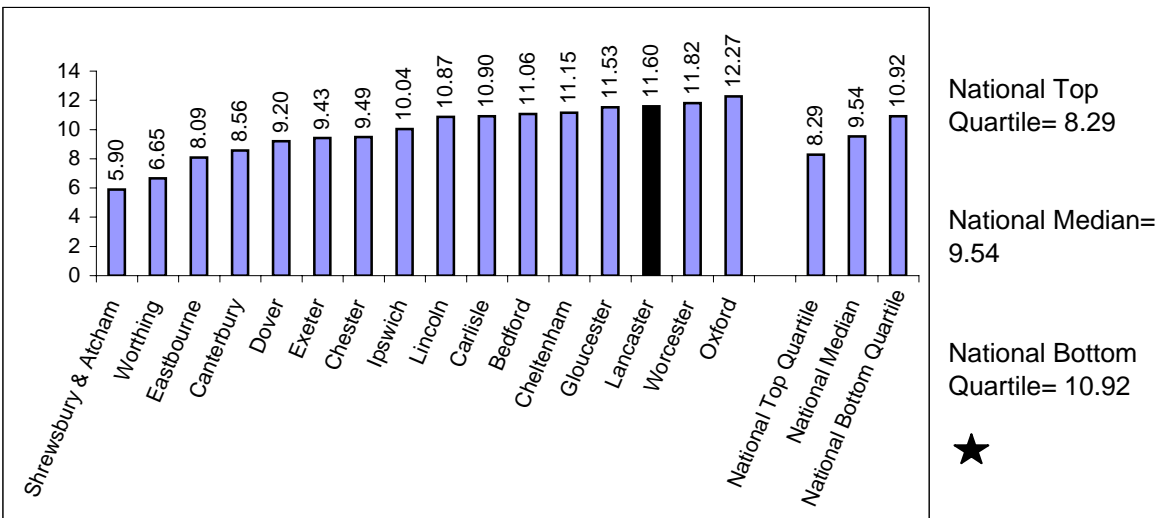
1.7 The percentage of top 5% of earners from minority ethnic communities (BVPI 11b)



1.8 The percentage of top 5% of staff who have a disability (BVPI 11c)

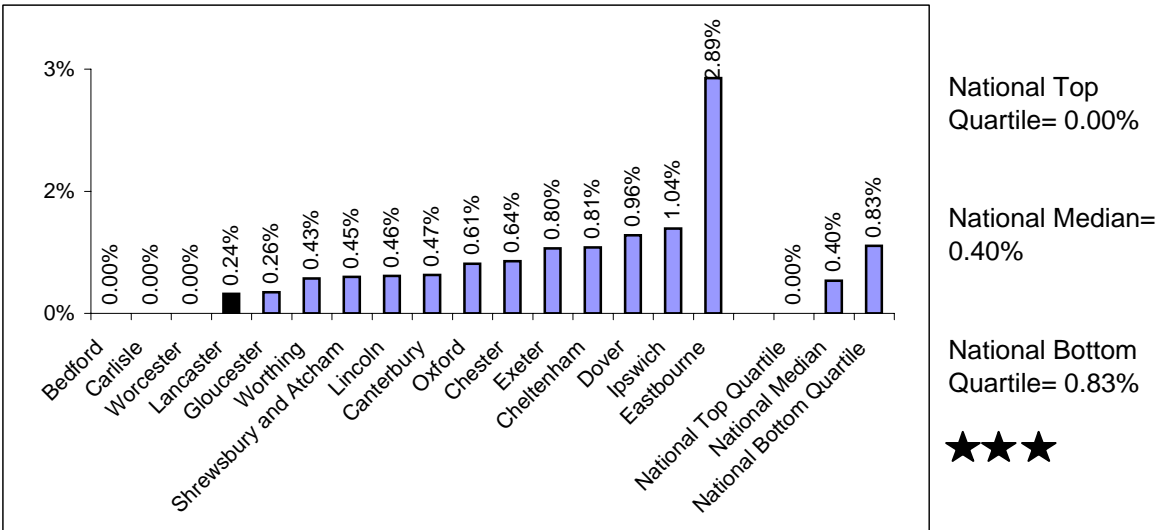


1.9 The number of working days lost due to sickness absence (BVPI 12)

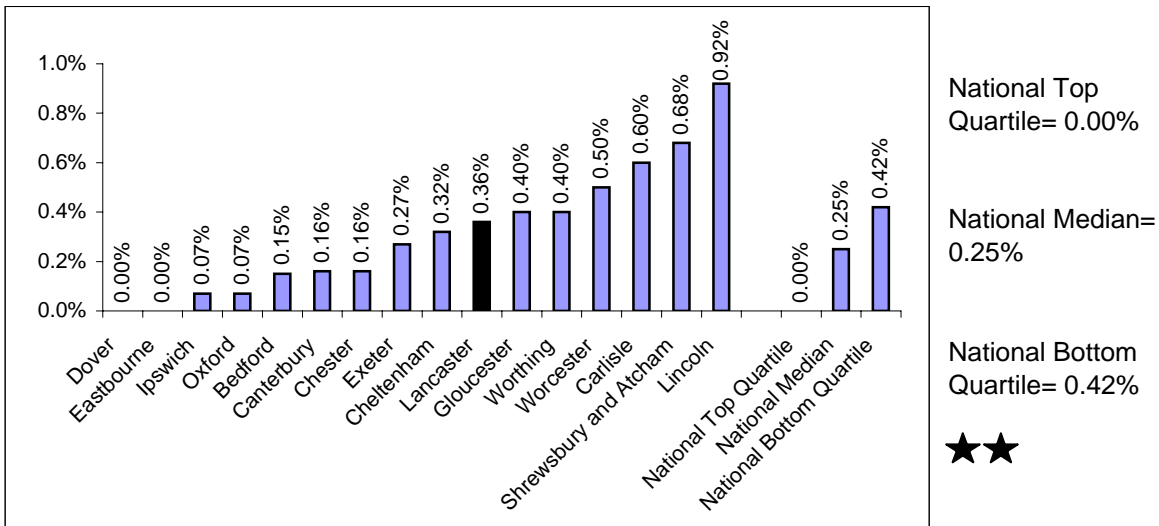


\*\*\*\* National Top Quartile \*\*\* National Third Quartile \*\* National Second Quartile \* National Bottom Quartile

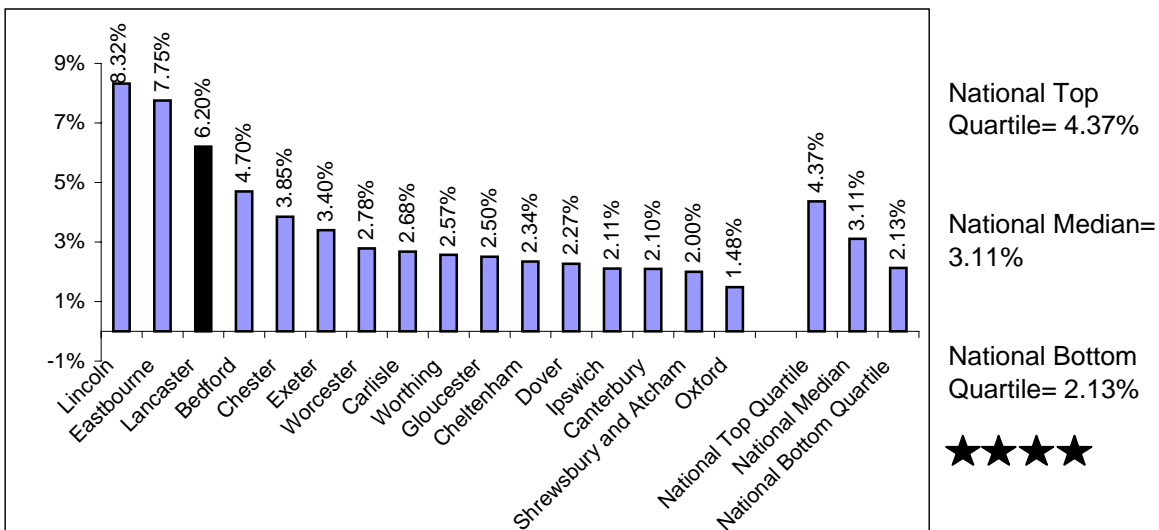
1.10 Percentage of employees retiring early, excluding ill-health retirements (BVPI 14)



1.11 Percentage of employees retiring on the grounds of ill health (BVPI 15)

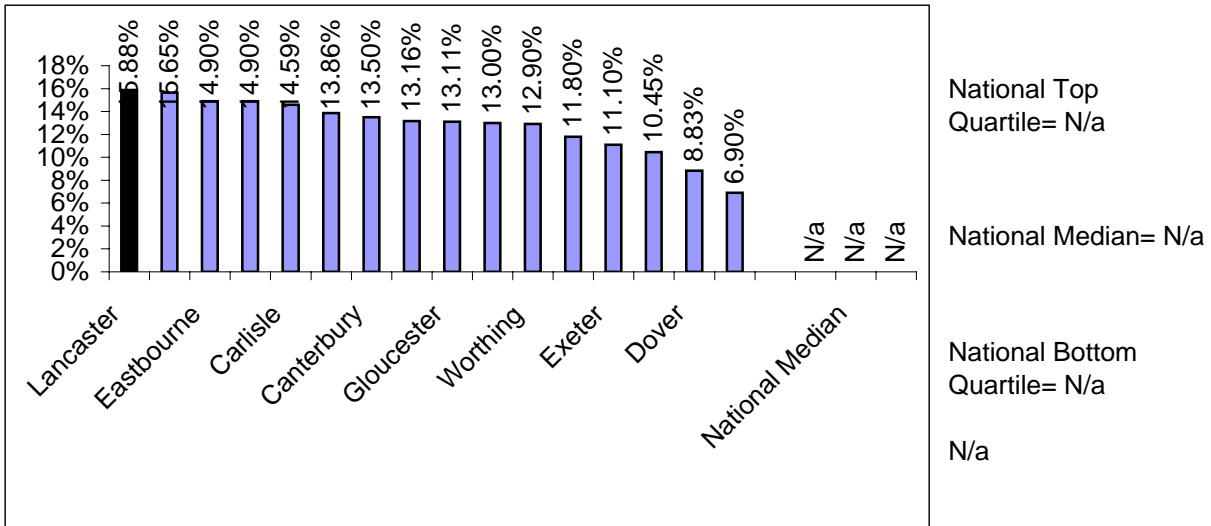


1.12 The percentage of local authority employees with a disability (BVPI 16a)

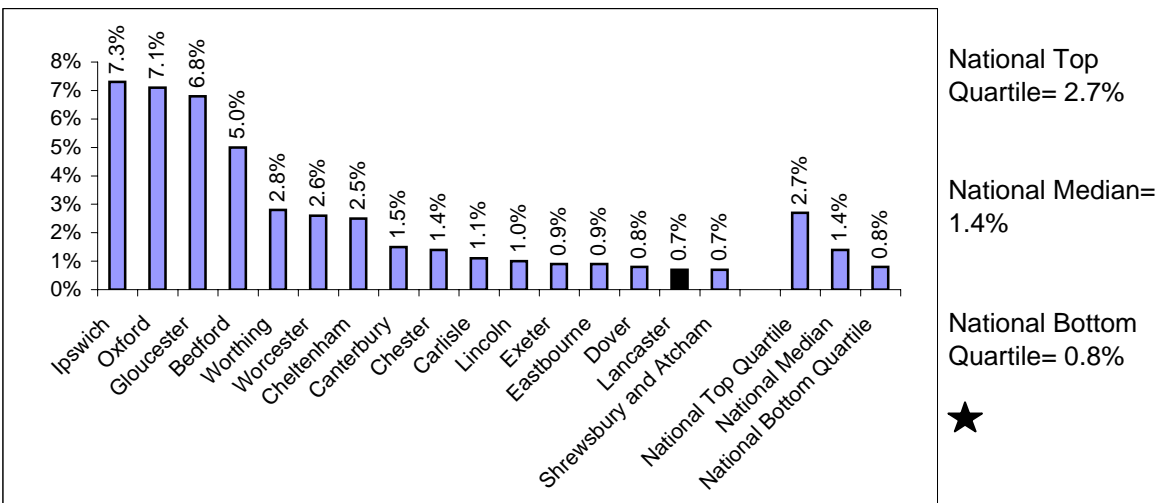


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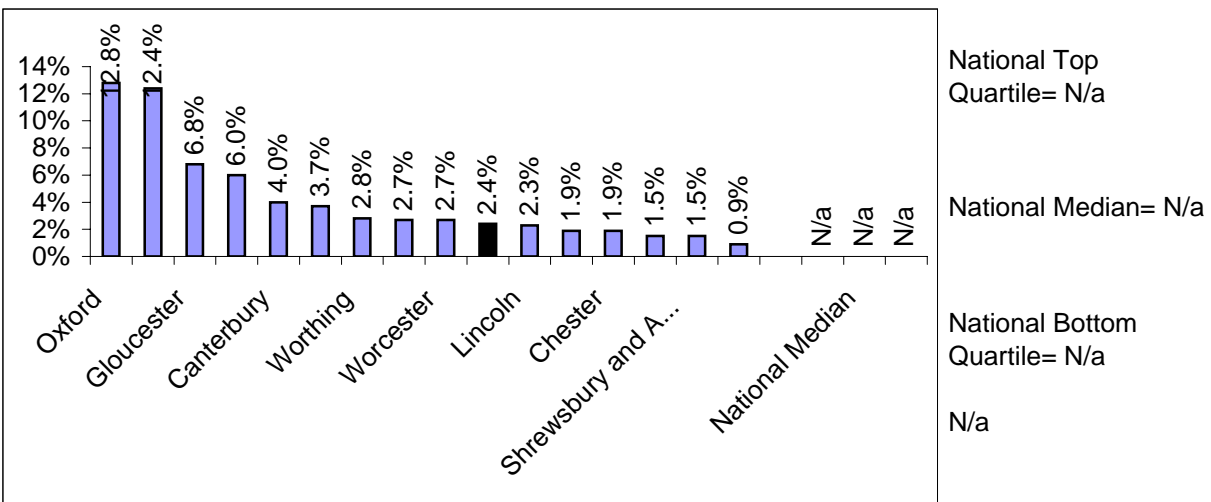
1.13 Percentage of economically active population with a disability (BVPI 16b)



1.14 Proportion of local authority employees from minority ethnic communities (BVPI 17a)

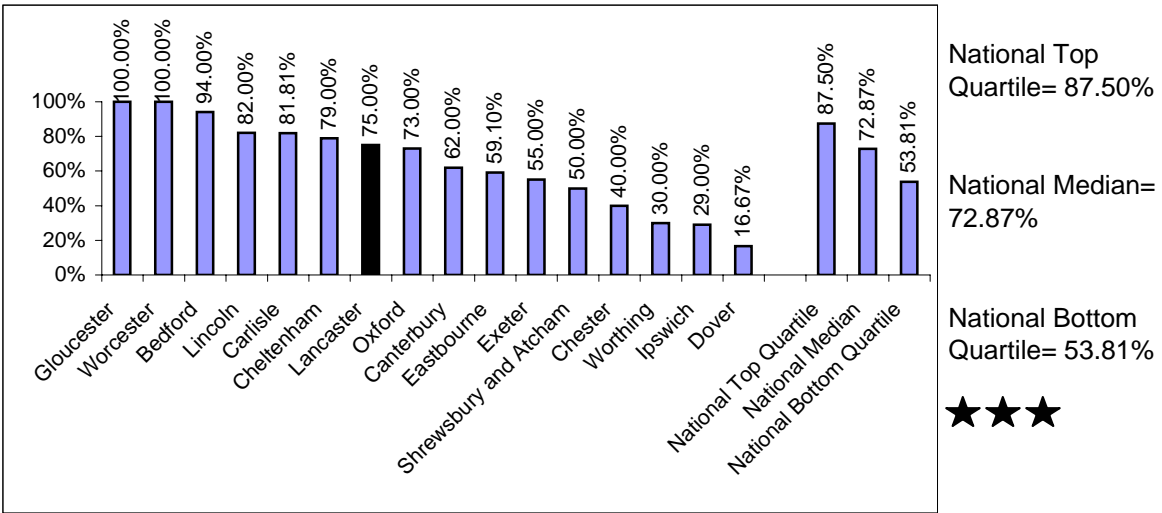


1.15 Percentage of the economically active population from ethnic minority communities (BVPI 17b)

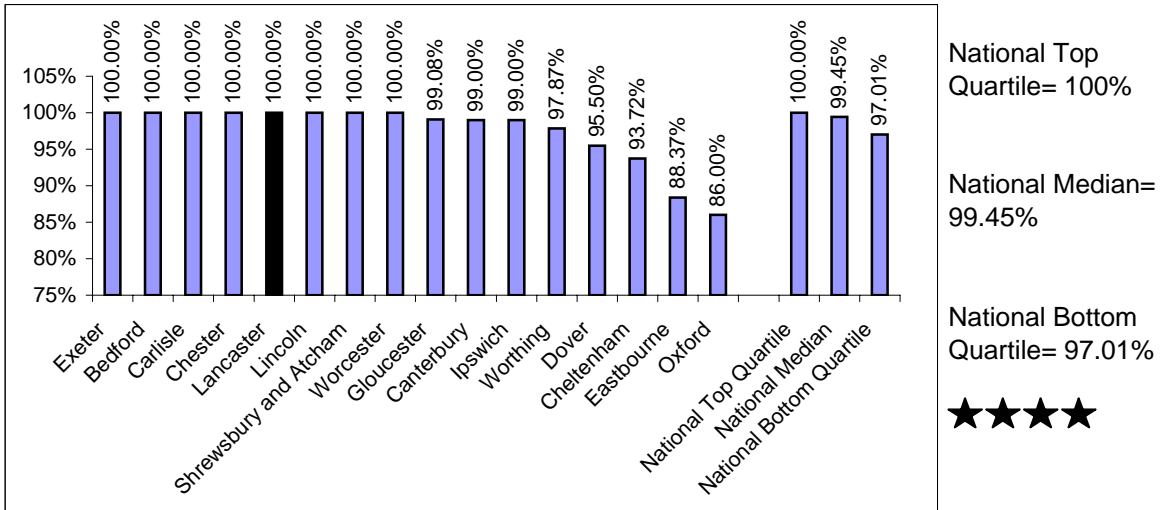


\*\*\*\* National Top Quartile \*\*\* National Third Quartile \*\* National Second Quartile \* National Bottom Quartile

1.16 Percentage of authority buildings which are accessible to people with a disability (BVPI 156)



1.17 E-government: Percentage of e-enabled interactions (BVPI 157)

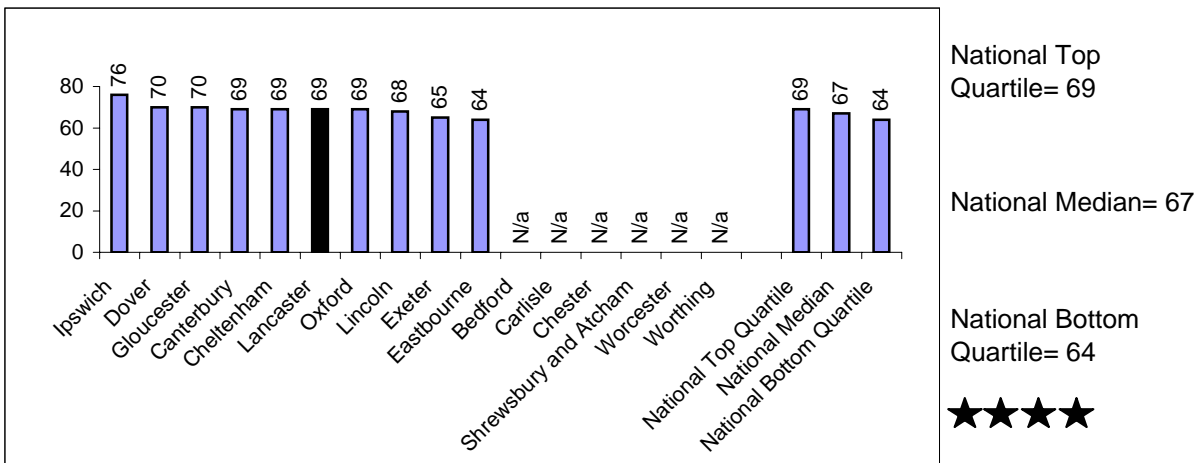


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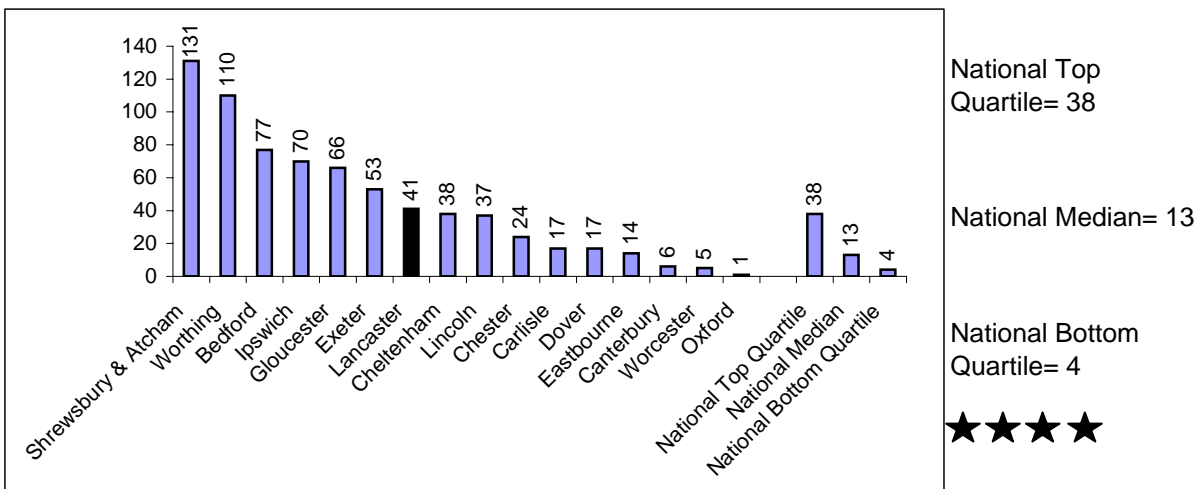


## 2. Housing

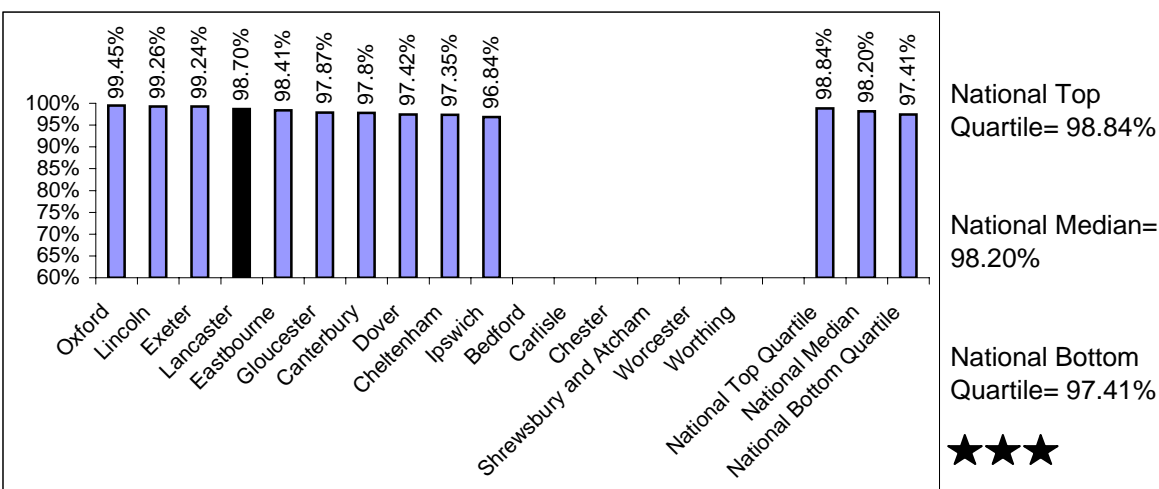
### 2.1 Energy Efficiency- the average Standard Assessment Procedure (SAP) rating of local authority owned dwellings (BVPI 63)



### 2.2 The number of private sector vacant dwellings that are returned into occupation (BVPI 64)

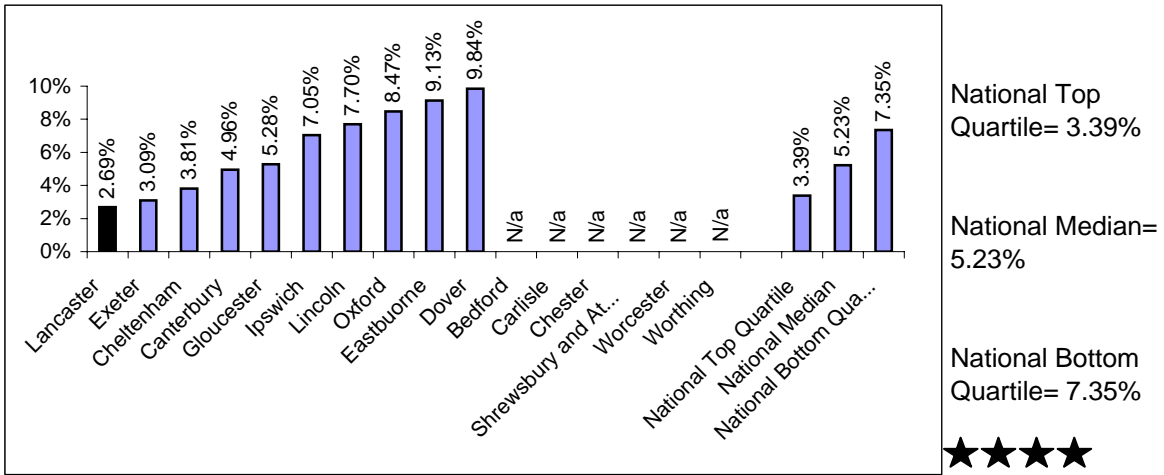


### 2.3 Rent collected as a proportion of rents owed on Housing Revenue Account Dwellings (BVPI 66a)

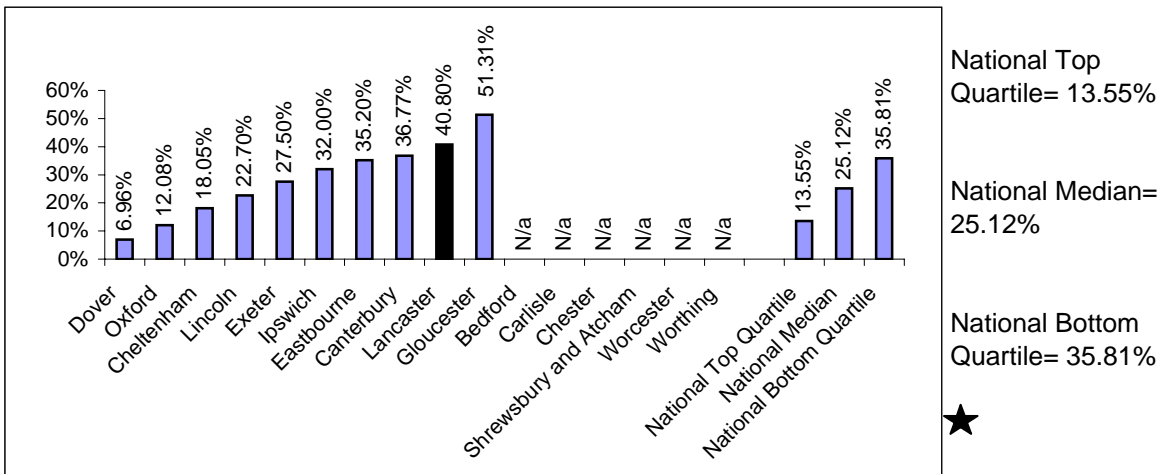


\*\*\*\* National Top Quartile \*\*\* National Third Quartile \*\* National Second Quartile \* National Bottom Quartile

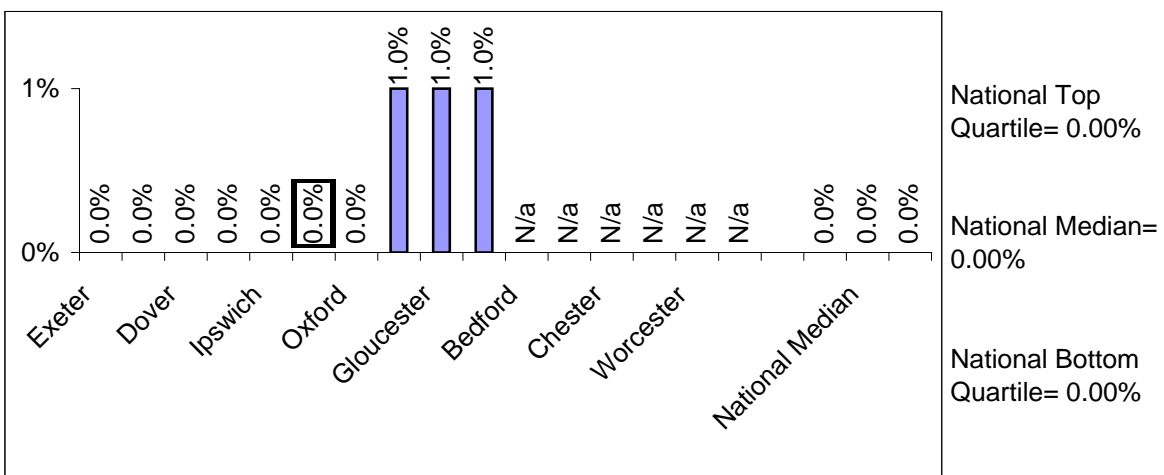
2.4 The percentage of local authority tenants with more than seven weeks of (gross) rent arrears (BVPI 66b)



2.5 Percentage of local authority tenants in arrears who have had Notices Seeking Possession served (BVPI 66c)

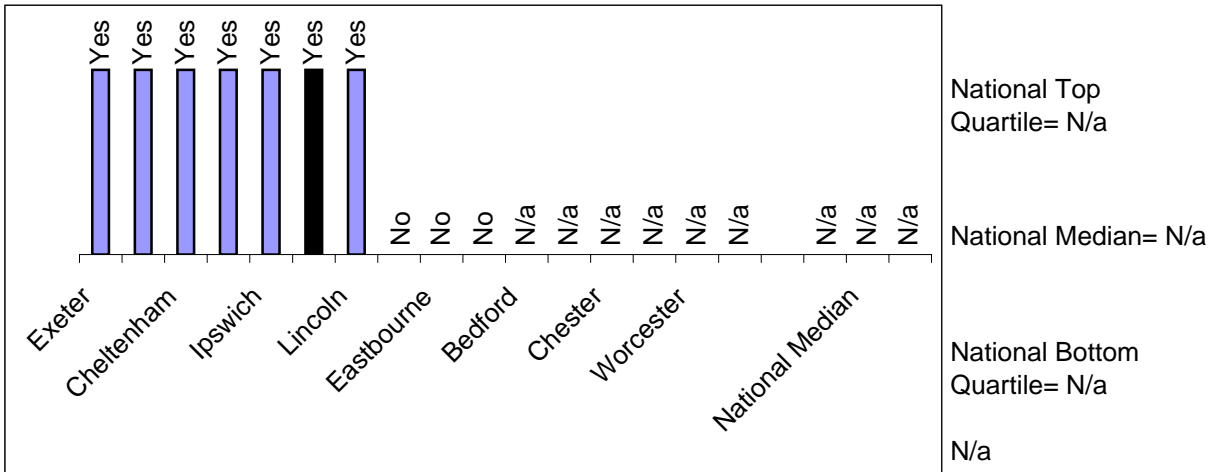


2.6 Percentage of local authority tenants evicted as a result of rent arrears (BVPI 66d)

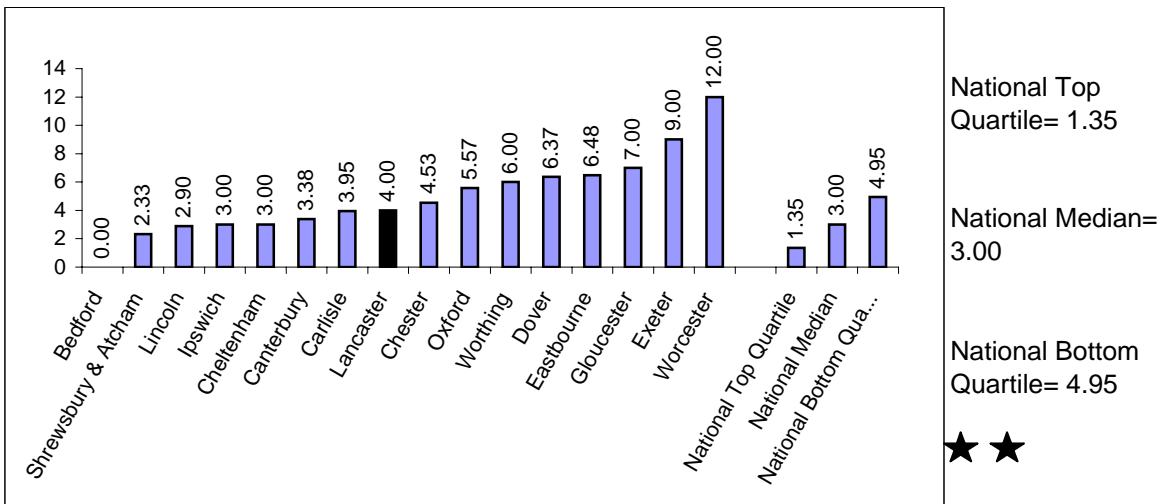


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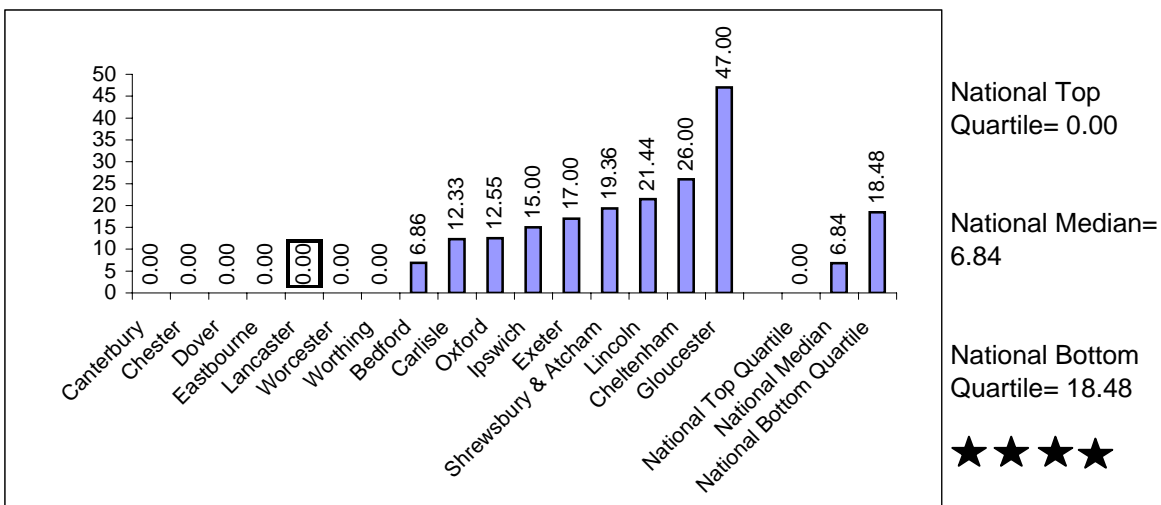
2.7 Equal Access to Social Housing (BVPI 164)



2.8 Average length of Stay in bed and breakfast accommodation (weeks) (BVPI 183a)

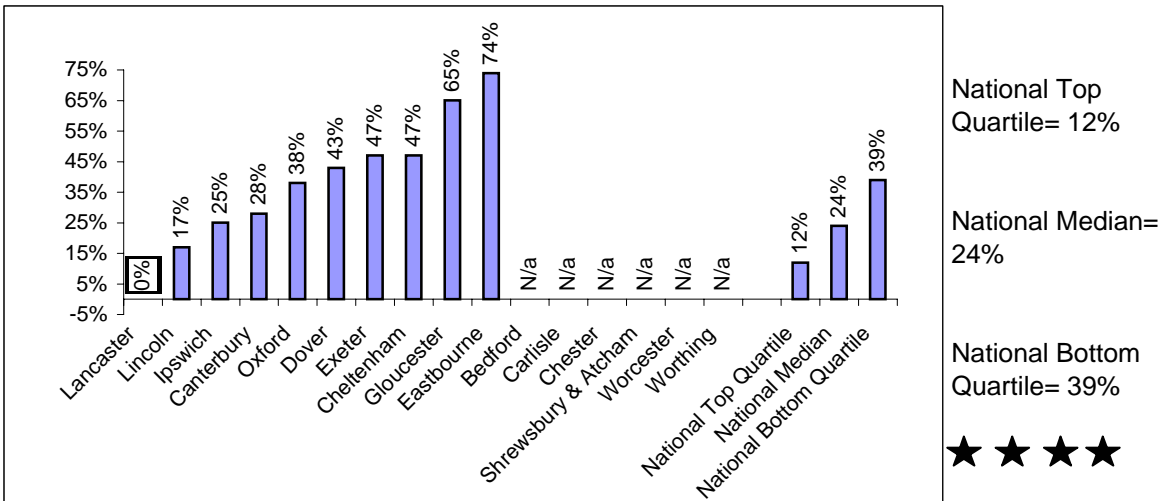


2.9 Average length of stay in hostel accommodation (weeks) (BVPI 183b)

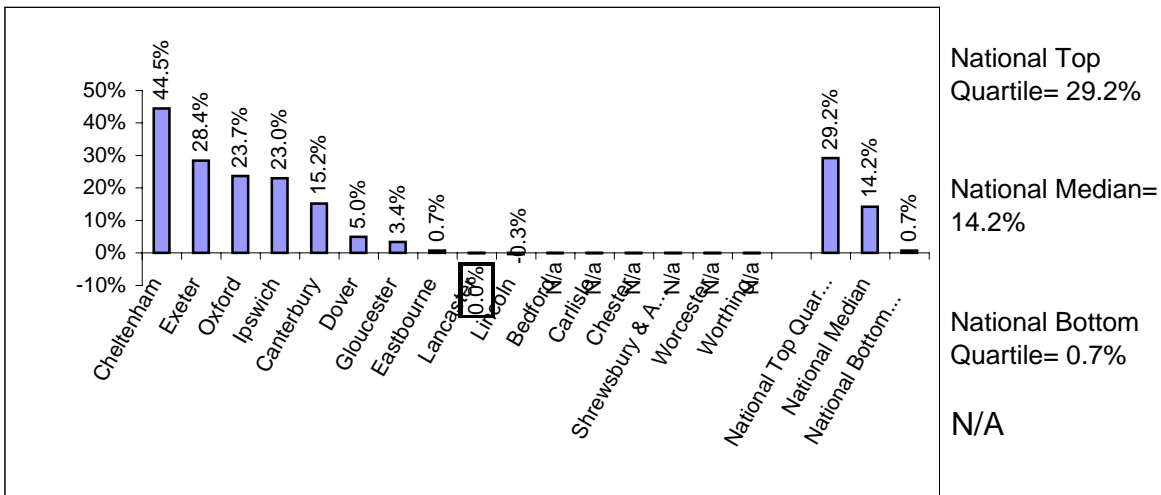


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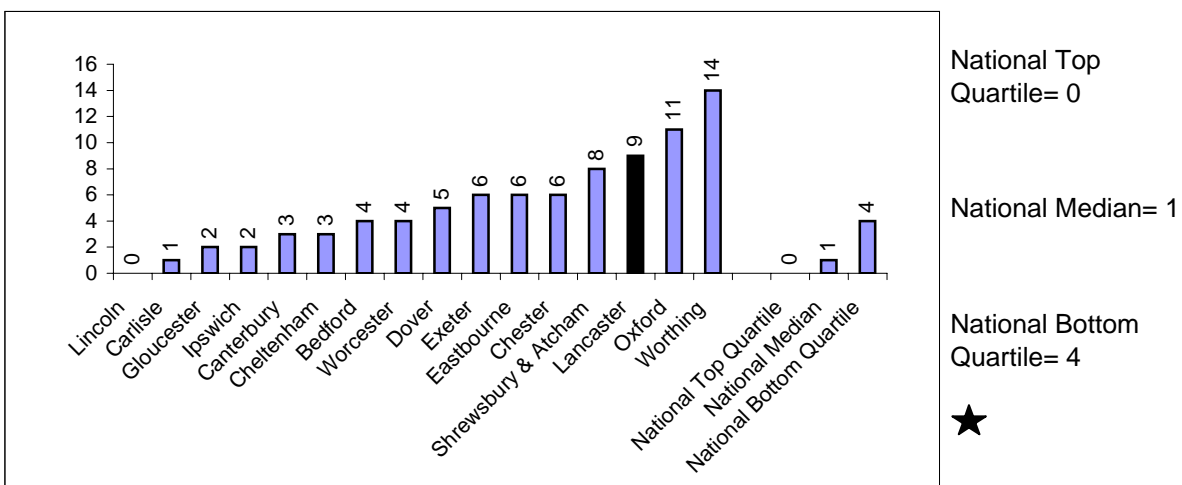
2.10 Proportion of local authority homes which were non-decent at the start of the financial year (BVPI 184a)



2.11 Percentage change in the proportion of non decent homes (BVPI 184b)

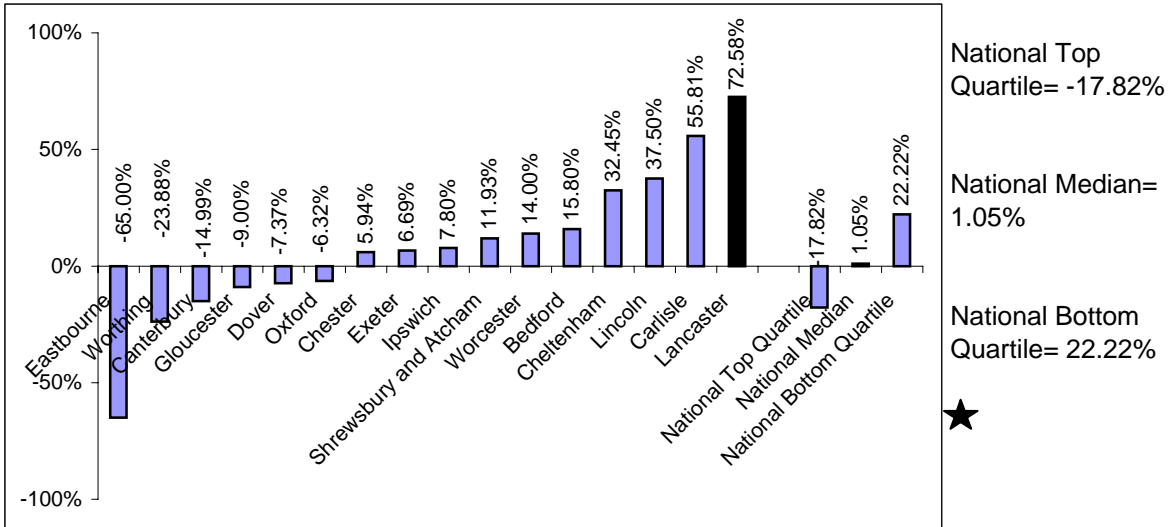


2.12 Number of people sleeping rough on a single night (BVPI 202)

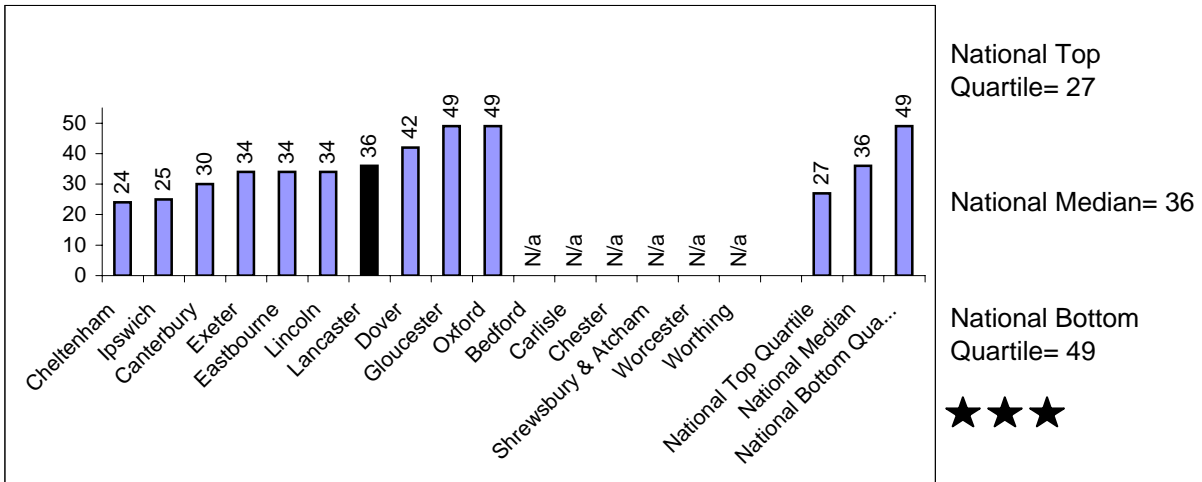


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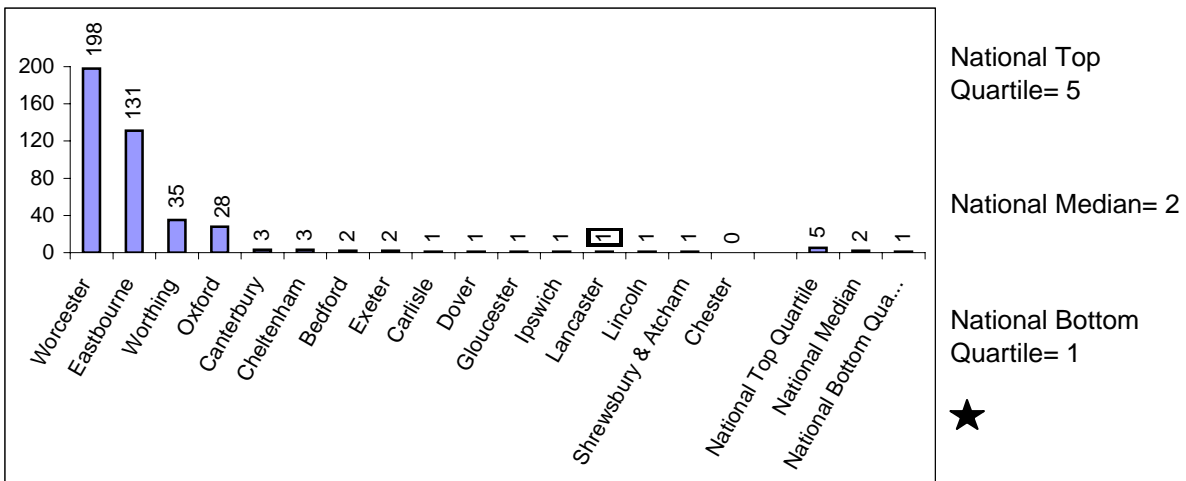
2.13 The percentage change in average number of families in temporary accommodation (BVPI 203)



2.14 Average time taken to re-let local authority housing in days (BVPI 212)

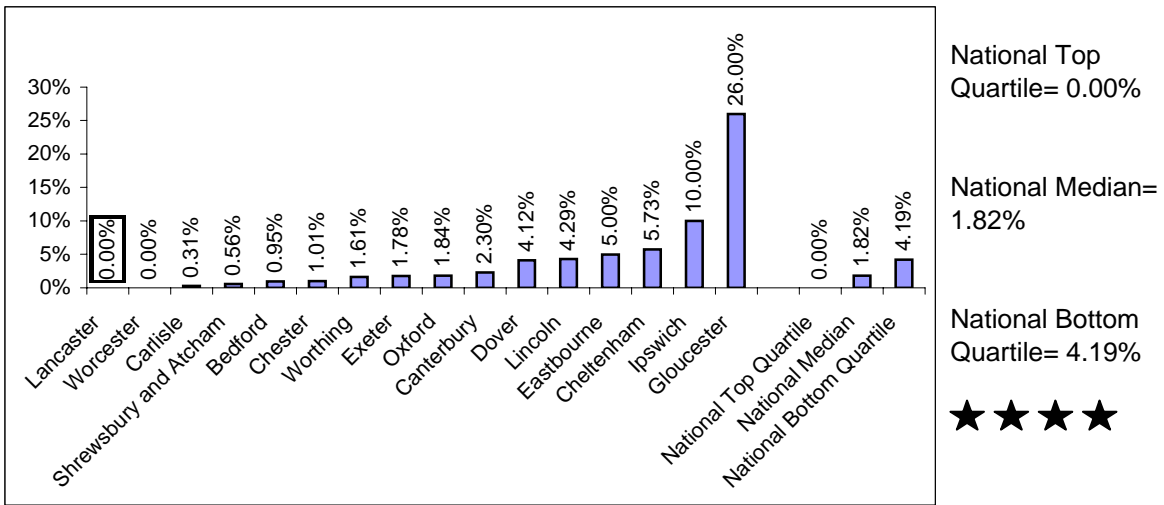


2.15 Number of households (per 100) who considered themselves homeless, who approached the local housing authority and for whom housing advice casework intervention resolved their situation (BVPI 213)



\*\*\*\* National Top Quartile \*\*\* National Third Quartile \*\* National Second Quartile \* National Bottom Quartile

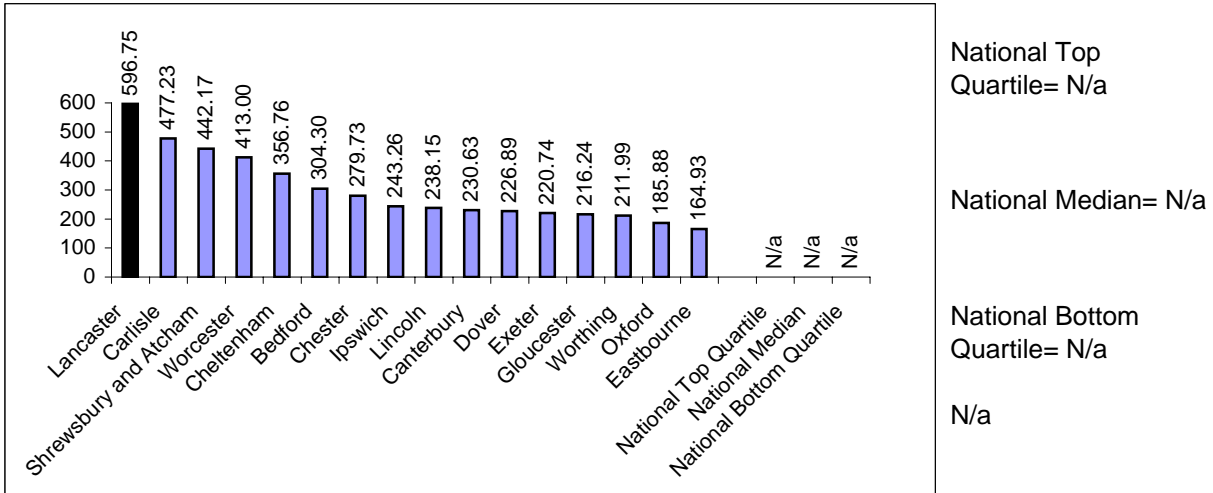
2.16 Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same authority within the last two years (BVPI 214)



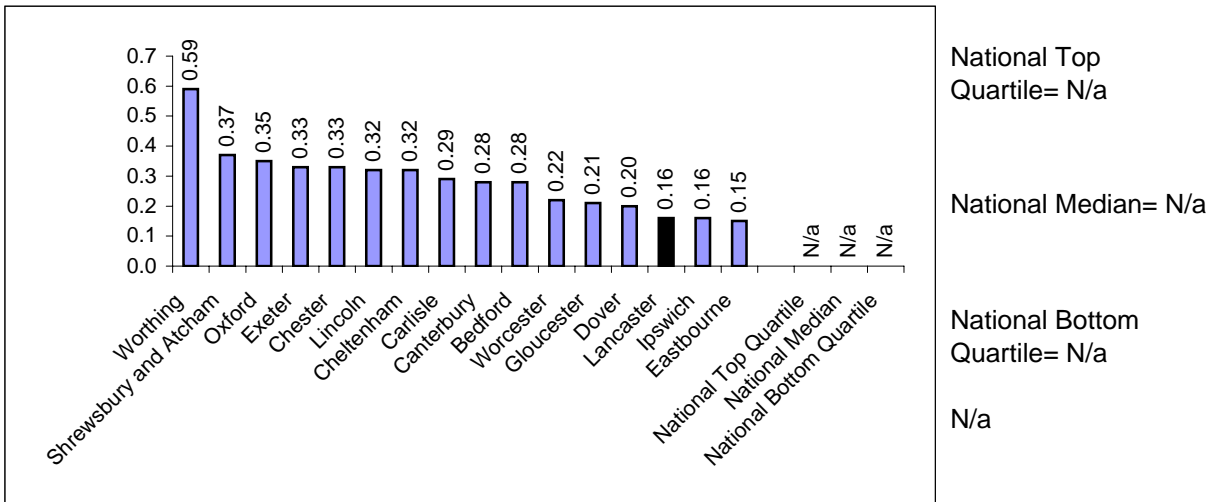
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### 3. Benefits

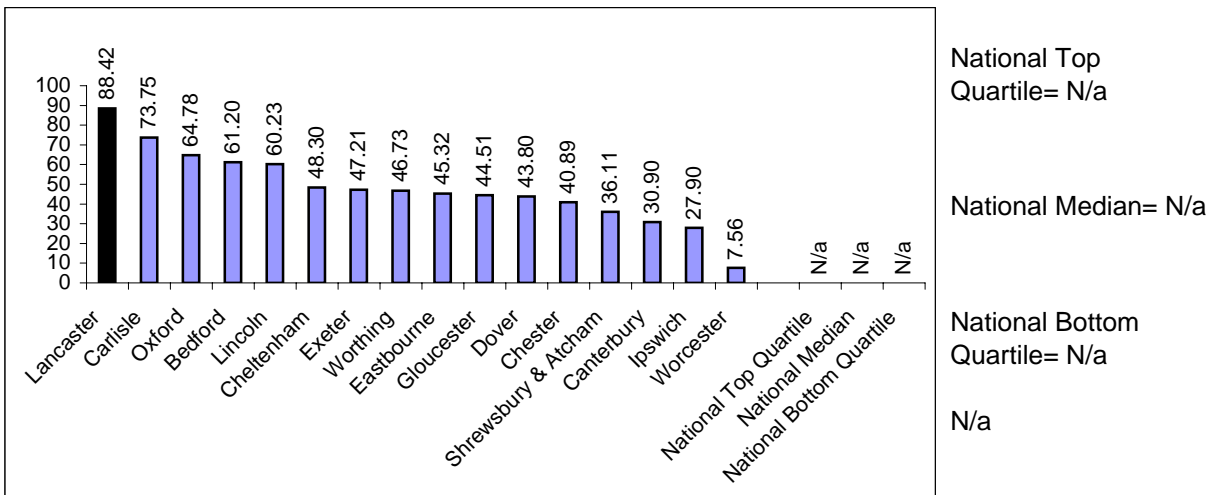
#### 3.1 Housing Benefit Security - Number of claimants visited per 1000 caseload (BVPI 76a)



#### 3.2 Housing Benefit Security - Number of investigators employed per 1000 caseload (BVPI 76b)

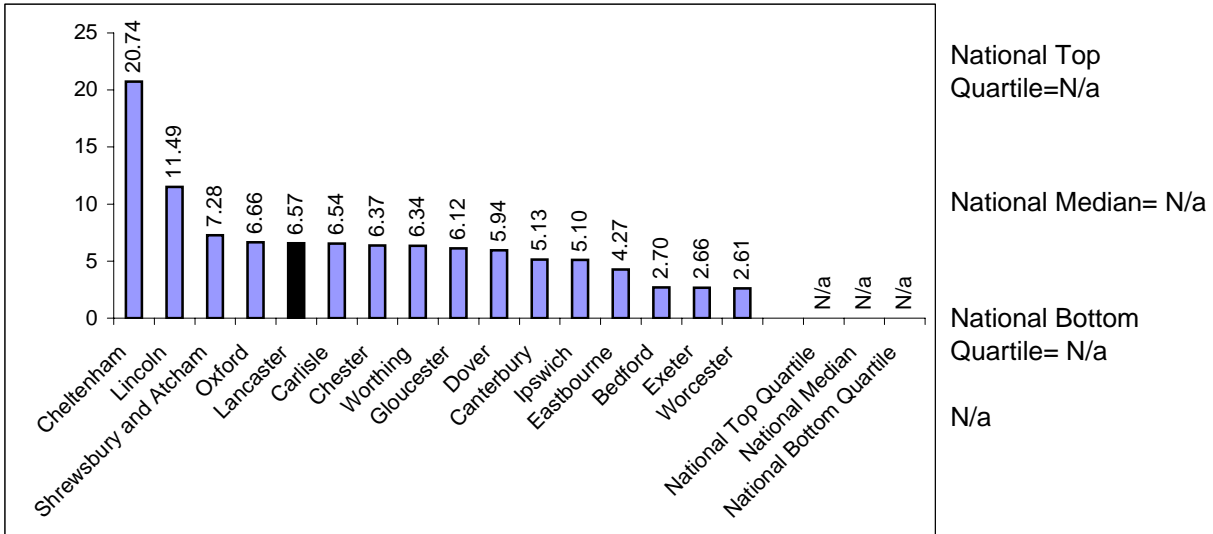


#### 3.3 Housing Benefit Security - Number of fraud investigations per 1000 caseload (BVPI 76c)

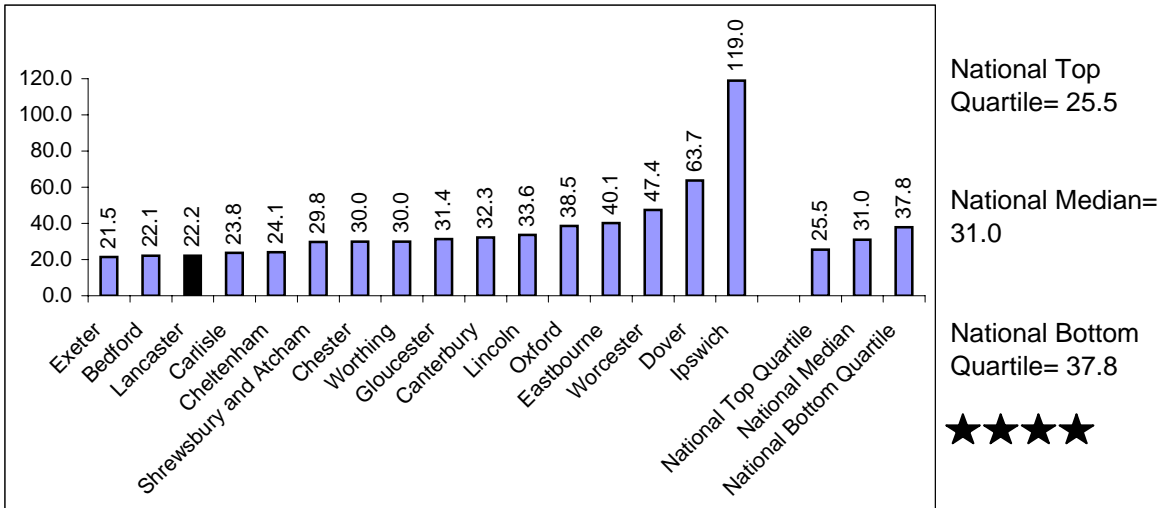


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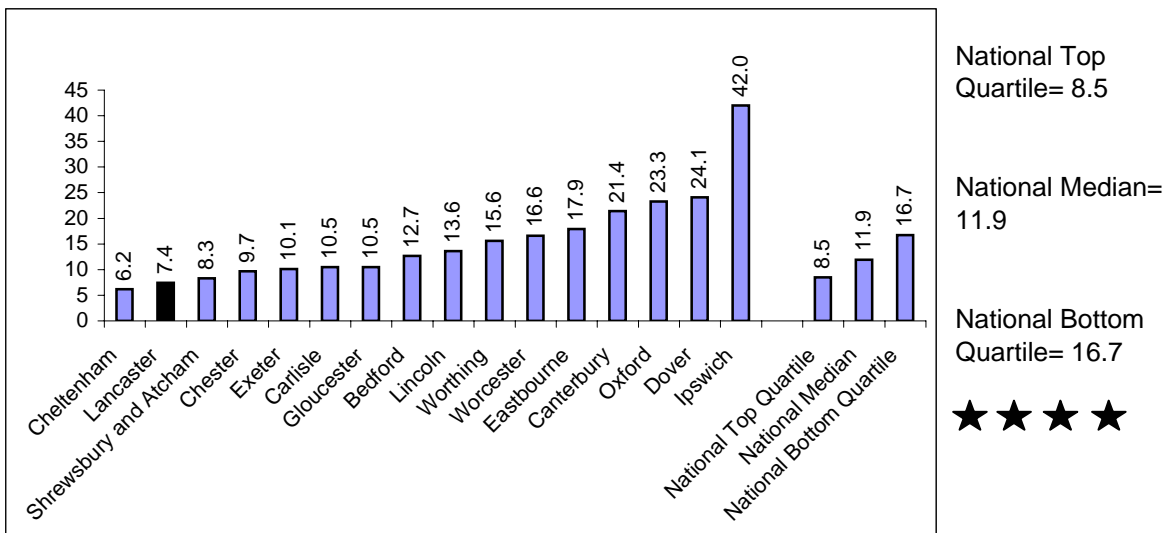
3.4 Housing Benefit Security - Number of prosecutions and sanctions per 1000 caseload (BVPI 76d)



3.5 Average time (in days) to process new claims (BVPI 78a)



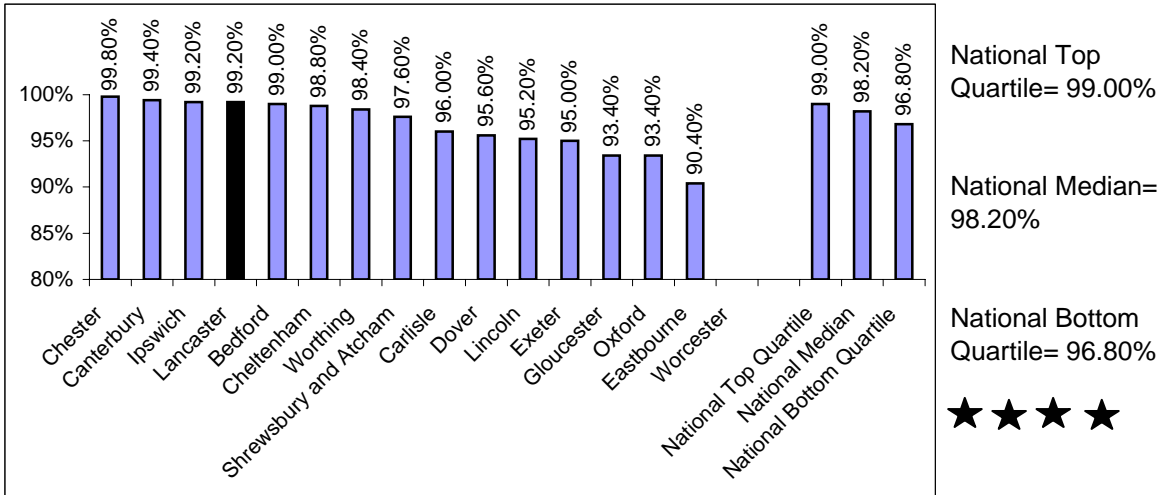
3.6 Average time taken to process change in circumstances (days) (BVPI 78b)



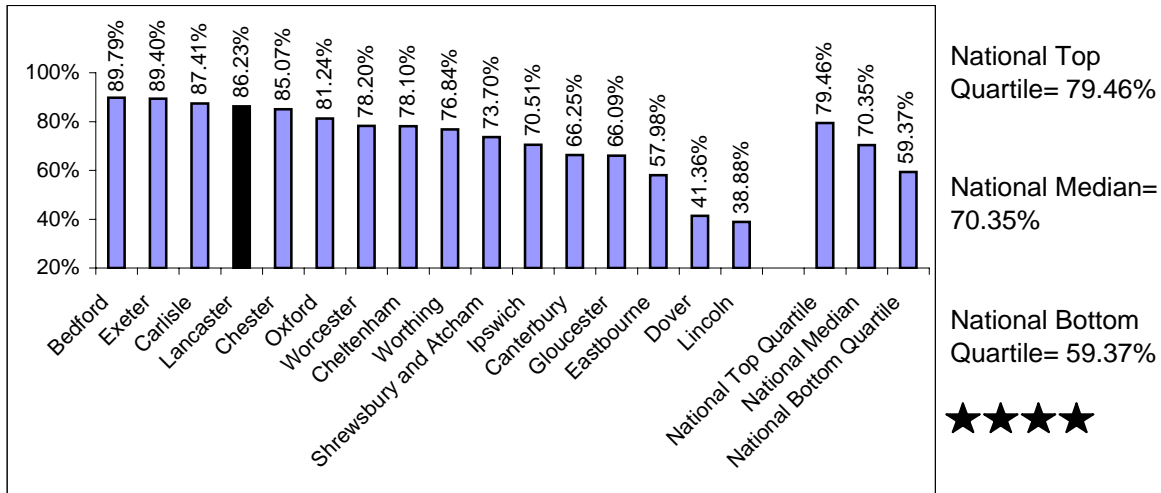
\*\*\*\* National Top Quartile \*\*\* National Third Quartile \*\* National Second Quartile \* National Bottom Quartile



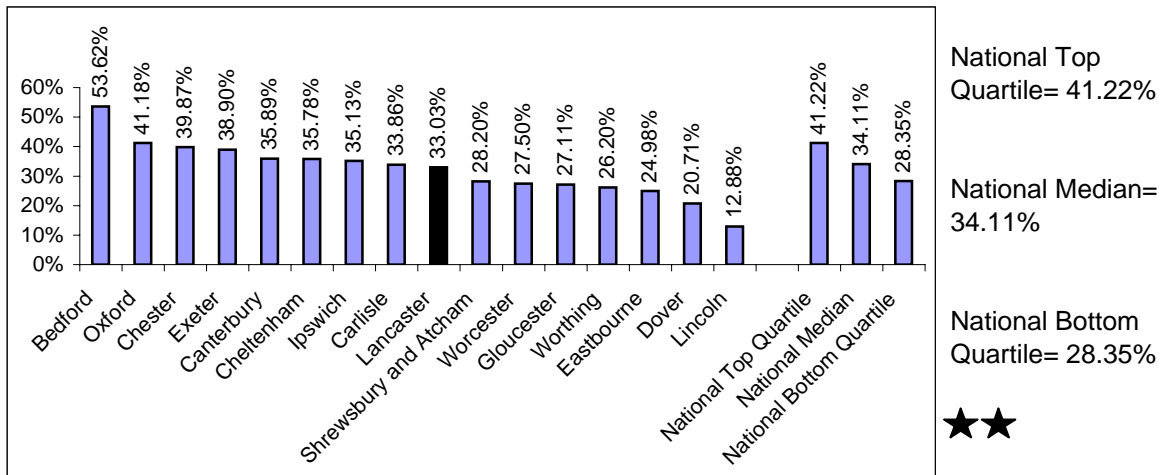
3.7 Proportion of benefit claims processed correctly (BVPI 79a)



3.8 The amount of Housing Benefit overpayments recovered as a percentage of all housing benefit overpayments (BVPI 79b(i))

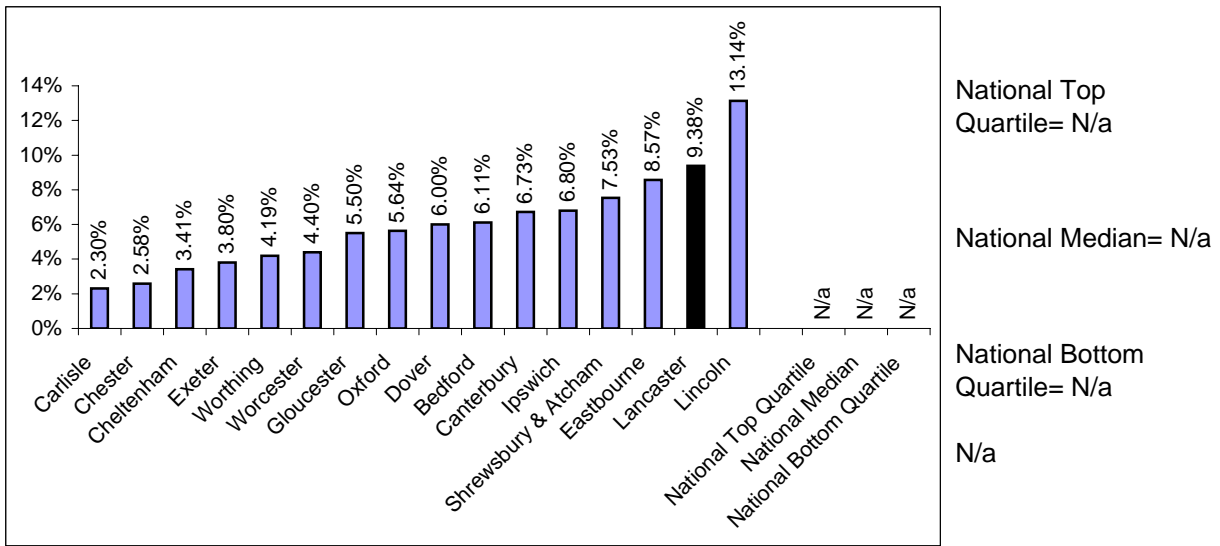


3.9 The amount of Housing Benefit overpayments recovered as a percentage of all housing benefit overpayments (BVPI 79b(ii))



\*\*\*\* National Top Quartile \*\*\* National Third Quartile \*\* National Second Quartile \* National Bottom Quartile

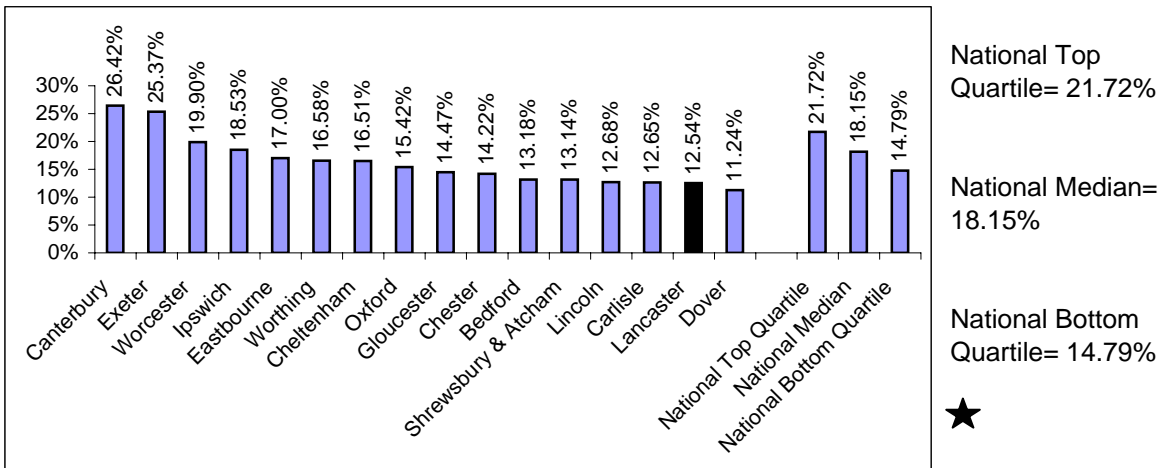
3.10 Housing Benefit overpayments written off as a percentage of the total amount of overpayment debt outstanding at the start of the year, plus the amount of overpayments identified during the year (BVPI 79b(iii))



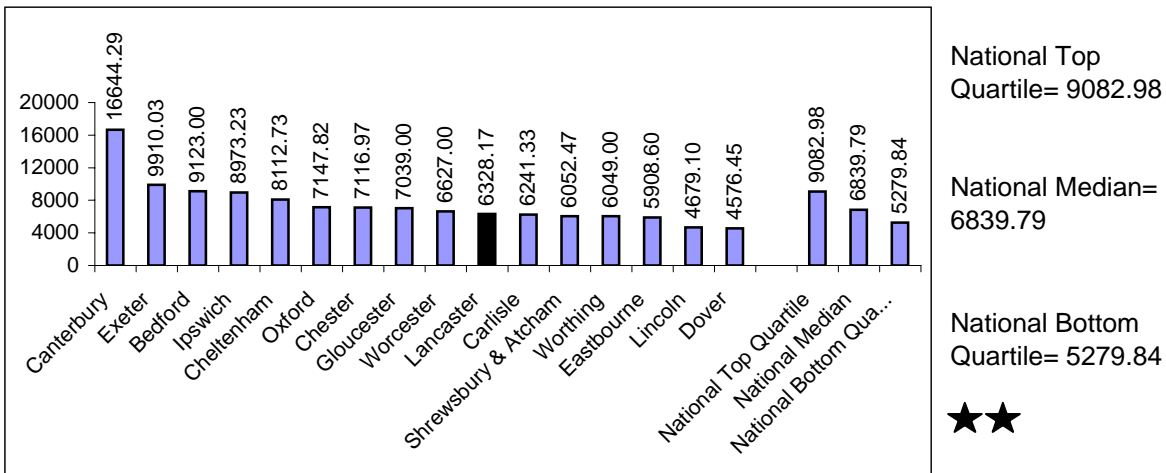
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### 4. Environment

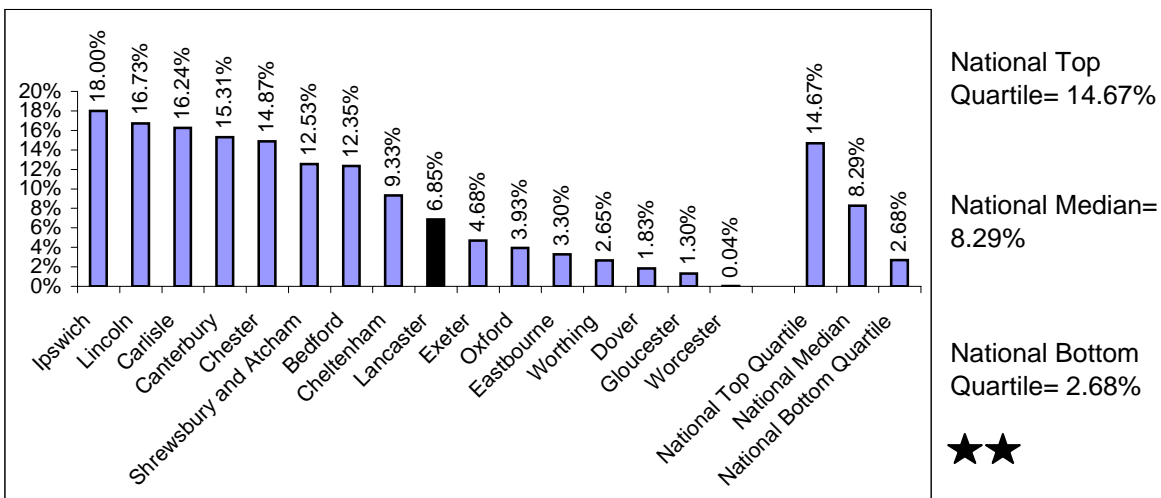
#### 4.1 Percentage of household waste arisings which have been sent for recycling (BVPI 82a(i))



#### 4.2 Total tonnage of household waste arisings sent for recycling (BVPI 82a(ii))

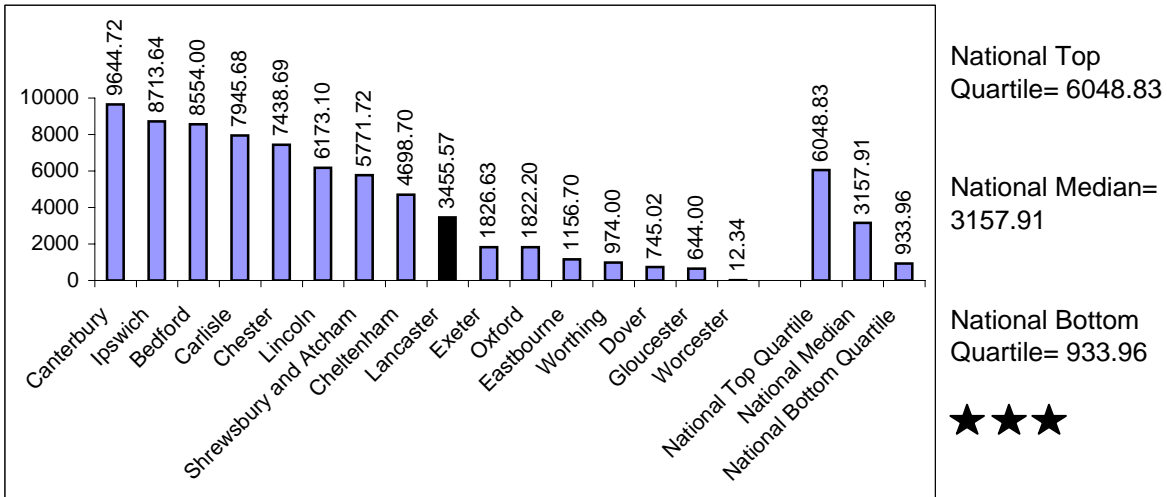


#### 4.3 Percentage of household waste composted (BVPI 82b(i))

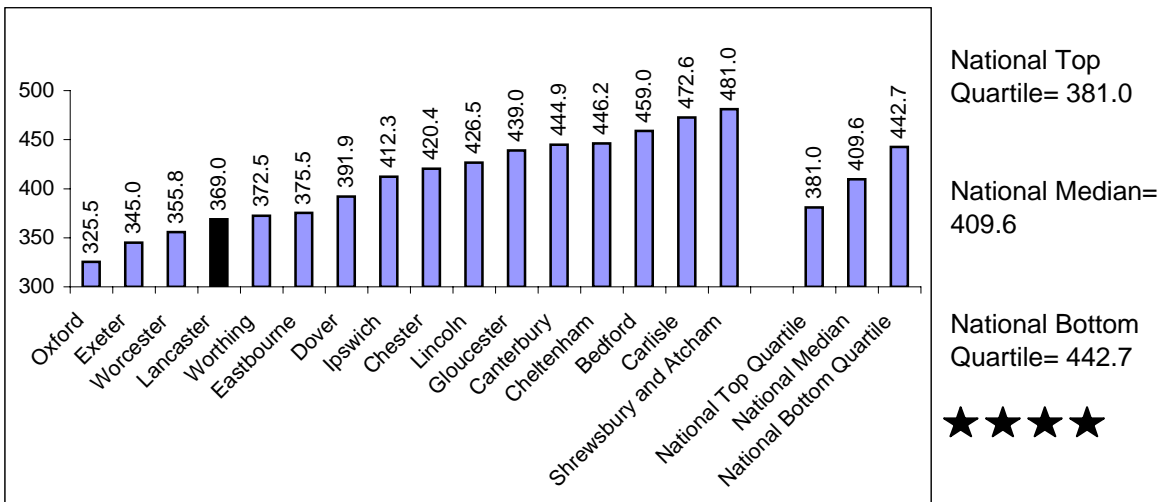


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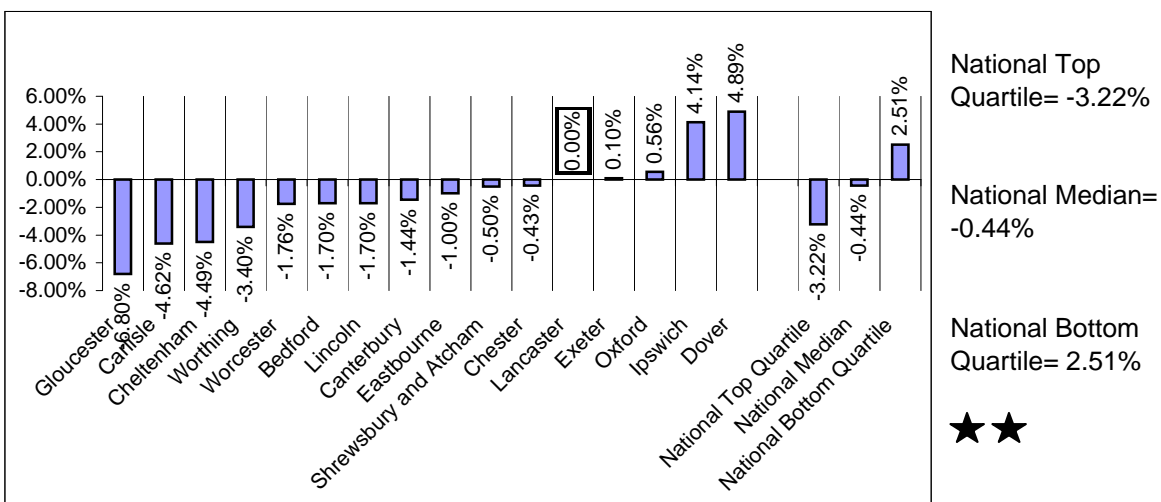
4.4 Total tonnage of household waste composted (BVPI 82b(ii))



4.5 Number of kilograms of household waste collected per head of population (BVPI 84a)

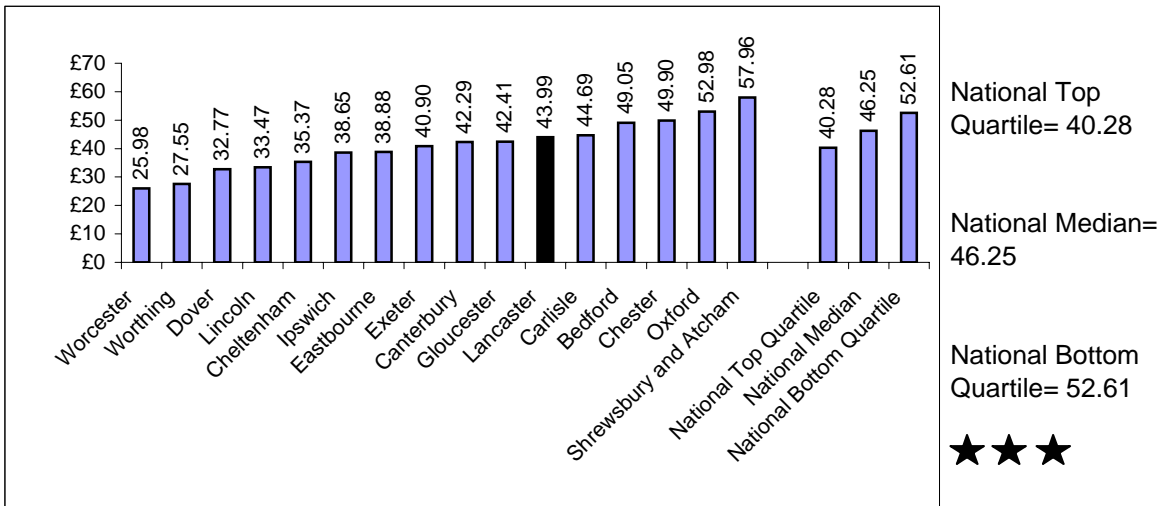


4.6 Percentage change from the previous financial year in the number of kilograms of household waste collected per head of population (BVPI 84b)

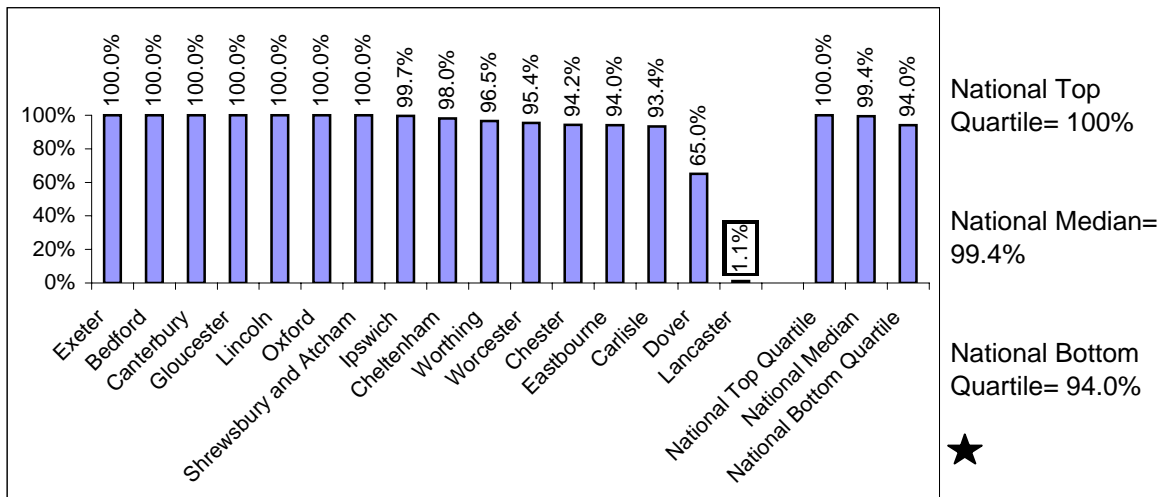


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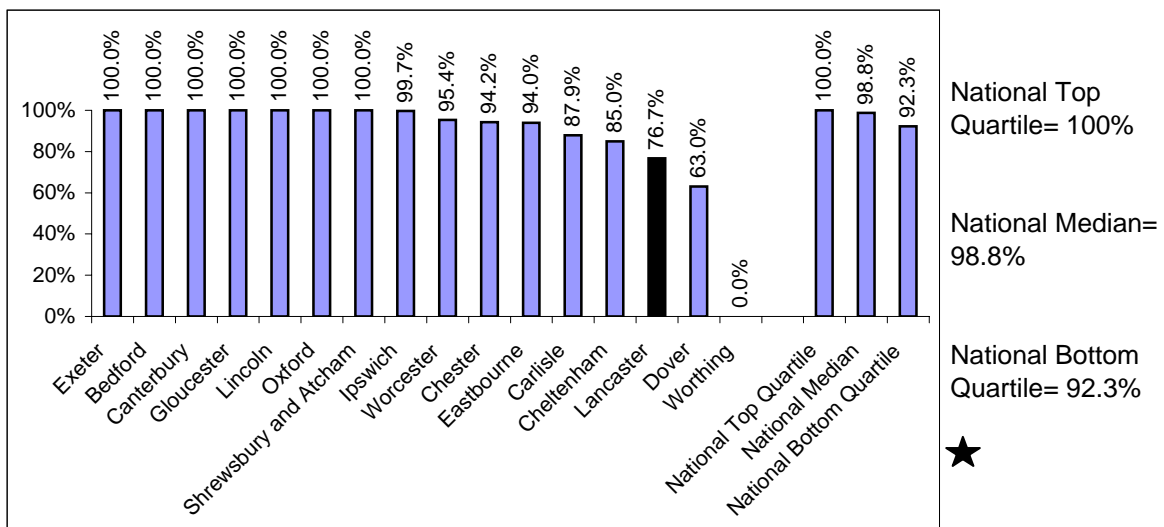
4.7 Cost of waste collection per household (BVPI 86)



4.8 Percentage of residents served by kerbside collection of recyclables (BVPI 91a)

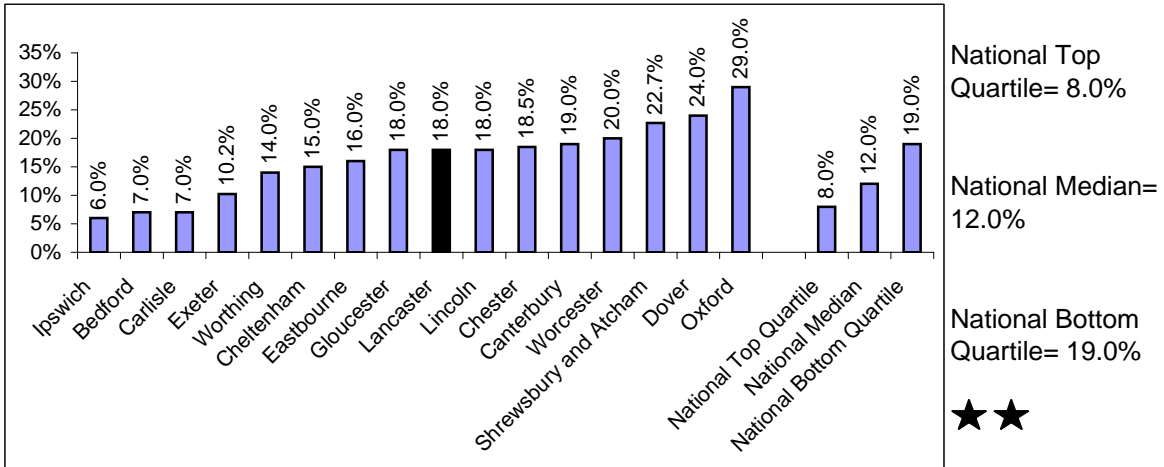


4.9 Percentage of residents served by kerbside collection of at least two recyclables (BVPI 91b)

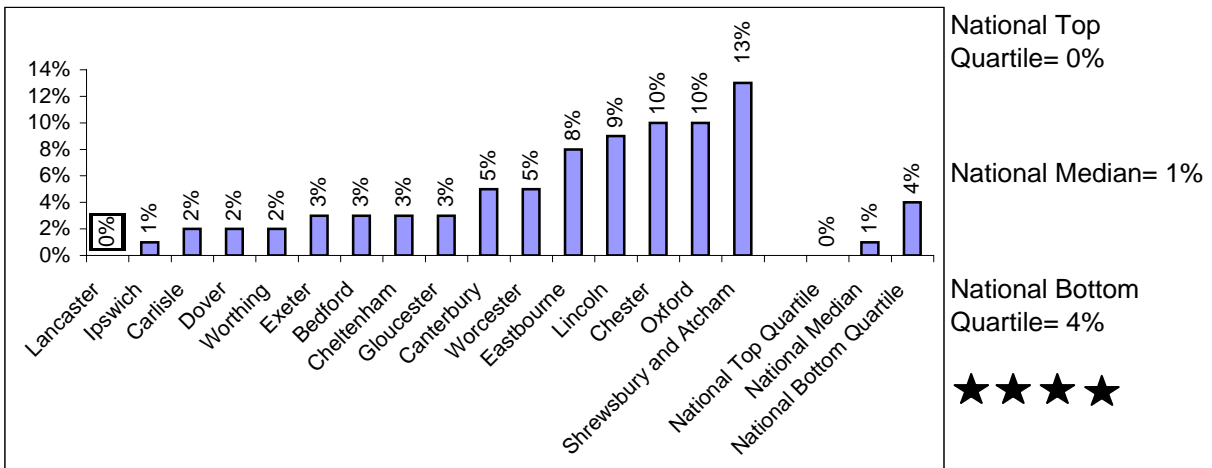


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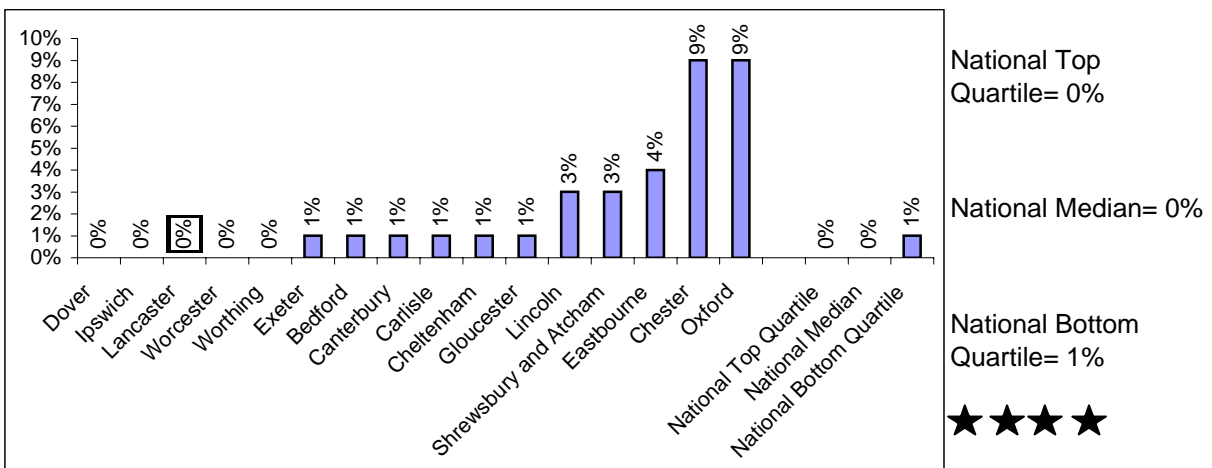
4.10 Percentage of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level (BVPI 199a)



4.11 Percentage of relevant land and highways from which unacceptable levels of graffiti are visible (BVPI 199b)



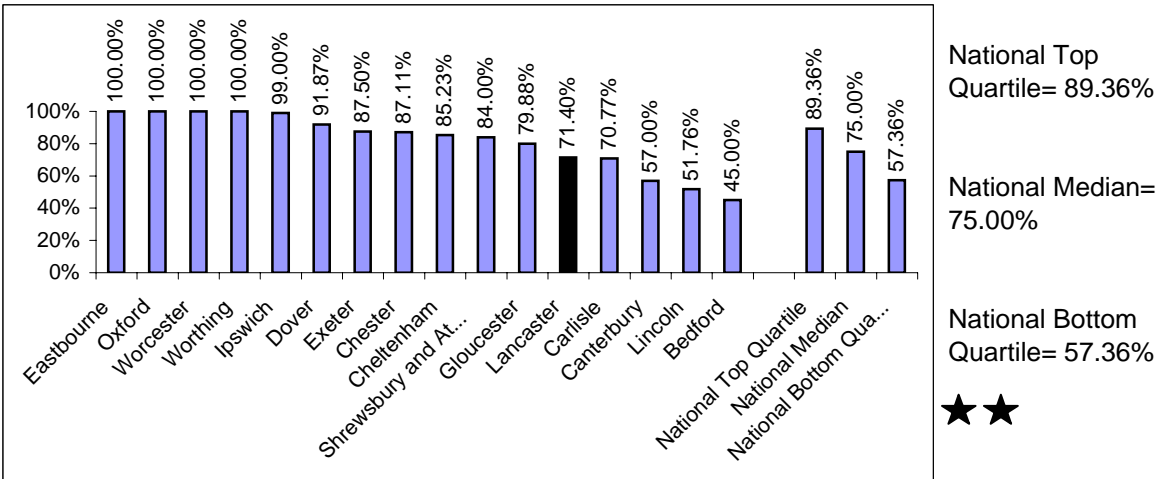
4.12 Percentage of relevant land and highways from which unacceptable levels of fly-posting are visible (BVPI 199c)



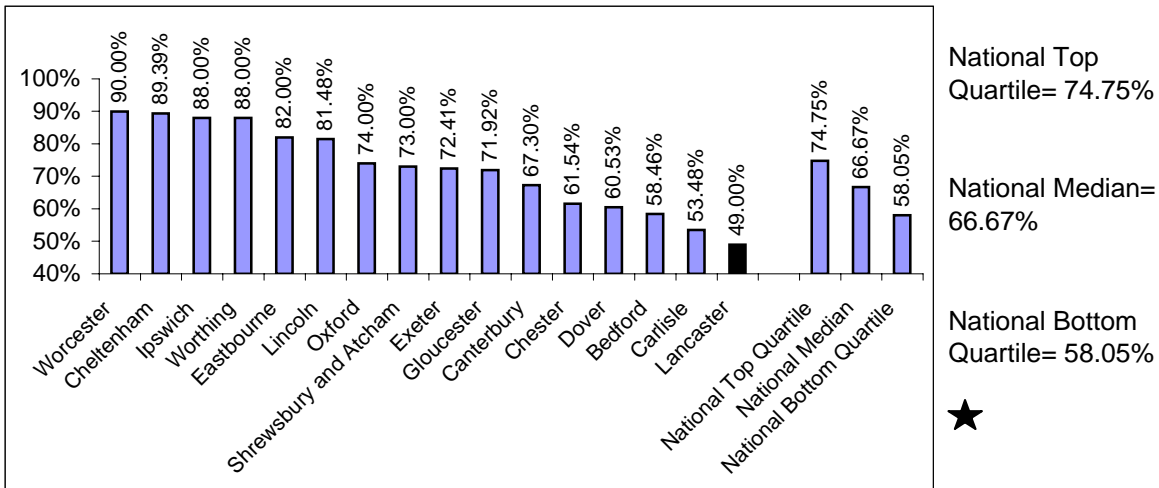
\*\*\*\* National Top Quartile \*\*\* National Third Quartile \*\* National Second Quartile \* National Bottom Quartile

5. Planning

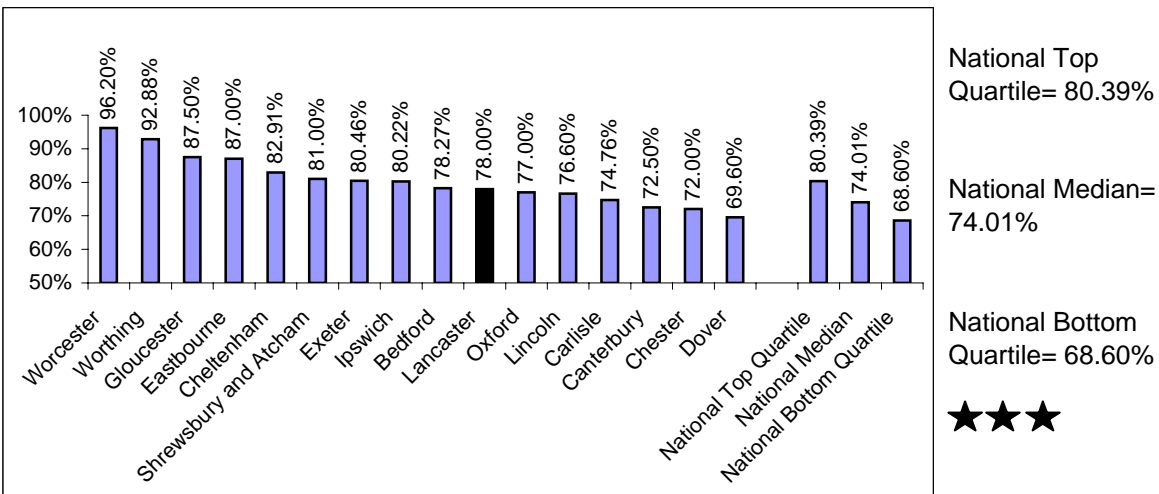
5.1 Percentage of new homes built on previously developed land (BVPI 106)



5.2 Percentage of major planning applications determined within 13 weeks (BVPI 109a)

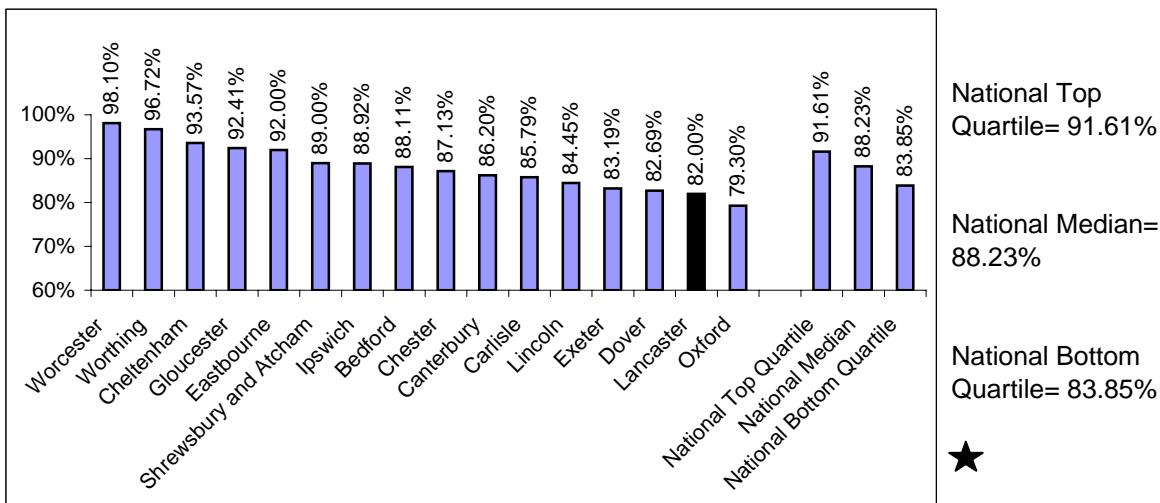


5.3 Percentage of minor planning applications determined within 8 weeks (BVPI 109b)

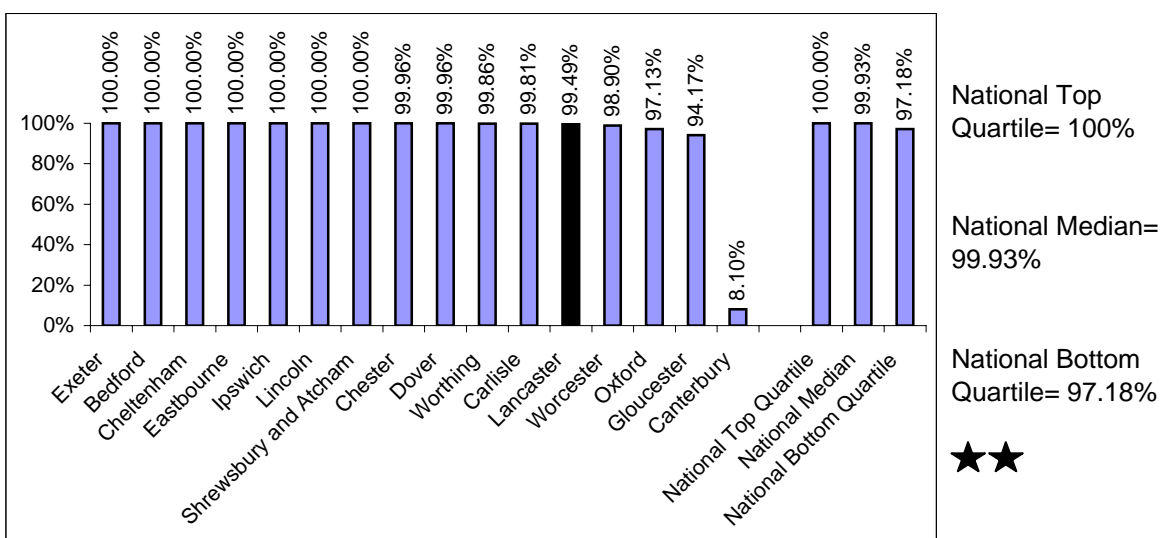


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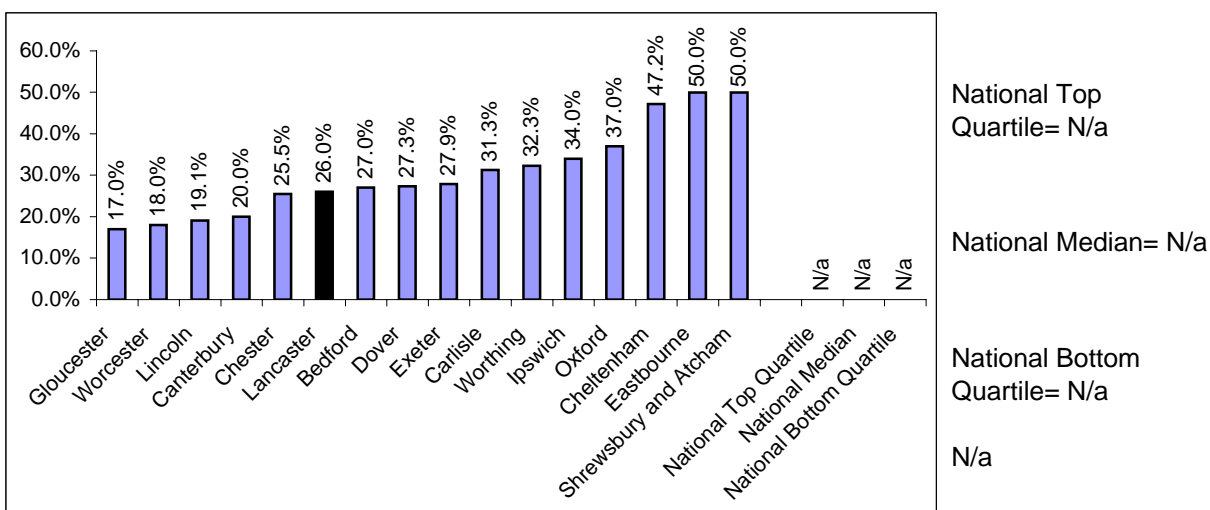
5.4 Percentage of other planning applications processed within 8 weeks (BVPI 109c)



5.5 Percentage of standard planning searches carried out within 10 days (BVPI 179)



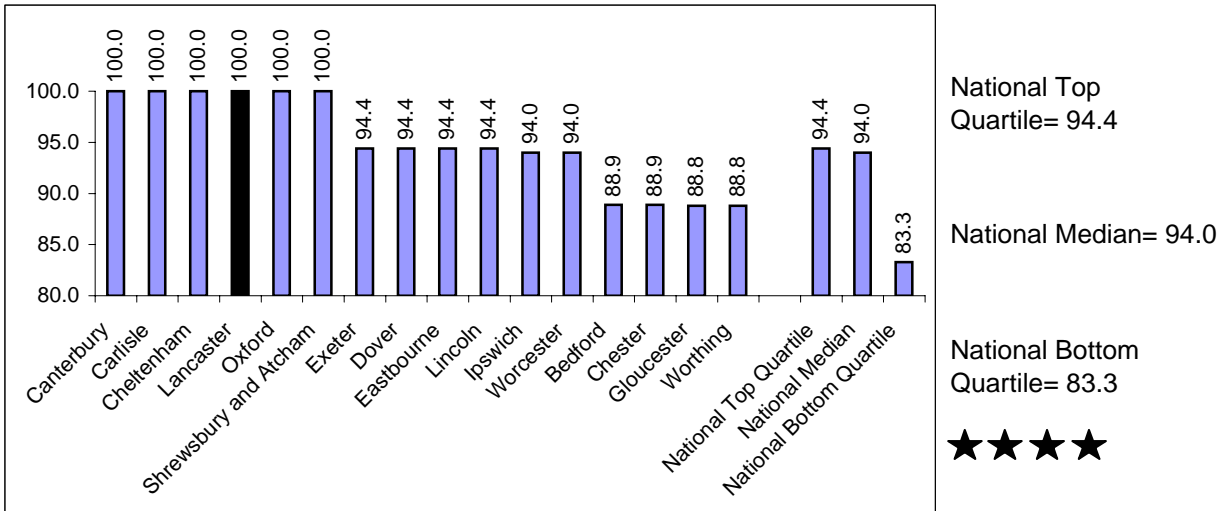
5.6 Percentage of appeals allowed against the authority's decision to refuse planning applications (BVPI 204)



\*\*\*\* National Top Quartile \*\*\* National Third Quartile \*\* National Second Quartile \* National Bottom Quartile



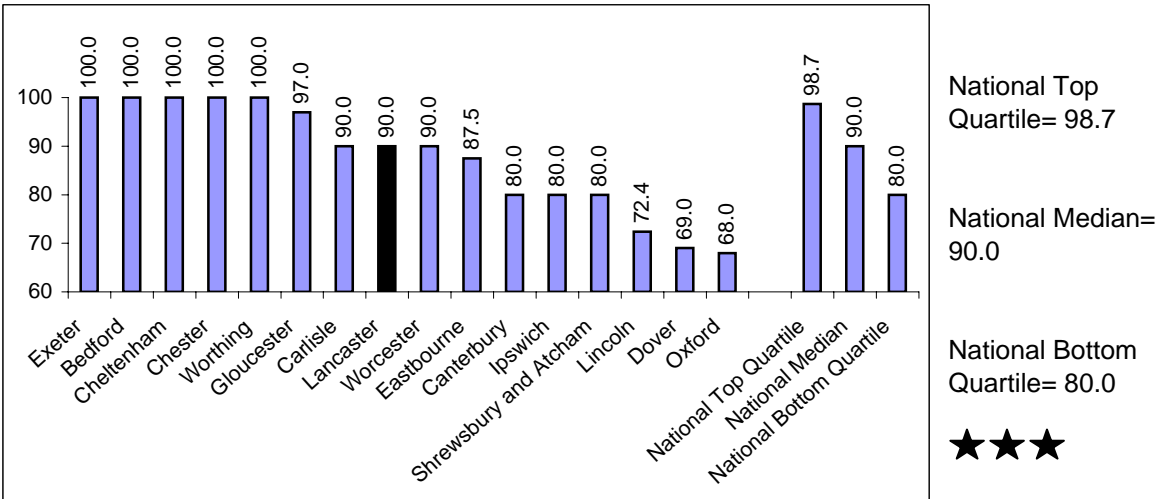
5.7 Quality of service checklist (BVPI 205)



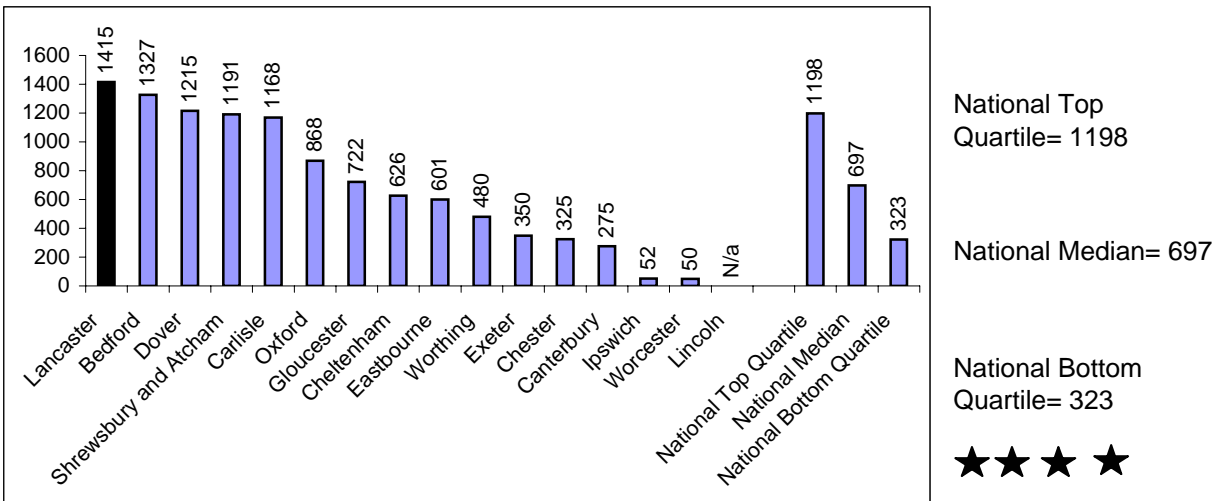
\*\*\*\* National Top Quartile \*\*\* National Third Quartile \*\* National Second Quartile \* National Bottom Quartile

6. Environmental Health

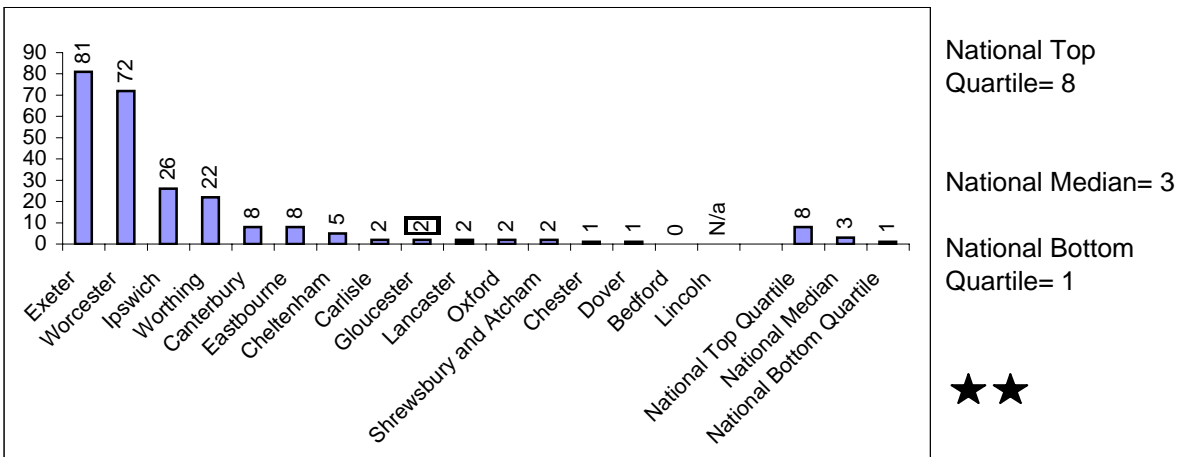
6.1 Score against a checklist of environmental health best practice (BVPI 166a)



6.2 Number of 'sites of potential concern' with respect to land contamination (BVPI 216a)

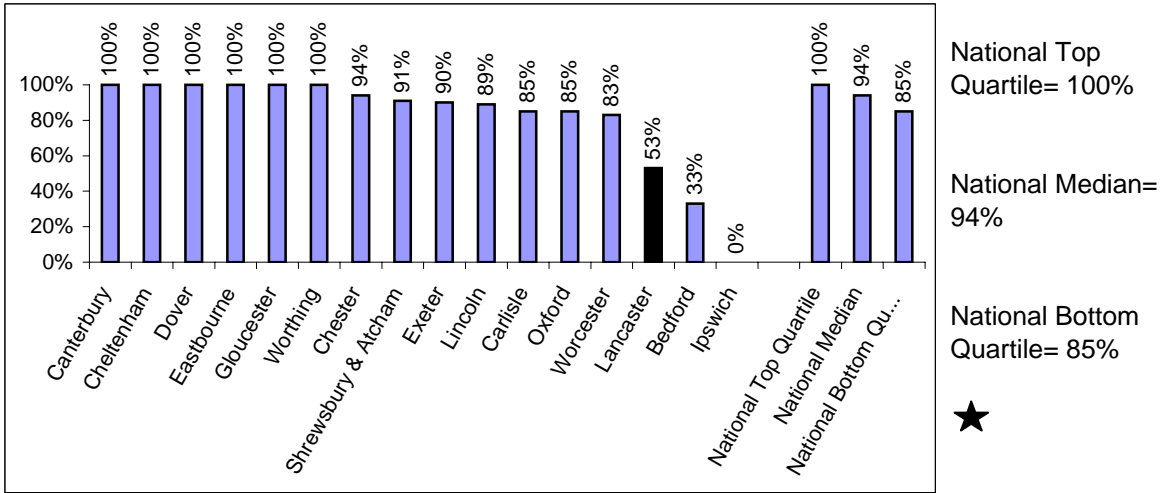


6.3 Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern' (BVPI 216b)

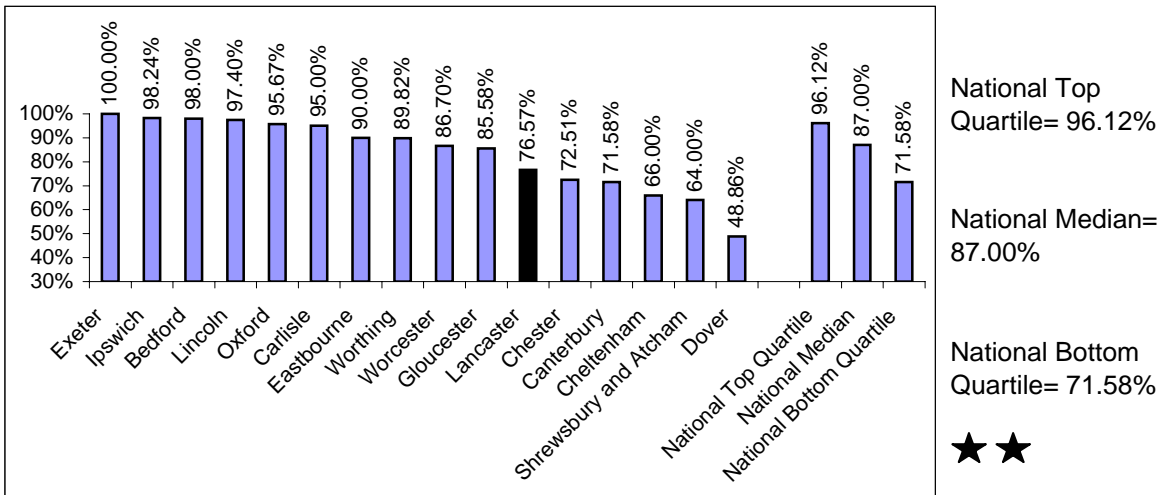


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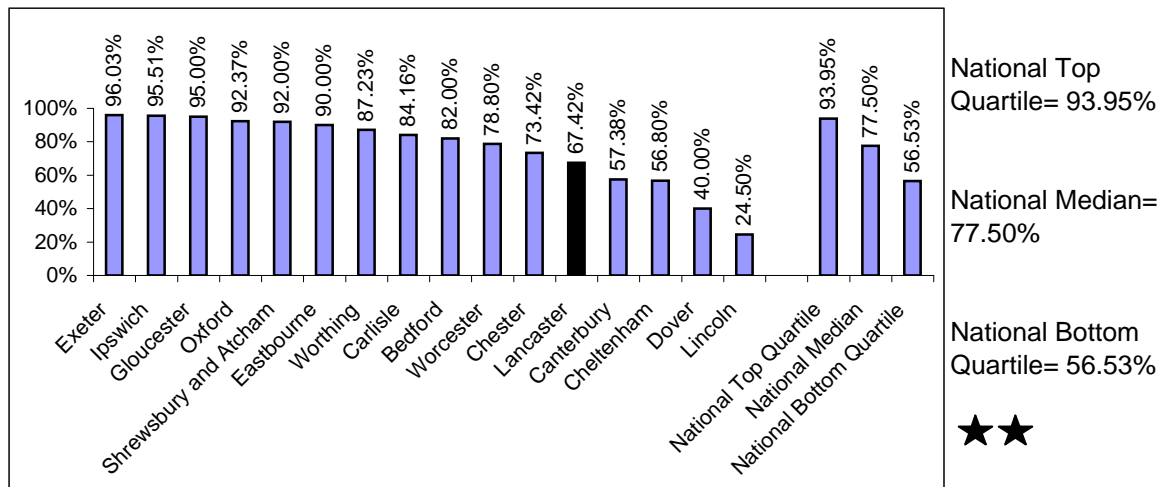
6.4 Percentage of pollution control improvements to existing installations completed on time (BVPI 217)



6.5 Percentage of new reports of abandoned vehicles investigated within 24 hours of notification (BVPI 218a)



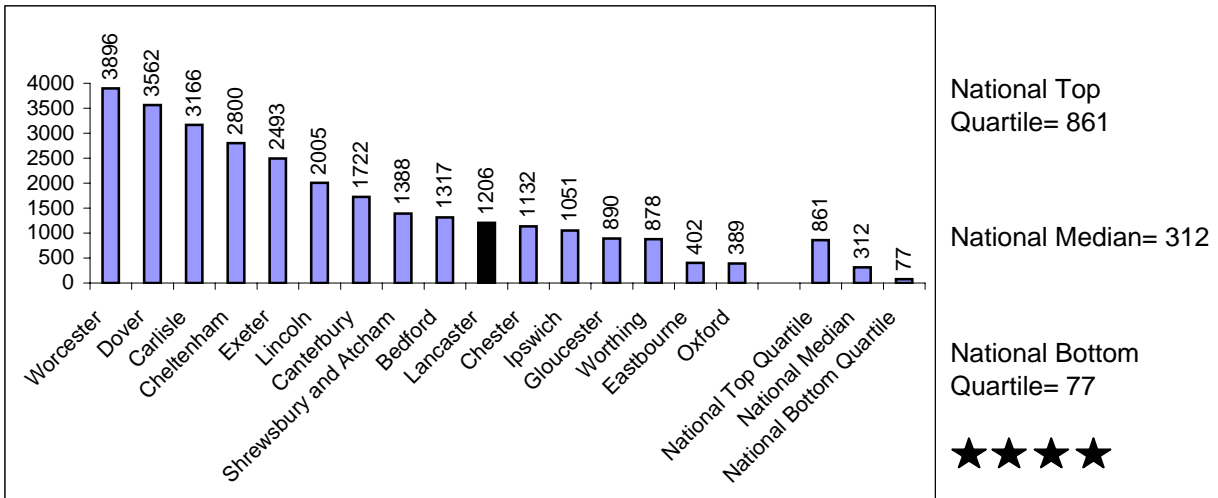
6.6 Percentage of abandoned vehicles removed within 24hrs from the point at which the authority is legally entitled to remove the vehicle (BVPI 218b)



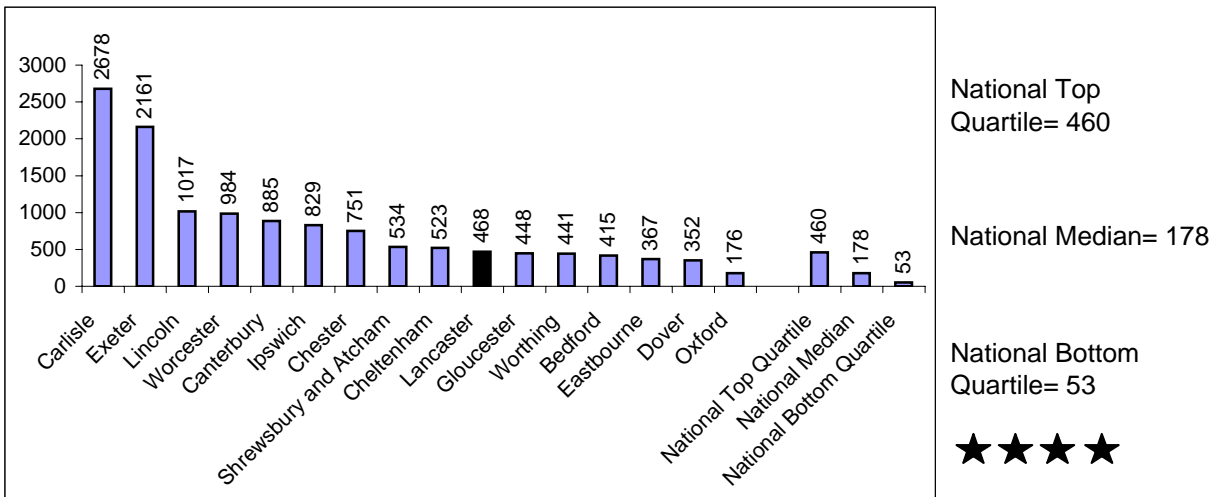
\*\*\*\* National Top Quartile \*\*\* National Third Quartile \*\* National Second Quartile \* National Bottom Quartile

7. Culture

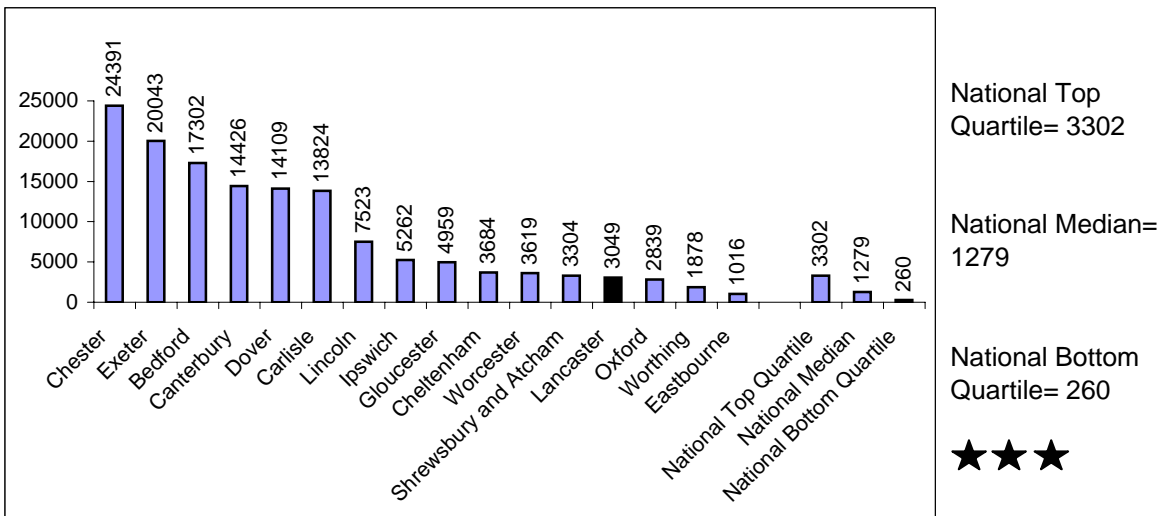
7.1 Number of visits to/usage of museums and galleries per 1000 population (BVPI 170a)



7.2 Number of those visits that were in person, per 1000 population (BVPI 170b)

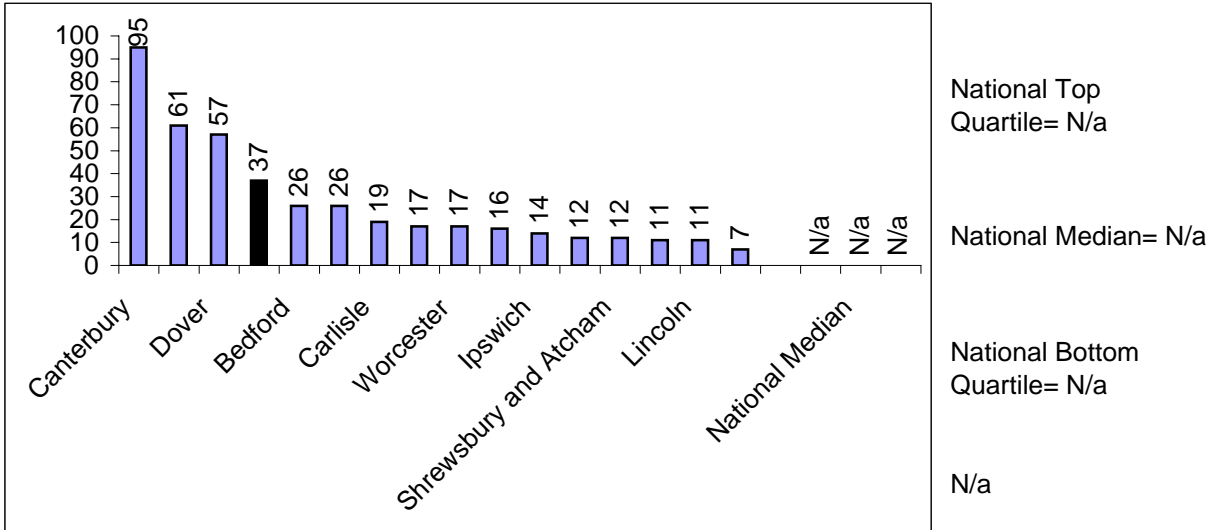


7.3 Number of pupils visiting museums & galleries in organised school trips (BVPI 170c)

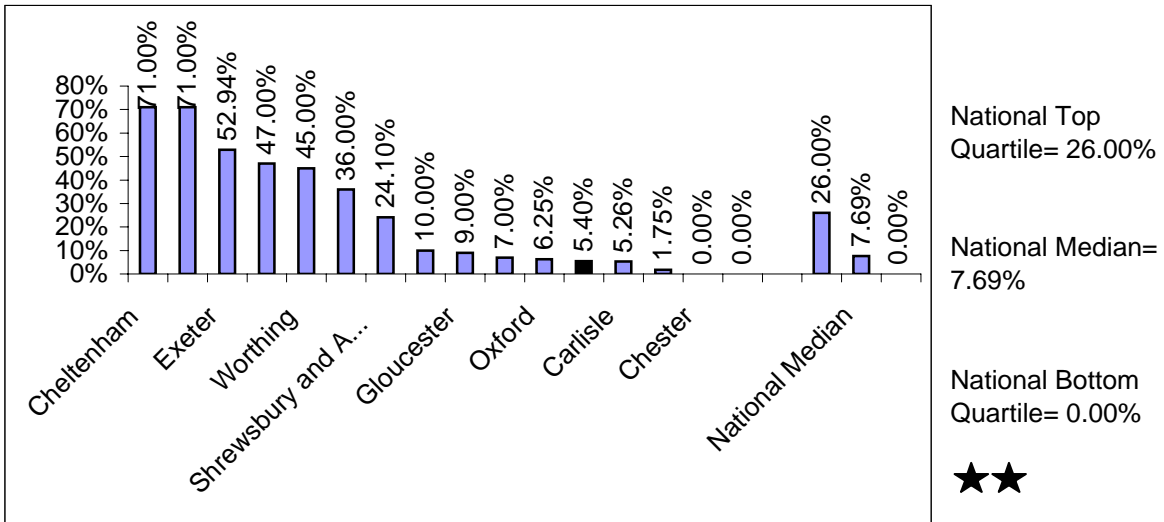


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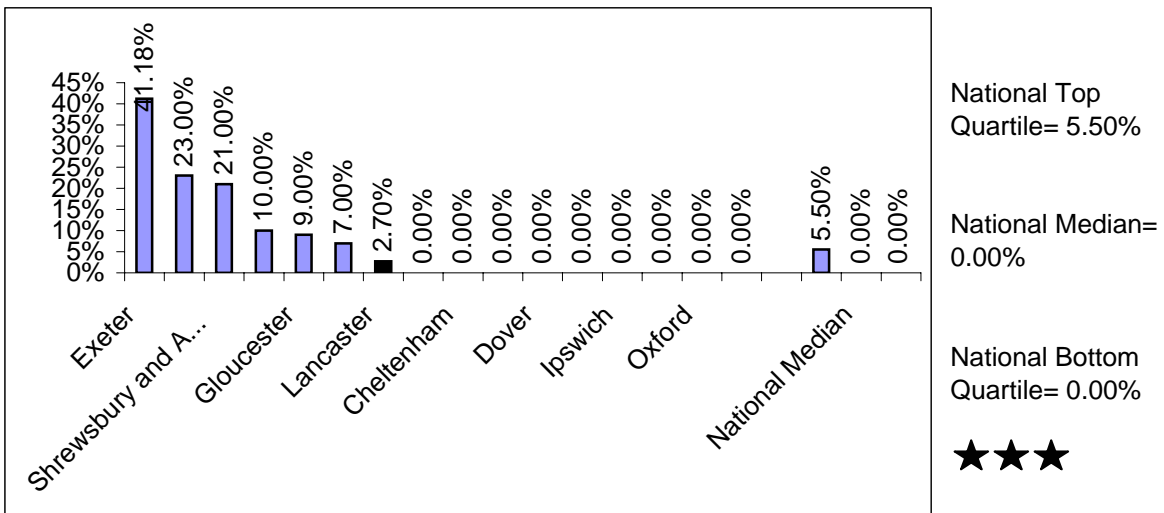
7.4 Total number of conservation areas in the local authority area (BVPI 219a)



7.5 Percentage of conservation areas in the local authority area with an up to date character appraisal (BVPI 219b)



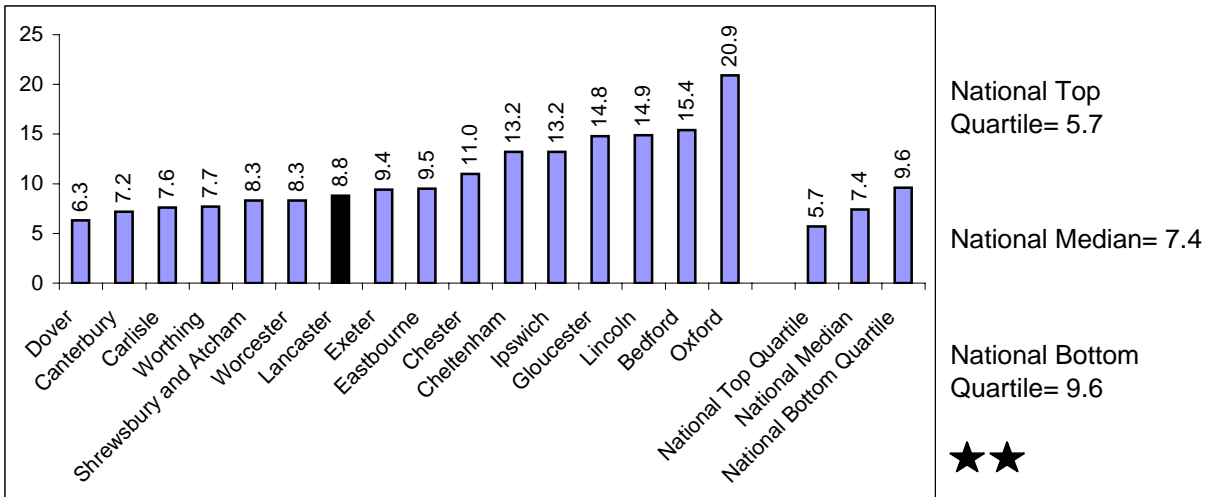
7.6 Percentage of conservation areas with published management proposals (BVPI 219c)



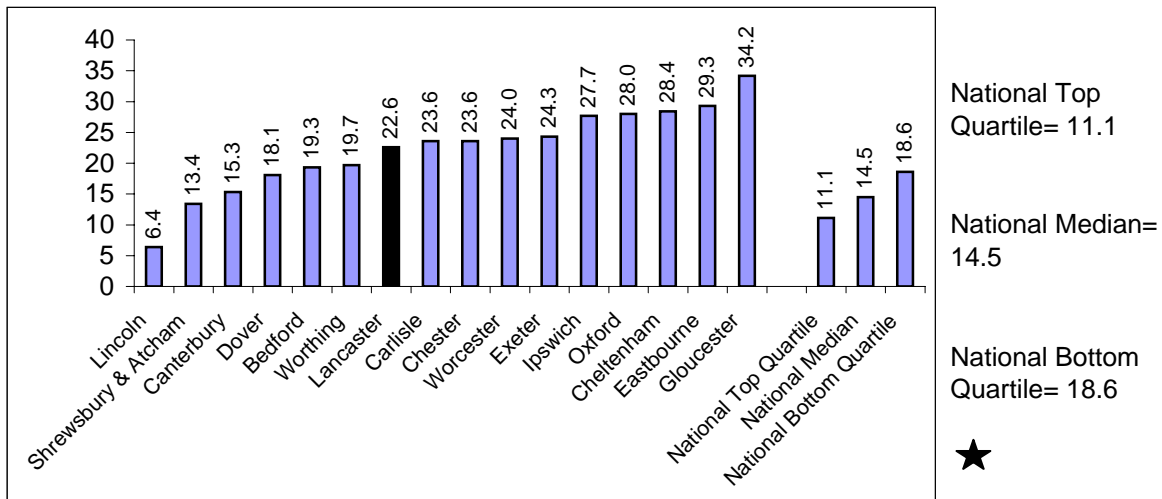
\*\*\*\* National Top Quartile \*\*\* National Third Quartile \*\* National Second Quartile \* National Bottom Quartile

### 8. Community Safety

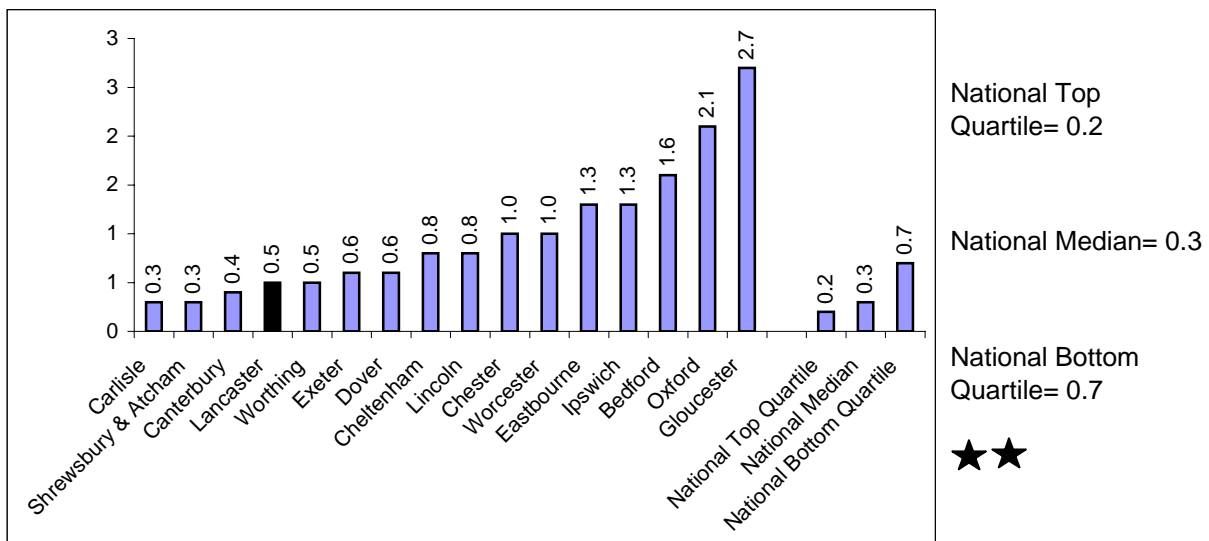
#### 8.1 Domestic burglaries per 1000 households (BVPI 126)



#### 8.2 Violent offences committed by a stranger per 1000 population (BVPI 127a)

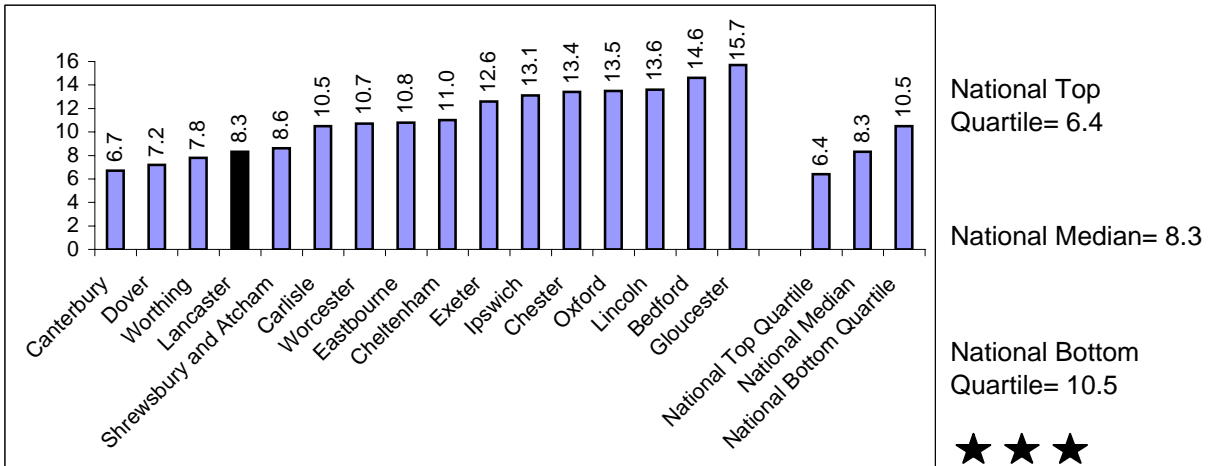


#### 8.3 Robberies per 1000 population (BVPI 127b)

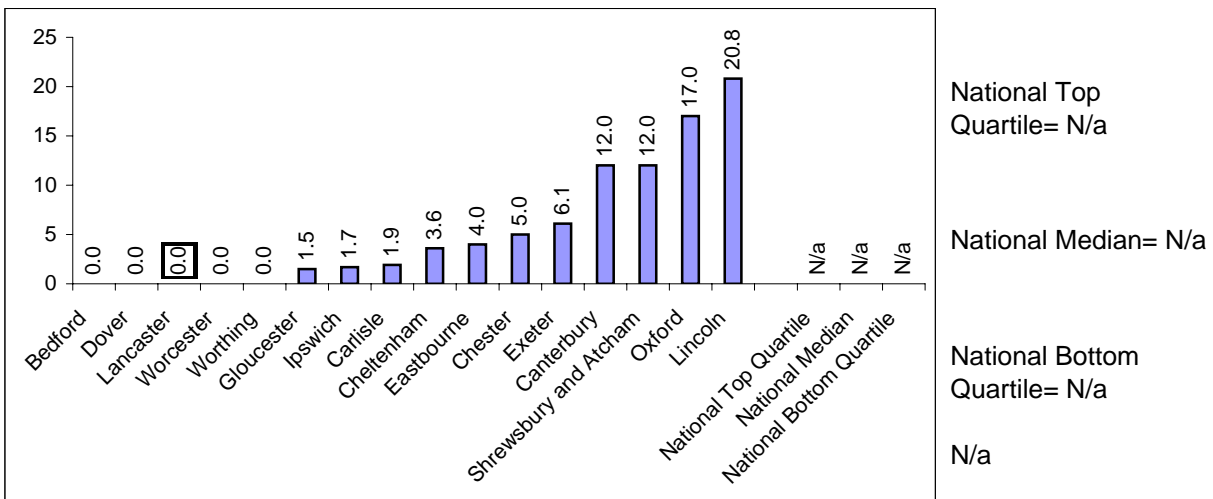


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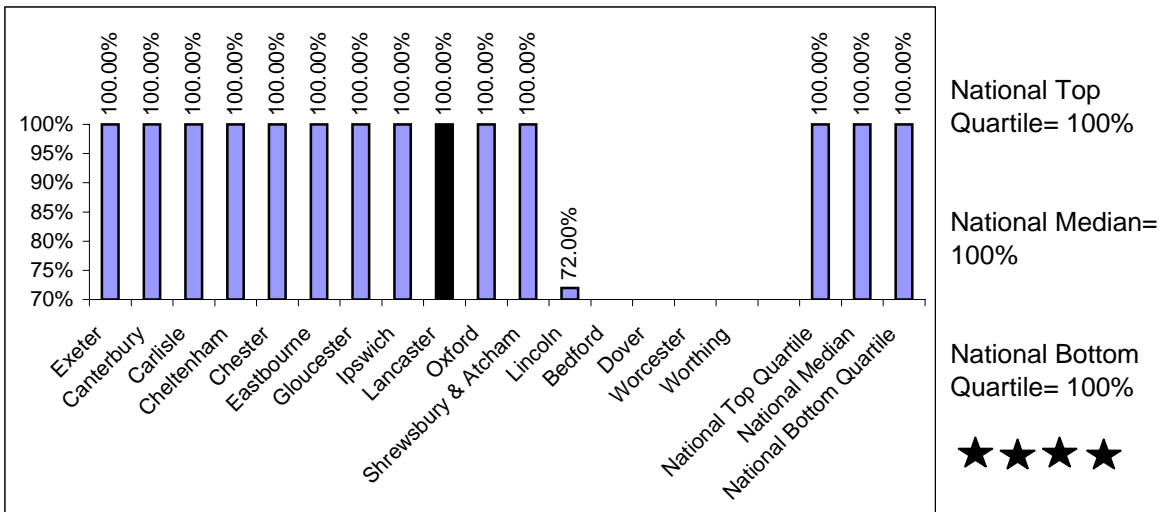
8.4 Vehicle crimes per 1000 population (BVPI 128)



8.5 Number of racial incidents recorded by the authority per 100,000 population (BVPI 174)

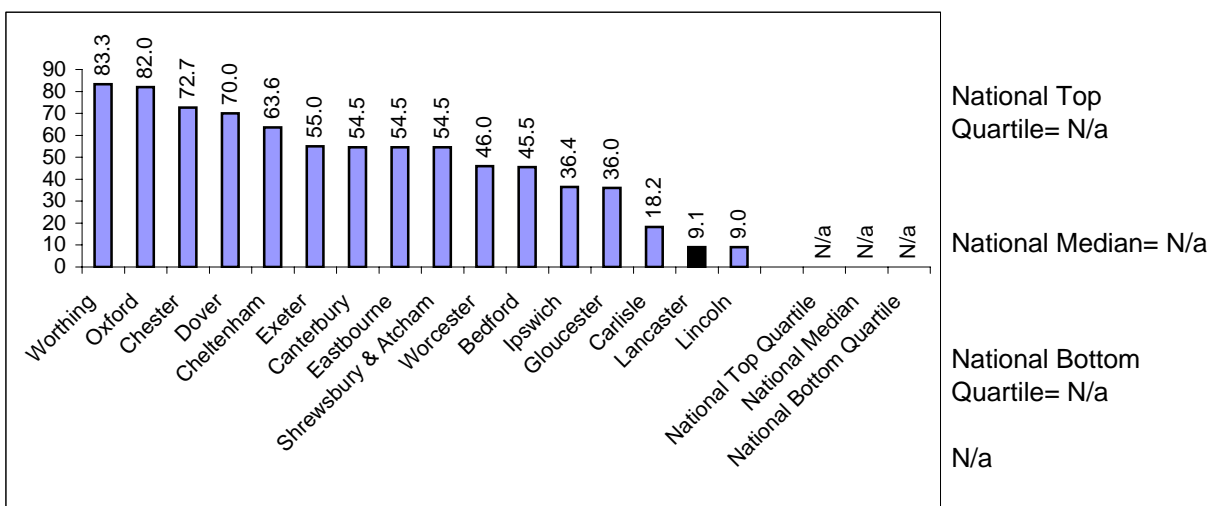


8.6 Percentage of racial incidents resulting in further action by the local authority (BVPI 175)

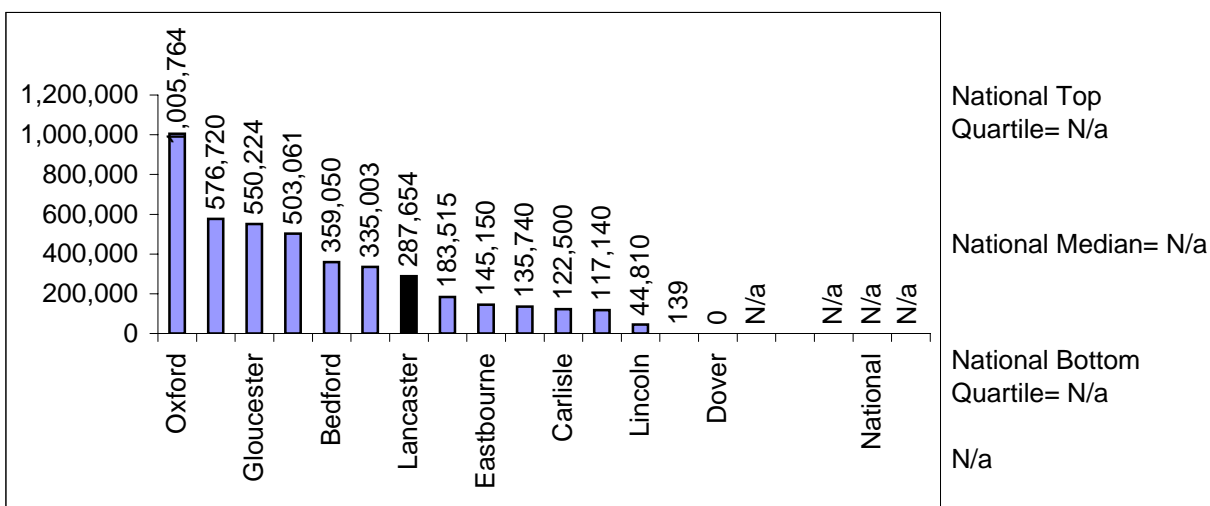


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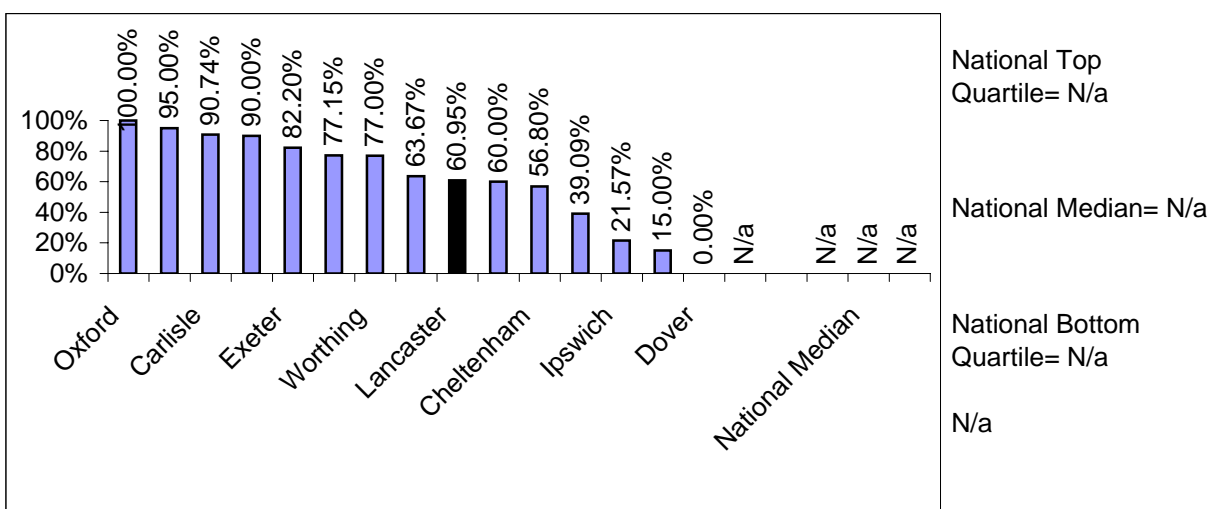
8.7 Effectiveness of local authority services designed to help victims of domestic violence (BVPI 225)



8.8 Total amount spent by the local authority on Advice and Guidance services provided by external organisations (BVPI 226a)



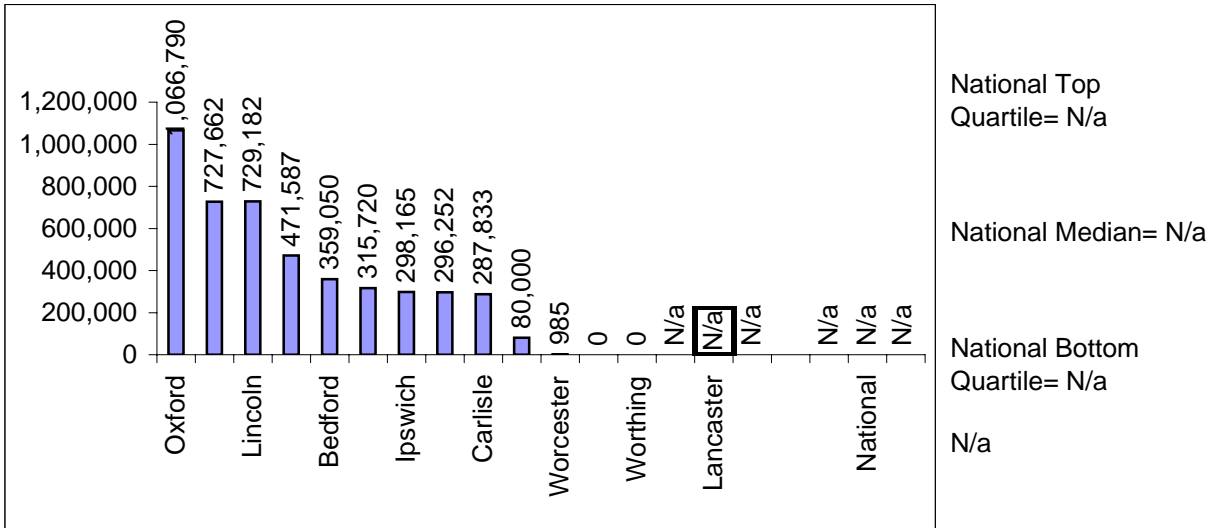
8.9 Percentage of monies spent on advice and guidance services provision that was given to organisations holding the CLS Quality Mark at 'General Help' level and above (BVPI 226b)



\*\*\*\* National Top Quartile \*\*\* National Third Quartile \*\* National Second Quartile \* National Bottom Quartile



8.10 Total amount spent on advice and guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public (BVPI 226c)



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**BUDGET & PERFORMANCE PANEL****Consultation Strategy Update  
13 March 2007  
Report of Head of Corporate Strategy****PURPOSE OF REPORT**

To advise members of progress to date with regard to the Council's corporate approach to consultation.

**This report is public**

**RECOMMENDATIONS**

**(1) That members note the partial progress to date in developing the Council's corporate approach to its consultation activity and the actions put in place to improve capacity in this area.**

**1.0 Introduction**

Lancaster City Council is committed to consulting widely with all sections of the community to make sure there is equal access to services and that our services meet the needs of the whole community.

External reviews of the Council have all commented that this was an area of activity for the Council that needed to be strengthened particularly in terms of sharing information across the Council.

**2 Report**

2.1 The Council has now acquired 'Consultation Finder', a web based consultation management system.

The system enables citizens and stakeholders to easily:

- Find out what consultations have happened, are happening or are about to happen within their area
- Register for, be alerted to and participate in consultation
- Obtain information on eventual outcomes and effects on policy decisions.
- Search for consultation by area, ward, topic etc.

2.2 In developing the Consultation Finder approach 'consultation champions' were identified within each Service area. A full days training seminar took place in March 2006 at which a revised Consultation Strategy and Toolkit was relaunched and participants introduced to the Consultation management system.

2.3 The consultation management system does not act as a substitute for other more traditional forms of consultation. Nor, in itself, will it address issues surrounding the quality

and effectiveness of individual consultations. It acts as a corporate repository of consultation information past, present and future. It should improve access to information (to members, staff and residents).

2.4 It should be recognised that effective consultation makes a key contribution to the efficient working of the Council. The Consultation Strategy should contribute to improving value for money and increased efficiencies. This is recognised in the Council's Efficiency Strategy. The value that active consultation plays in service delivery is recognised. Customer feedback plays an important role in identifying services standards and areas for improvement.

2.5 At the time of writing this report there were 26 consultations posted on Consultation Finder, 10 of which were 'live'. (details are shown in an appendix to this report). However the system is not being actively managed; a number of past consultations need removing from the system and more importantly, a number of consultations need to be 'closed' i.e. the results of the consultation need to be published so that those residents who did respond are made aware of what happened as a result of the consultation.

2.6 Last year the Council recruited (through the Council Tax letters send out) members of the public who wished to volunteer to be consulted as and when opportunities arose – in effect an emerging citizens panel. At the time of writing this report over 300 people were registered on Consultation Finder. There has only been limited use of panels and the exercise has not been repeated this year.

2.7 Responsibility for corporate aspects of consultation has been an add-on to other people's roles within the Corporate Strategy Service. As workloads have increased within the Service and additional duties taken on board, responsibility for taking forward these issues has 'slipped'.

2.8 Effective consultation should be one of the most effective of our information channels. A customer-focused approach to service delivery and Council prioritisation requires effective consultation. Customer satisfaction, our reputation, design of our services, community cohesion and children and young peoples issues are all underpinned by effective communication and consultation. With the exception of our neighbourhood management areas we rely, in the main, on a statutory satisfaction survey that takes place every three years.

2.9 Our approach to effective corporate consultation has been hampered by a lack of capacity and specialised skills. The potential impact of Consultation Finder and our emerging citizen's panel has been diluted. No corporate support is being offered to Services.

2.10 A number of reports have been taken to Star Chamber with regard to these issues and the lack of progress has been reported to the Budget and Performance Panel (BPP) through the Leader's Corporate Performance Monitoring Report (most recently in the red traffic lighted report to BPP 28/11/2006)

2.11 As a result a growth bid for a dedicated Consultation Officer post was considered by members as part of setting the Council's budget for 2007/08 and approval given to the establishment of such a post at the recent Budget Council meeting (28/02/06 Min 114 refers)

### **3.0 Conclusion**

Effective community engagement and participation is vital as the Council seeks to deliver value for money services which meet the needs of our local community and year on year

deliver efficiency savings. Effective and meaningful consultation is a key building block of that engagement and is an area where the Council, through its Improvement Plan, has acknowledged the need to continue to improve. The Council has now allocated resources to make those improvements and Service business plans are now being developed to deliver those improvements.

**CONCLUSION OF IMPACT ASSESSMENT**

(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

Effective consultation processes will have a positive impact across all of these areas.

**FINANCIAL IMPLICATIONS**

The cost of maintaining the Consultation Management System is a web hosting charge of £250 per month i.e. £3,000 per annum. Funding from the Modernisation Budget has been transferred into the Corporate Strategy Service budget to reflect the appropriate management and accounting arrangements. The Revenue Budget has been updated accordingly.

Following Council's decision, budgetary provision has been made for establishing the post of Consultation Officer.

**SECTION 151 OFFICER'S COMMENTS**

The Section 151 Officer has been consulted and has nothing further to add.

**LEGAL IMPLICATIONS**

The Head of Legal Services has been consulted and has nothing further to add

**MONITORING OFFICER'S COMMENTS**

The Monitoring Officer has been consulted and has nothing further to add.

**BACKGROUND PAPERS**

Lancaster City Council– Consultation Strategy and Toolkit.

**Contact Officer:** R Tulej

**Telephone:**01524582079

**E-mail:** rtulej@lancaster.gov.uk

## APPENDIX

**Current Consultations**

<a href="#">Food Complaint Survey</a>	Customer survey following every food complaint (approx 60 complaints per year)
<a href="#">Food Safety - Alternative Enforcement Strategy (Food Safety)</a>	Random survey of premises that have been subject to an Alternative Enforcement Approach so that a decision can be made on it's effectiveness & whether to continue with the strategy or make amendments / improvements.
<a href="#">Food Safety - Customer Survey of Food Businesses</a>	Random survey of 20 - 25% of food premises which have been subject to a food hygiene inspection in the previous month
<a href="#">Health &amp; Safety - Customer Survey of Inspected Premises</a>	Random survey of premises following a Health & Safety Inspection
<a href="#">Survey of Users of Cemetery Services</a>	Customer survey to ascertain views of recent users in order to improve level of service where appropriate
<a href="#">Consultation on Lancaster City Councils Disability Equality Scheme</a>	Consultation on Lancaster City Council's Disability Equality Scheme.
<a href="#">Play 0 -18 yrs Consultation</a>	Questionnaire to find out children's, young people's, residents and organisations opinions of play / free time provision within the district.
<a href="#">Annual Monitoring Report 2006</a>	The Council has simply provided an opportunity for those reading the AMR to comment on the report. Web links and information has been sent out via E-mail to all on the LDF consultation database and the document is available to view on the website <a href="http://www.lancaster.gov.uk/amr">www.lancaster.gov.uk/amr</a>
<a href="#">Design Supplementary Planning Document - Stage 1 - Issues and Options</a>	The Issues and Options consultation is the first stage in preparing a Supplementary Planning Document (SPD) as part of the Lancaster District Local Development Framework
<a href="#">Affordable Housing SPD - Stage 1- Issues and Options</a>	The Issues and Options consultation is the first stage in preparing a Supplementary Planning Document (SPD) as part of the Lancaster District Local Development Framework
<a href="#">Food Complaint Survey</a>	Customer survey following every food complaint (approx 60 complaints per year)
<a href="#">Selective Licensing of the Private Rented Sector</a>	Consultation will be on the proposed scope and content of the selective licensing scheme in the private rented sector in Morecambe

**BUDGET AND PERFORMANCE PANEL****Funding to Outside Bodies  
13<sup>th</sup> March 2007****Report of Corporate Director (Finance & Performance)****PURPOSE OF REPORT**

To provide Members with details of funding to outside bodies and for Members to consider how to effectively monitor this funding.

**This report is public**

**RECOMMENDATIONS**

- (1) That the report be noted.
- (2) That Members note that funding to Williamsons Park will be scrutinised at the next meeting but agree to defer consideration of scrutinising other outside bodies until the Grants Task Group reports to Cabinet, in order to take account of recommendations with regard to monitoring of funding to outside bodies.

**1.0 Introduction**

- 1.1 At the meeting of the Budget and Performance Panel on 13<sup>th</sup> February 2007 the issue of funding to outside bodies was raised. It was agreed that a summary of all outside bodies receiving financial assistance from the City Council would be made available for the next meeting. This summary is attached.

**2.0 Details**

- 2.1 Members will note that this information relates to organisations in receipt of in excess of £1,000 annually.

At the last meeting it was agreed that Members would need to give consideration as to how to effectively monitor funding to outside bodies and that as an interim measure funding to Williamson Park be scrutinised at the Budget and Performance Panel meeting on 12<sup>th</sup> June, 2007.

Members may be aware that amongst the remit of the Grants Task Group was that the Budget and Performance Panel continues to strengthen its role in monitoring and reviewing funding to voluntary organisations. Emerging recommendations relating to this include that the Budget and Performance Panel consider nominating a panel of three members to review and monitor non-housing organisations with Service Level Agreements, and that site visits are undertaken to aid in the monitoring process, although any site visits would be in proportion to the value and nature of the SLA. The Final Report will be considered by Cabinet in the new municipal year.

The draft recommendations relating to monitoring are as follows:

- a) That site visits are undertaken to aid in the monitoring process in proportion to the value and nature of the SLA.
- b) That Officers draw up a new application form, taking into account best practice to allow clearer monitoring with outcomes clearly linked to service delivery.
- c) That the Budget and Performance Panel consider nominating a panel of three members to review and monitor non-housing organisations with Service Level Agreements and that consideration be given to adopting a more flexible approach to the timing of this monitoring.
- d) That the Budget and Performance Panel present a report to the Cabinet Member with responsibility for the SLA when monitoring has taken place
- e) That it be recommended to Cabinet that consideration be given to who the Cabinet Member with Special Responsibility is for each SLA.
- f) That Councillors who are appointed to voluntary organisations have no role in the monitoring process.
- g) That Councillors be appointed on the basis of expertise, knowledge, relevance and enthusiasm rather than on a proportional basis.
- h) That the monitoring process includes an update of paperwork relating to the application form reflecting the changes of the Council and/or the applicant.

Whilst arrangements will be made to consider the funding to Williamson's Park at the first meeting of the new municipal year, Members may wish to defer consideration of scrutinising other outside bodies until the Grants Task Group has reported, in order to take account of their recommendations.

**BACKGROUND PAPERS**

**Contact Officer:** Liz Bateson  
**Telephone:** 01524 582047  
**E-mail:** ebateson@lancaster.gov.uk  
**Ref:**



**FUNDING TO OUTSIDE BODIES****Service Level Agreements**

<b>Service Level Agreements to non-housing voluntary organisations</b>	<b>Awarded £</b>
Age Concern Lancashire	7,100
Lancaster Citizens Advice Bureau	85,200 + 6,500 for rent
Morecambe & Heysham Citizens Advice Bureau	86,200
One Voice	5,600
North Lancashire Victim Support	4,500
Lune Valley Transport (Dial a Bus)	3,200
Preston Community Transport (Shopmobility)	11,300
Relate	6,500 for rent
Preston & West Lancashire REC	2,200
Lancaster and District Twinning Society	3,900
The Rainbow Centre	5,000
CVS	18,000 + 5,000 (additional payment)
YMCA	26,600
Marsh Community Centre	12,000
Dukes Theatre Grants	145,900
Dukes Theatre Rent	13,500
LITFEST	8,400
Ludus Dance Grants	17,400
Ludus Dance Rent	11,000
More Music (Morecambe)	10,600
Storey – Rents	24,900
Storey – Grants	9,400
ACE (Arts Council England) - SLA Grant	9,186
<b>Service Level Agreements to prevent homelessness</b>	
Signposts	14,500
Night Shelter*	4,500
Lancaster and District Homeless Action Service	30,300
Morecambe Homeless Action Service	3,500
Lancaster and District Women's Aid	11,400
YMCA	22,500
* Night Shelter currently closed: this funding to be transferred across to YMCA when 50 Portland St reopens	

In addition to these SLA's, Financial Services have identified the following grant allocations for 2007/08:

Carnforth & District Chamber of Trade (Xmas Decorations) £2,000

Heysham Neighbourhood Council (Xmas Decorations) £1,000

Business Development Grants (various grants allocated each year) £21,000

Heysham Heritage Centre £5,000

Festivals Innovation Fund (various grants allocated each year) £30,700

Welfare Grants (various allocated each year) £6,400

Williamson Park Co. £165,900

<b>BUDGET AND PERFORMANCE PANEL</b>
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**WORK PROGRAMME REPORT  
13<sup>TH</sup> March 2007**

**Report of Head of Democratic Services**

<b>PURPOSE OF REPORT</b>
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To provide Members with an update of the Work Programme.
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<b>This report is public</b>
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**RECOMMENDATIONS**

- (1) **That Members agree to the Budget and Performance Panel section of the Annual Scrutiny Report.**
- (2) **That Members note progress with regard to the monitoring of the Service Level Agreements.**

**1.0 Annual Scrutiny Report**

At the Overview and Scrutiny meeting on 7<sup>th</sup> March, consideration will be given to the draft Annual Scrutiny report. Members will be asked to agree to the report subject to the Budget and Performance Panel's agreement of the section relating to Budget and Performance. This is attached for Member's consideration. Members are requested to agree to the Budget and Performance Panel section or make revisions.

**2.0 Monitoring of Service Level Agreements**

Members were requested to delegate the monitoring of the Service Level Agreements to Democratic Services in consultation with the Chairman. This has now been undertaken.

Councillor Budden met with Suzanne on Thursday 25th January to consider the monitoring information supplied by the following organisations with Service Level Agreements:

Morecambe Citizens Advice Bureau  
Lancaster Citizens Advice Bureau  
One Voice

Preston Community Transport  
Lune Valley Transport Limited  
Preston and West Lancashire Racial Equality Council  
Victim Support  
Relate  
Age Concern Lancashire  
Lancaster and District Twinning Society

Satisfactory monitoring information has been received from all of the above organisations apart from Lancaster and District Twinning Society who have been reminded to submit their monitoring information.

**BACKGROUND PAPERS**

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<b>WORK PROGRAMME</b>
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<b>ISSUE</b>	<b>MARCH 13TH</b>	<b>JUNE 12TH</b>
STAR CHAMBER		
PERFORMANCE MANAGEMENT MONITORING		Leader's 4 <sup>th</sup> Quarterly Corporate Performance Monitoring Report
OVERSPENDS – LUNESIDE & DALTON SQUARE		
PARTNERSHIP MONITORING		
BEST VALUE AND PERFORMANCE PLAN		
VALUE FOR MONEY/EFFICIENCY STRATEGY	Consultation Strategy Review Update  Human Resources Strategy	Forward Annual Efficiency Statement
SERVICE LEVEL AGREEMENTS		
HOUSING SLA's		
AUDIT COMMISSION QUALITY OF LIFE AREA PROFILES		
DATA QUALITY		
EXETER BENCHMARKING		
SCRUTINY OF FUNDING TO OUTSIDE BODIES -		

**Budget and Performance Panel**

**Membership: Councillors Keith Budden (Chairman), John Day (Vice Chairman), Jim Blakely, Tina Clifford, Mike Greenall, Tony Johnson, Stuart Langhorn (until December 2006), Roger Mace (from January 2007), Roger Sherlock and John Whitelegg**

The Budget and Performance Panel have responsibility for carrying out Overview and Scrutiny in respect of the Council's Budget and Performance at both the Strategic and Service level. In accordance with the Council's objectives and values, the Panel helps to ensure that the management of financial affairs is efficient, prudent, and works best for the residents of the District and that there is effective monitoring of Council performance that leads to continuous improvement in services. Areas which the Panel has scrutinised this year include Open Source Software and IT Cost Analysis, progress on the Consultation Strategy, Backlog Repairs to Corporate & Municipal Buildings, Decriminalised Parking Enforcement, Housing Level Agreements and Disability Discrimination and Race Equality Compliance as well as receiving a presentation on the Budget and Policy Framework Proposals.



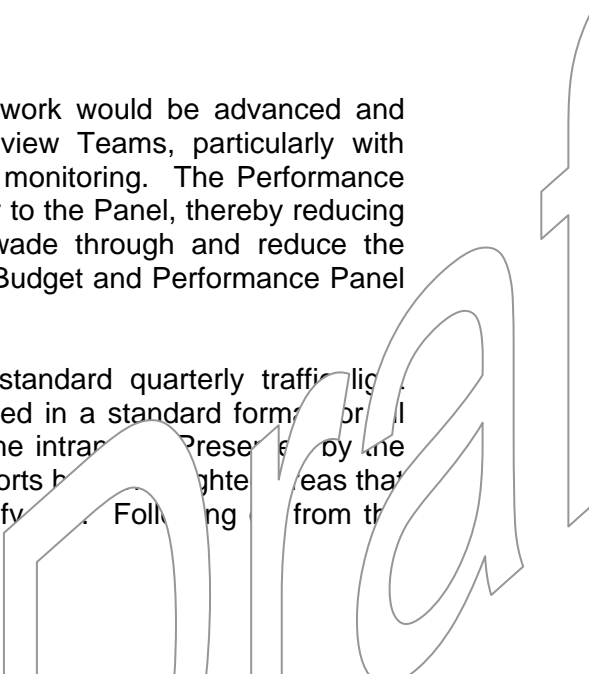
**Other major functions of the Budget and Performance Panel include:**

- Monitoring and reviewing Services in achieving their Business Plans.
- Scrutinising the Council's performance in budgetary management and targets, treasury management, property and asset acquisition and disposal, capital programme and evaluating the effectiveness of its financial and operational policies and procedures.
- Reviewing the Council's strategic performance and monitoring Performance Indicators and benchmarking.
- To review and monitor external Service Level Agreements and other contracts that the Council has entered into.
- Performing the Overview and Scrutiny function in relation to all of the Council's Corporate Performance and Best Value activity.
- To assist and monitor the Cabinet in the continued development of a medium term budget strategy.

**Performance Management Framework**

It was reported in the last Annual report that the Panel's work would be advanced and supported by Cabinet's establishment of Performance Review Teams, particularly with regard to Service Business Plan performance and financial monitoring. The Performance Review Teams provide quarterly monitoring with commentary to the Panel, thereby reducing the amount of paperwork that Panel Members need to wade through and reduce the likelihood of requesting the attendance of Service Heads to Budget and Performance Panel meetings.

The new Performance Management Framework enables standard quarterly traffic light reporting with performance management information produced in a standard format for all users, and this information is available to all Members on the intranet. Presented by the Leader, the quarterly Performance Monitoring Corporate Reports highlight areas that have not achieved their targets and outlined actions to rectify. Following from the



presentation of these reports, the Panel has identified areas for further scrutiny and requested briefing notes in relation to the following areas:

- ❑ A briefing note on Air Quality control
- ❑ A briefing note on the uptake and impact of concessionary travel
- ❑ A briefing note in relation to Off-street parking

Complementing the Performance Management Framework, steady progress has been made with regard to the roll out of the Escendency Performance Management software, which as outlined in last year's Annual Report, will provide real time data and enable advances in the area of performance scrutiny. It is anticipated that the roll out of Escendency to all services will be completed by summer 2007.

Budget and Performance Panel Members together with Cabinet Members attended the 'launch' of Escendency at Infolab, Lancaster University in October. Following on from this, several Members have received training on the use of this performance management software and are now in a position to confidently access this from their laptops, enabling them to identify any potential areas for concern.

**Councillor Tony Johnson  
Escendency:**

**An excellent tool for examining the competence or otherwise of any of the Council services, this will allow resources to be targeted which should improve efficiency.**

In addition to presenting the quarterly monitoring reports, the Leader of the Council has presented regular progress reports in relation to the Council's Star Chamber process (the Cabinet's rolling efficiency programme) and this year a 'special' Budget and Performance Panel meeting was arranged for the Panel to consider the Leader's presentation on the Budget and Policy Framework Proposals. All Non-Executive Members and Economic Stakeholders were invited to attend.

A number of Service Heads and Officers have attended Budget and Performance Panel meetings throughout the year and provided reports or presentations for consideration including Health and Strategic Housing, City Council (Direct) Services, Legal and Human Resources, Primary Services, Planning, Economic Development & Tourism and Financial Services. These discussions have led to further work being undertaken in a number of areas.

More recently, the Panel considered a report in relation to overspends in connection to regeneration projects at Dalton Square and Luneside East. Following lengthy discussions and questioning of Officers and the Corporate Director (Regeneration), the Panel suggested several revisions to the recommendations including that Members receive a briefing on LAM (Lancaster and City Council approach to Managing Projects) methodology in the new municipal year.

It was reported in the last Annual Report that the Panel had formally adopted the role of scrutiny for the Council's Value for Money / Efficiency Strategy arrangements and the monitoring of achievements of targets included in the Council's Annual Efficiency Statements. Different components of the strategy have been scrutinised at each meeting as detailed below:

- ❑ Forward Annual Efficiency Statement – Gershon Targets
- ❑ Procurement Strategy
- ❑ Transformational Government Strategy (formerly e-government)
- ❑ Risk Management Strategy
- ❑ Human Resources Strategy Review Consultation
- ❑ Consultation Strategy
- ❑ Corporate Property Strategy Update

Consideration of these reports has led to requests for further information including a report following the development of the Transformational Government Strategy and Vision, an example of how sustainability is built into the procurement strategy, processes and contracts, and an indication of how the corporate Property and Energy Strategy has contributed to the Gershon/MTFS savings targets.



**Luneside East – Overspends relating to this project were considered by the Budget and Performance Panel**

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