



Committee: BUDGET AND PERFORMANCE PANEL

Date: TUESDAY, 11 SEPTEMBER 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 31st July 2007 (previously circulated)
- 4. Items of Urgent Business authorised by the Chairman**
- 5. Leader's 1st Quarterly Corporate Performance Monitoring Report (Pages 1 - 16)**
Report of the Leader of the Council
- 6. Star Chamber Progress Reports (Pages 17 - 26)**
Report of the Leader of the Council
- 7. Democratic Services Performance (Pages 27 - 30)**
Report of the Head of Democratic Services
- 8. Funding to Non-Housing Voluntary Organisations with Service Level Agreements (Pages 31 - 34)**
Report of the Head of Democratic Services
- 9. Performance Variance Report (Pages 35 - 40)**
Report of Corporate Performance Manager

10. Work Programme Report (Pages 41 - 44)

Report of the Head of Democratic Services

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Jim Blakely (Chairman), Tina Clifford, Jean Dent, Keran Farrow, Sarah Fishwick, Mike Greenall, Tony Johnson, Ian McCulloch and John Whitelegg

(ii) Substitute Membership

Councillors Chris Coates, Roger Dennison, Rebekah Gerrard, Karen Leytham, Roger Plumb, Keith Sowden and Peter Williamson

(iii) Queries regarding this Agenda

Please contact Jon Stark, Democratic Services - telephone (01524) 582132 or email jstark@lancaster.gov.uk.

(iv) Changes to Membership, substitutions or apologies

Please contact Members' Secretary, telephone 582170, or alternatively email memberservices@lancaster.gov.uk.

MARK CULLINAN,
CHIEF EXECUTIVE,
TOWN HALL,
LANCASTER LA1 1PJ

Published on Friday, 31st August 2007

BUDGET AND PERFORMANCE PANEL

**Performance Review Teams
Corporate Monitoring Report – 1st Quarter 2007/08**

11th September 2007-08-31

Report of the Leader of the Council

The first round of Performance Review Team (PRT) meetings for 2007/08 has now been completed as listed below.

City Contract (Direct) Services	Legal Services
Community Planning	Licensing
Community Safety	Neighbourhood Management in this District
Council Housing	Personnel
Culture, Leisure, Sport	Planning Policy
Democratic Services	Property Services
Economic Environment with Special Interest in Employment Opportunities and Tourism in Morecambe	Regeneration – Coastal Works and Special Interest in Morecambe
Economic Environment with Special Interest in Employment Opportunities and Tourism in Lancaster	Regeneration with Special Interest in Lancaster
Emergency Planning	Revenues and Benefits
Environmental Health	Social Environment – Rural Area Portfolio
Finance	Strategic Housing and Housing Regeneration in Morecambe
Information Technology and Customer Services	Young People

During this 1st round of meetings progress against the Action Sheets drawn up for the previous round of meetings were also monitored.

Attached to this note are:

- A corporate RED “traffic light” report
- Actions Notes from Performance Review Team Meetings

Distributed separately by Head of Financial Services:

- Corporate Financial Monitoring report

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Performance Management – CORPORATE TRAFFIC LIGHT REPORT – 1st Quarter 2007/08



For period ending June 2007 all the following were:

i.e. Failing, profiled target for the period not met, or anticipated that future year-end targets would not be met. In both cases corrective action should be identified.

COUNCIL HOUSING SERVICES

PI Ref	BV 66A	Chief Officer Comment	Comment from Corporate Meeting
Council Priority	To support sustainable communities	Dec 06 – 98.3% March 07 – 98.4% June 07 – 97.2%	Rent arrears are currently increasing. The percentage of rent collected as at 30 June 2007 was 97.2% against an annual target of 98.5%. It should be noted however that the end of quarter figure is artificially high as a monthly Supporting People Payment was awaited, and the following week, arrears reduced by nearly £10,000. Nevertheless, rent arrears are still £243,944, which is an increase of nearly £40,000 compared with the same period last year. There are some clear reasons for the increase, including current delay of four months in obtaining court hearing dates (this used to be four weeks) and the introduction of formal Pre Court Protocols. Legal Services have been asked to formally raise this matter with the courts. Further work is currently underway to try and identify any other trends or explanations.
PI Definition	Percentage of Rent Collected		
PI Type	CPA		
Target 07/08	98.5%		
Future Target	09/10 98.8%		

DEMOCRATIC SERVICES (Escendency)

PI Ref	DS11	Chief Officer Comment	Comment from Corporate Meeting
Council Priority	To continue to improve the Council.	Performance 87% for 1 st Quarter.	No action is required as the deadlines officers are required to meet are clear and emphasized. A number of reasons outside of Democratic Services control can result in late distribution; in addition the decision is sometimes taken to hold the distribution if a submitted document needs correction.
PI Definition	% of distribution runs leaving by 2 pm	2 out of 14 distribution runs in the period were late leaving – these were caused by waiting for late agenda	
PI Type	Local		
Target 07/08	06/07 100%		
Future Target	100%		

For period ending June 2007 all the following were

“Failing, profiled target for the period not met, or anticipated that future year-end targets would not be met.

In both cases corrective action should be identified.”



ECONOMIC DEVELOPMENT AND TOURISM – RURAL PORTFOLIO

PI Ref					
Council Priority	To lead the regeneration of our District			Chief Officer Comment Market Town Initiatives (MTI)	Comment from Corporate Meeting No action required.
PI Definition	MTI contracted physical performance expected to be achieved to date (1 good – 5 poor)			Relates to Q4 06/07. Reports for Q1 07/08 available Aug 07.	The score reported in Q1 relates to the performance against this target in Q4 06/07. LCC manages this project on behalf of the NWDA as part of the ERDF programme. Performance information is submitted to Economic Regeneration by the contractor which requires processing and checking before reporting which results in the time lag. Meetings with the NWDA have already taken place since Q4 to agree spending strategies and mitigate risks.
PI Type	Local				
Target 07/08	3				
Future Target					

Performance Management – CORPORATE TRAFFIC LIGHT REPORT – 1st Quarter 2007/08

For period ending June 2007 all the following were

“Failing, profiled target for the period not met, or anticipated that future year-end targets would not be met.

In both cases corrective action should be identified.”



FINANCIAL SERVICES

PI Ref		Chief Officer Comment	Comment from Corporate Meeting
Council Priority	To deliver value for money, customer focused services	Quarter 1 performance 88.8% short of target. (See action from 2006/07 Quarter 4 and to focus on CC(D)S).	Action agreed at 1 st Quarter Finance PRT meeting, i.e. <ul style="list-style-type: none"> ▪ Liaise with CC(D)S to improve performance ▪ Deliver training to all services on new CIVICA creditors module
PI Definition	Percentage of invoices for commercial goods and services paid within 30 days		
PI Type	BVPI		
Target 07/08	93%		
Future Target	97%		

LEGAL

PI Ref	LCC 80	Chief Officer Comment	Comment from Corporate Meeting
Council Priority	To deliver value for money, customer focused services	The figure for the first quarter was 52.6%. This was because the relevant post holder had a period of unpaid leave during the quarter. Any delays have not prejudiced the Council's position.	No action needed.
PI Definition	% of property transactions completed on or before target date where a reasonable target is set in advance by the client		
PI Type	Local		
Target 07/08	78%		
Future Target			

LICENSING

PI Ref	LCC 25	Chief Officer Comment	Comment from Corporate Meeting
Council Priority	To deliver value for money, customer focused services	The figure for the first quarter was 75%.	The target is achievable with current resources the figure of 75 is not thought to be a true reflection of the actual service as telephone calls to complainants are not always recorded as contact. A more rigorous system of monitoring and recording is proposed.
PI Definition	% of licensing complaints where contact is made with the complainant by a licensing officer in person or by telephone in 2 working days		
PI Type	Local		
Target 07/08	85%		
Future Target			

For period ending June 2007 all the following were

“Failing, profiled target for the period not met, or anticipated that future year-end targets would not be met.

In both cases corrective action should be identified.”



PROPERTY

KPI Indicator: £3.488M of General Fund capital receipts confirmed or received by September 07 and a further £1.823M confirmed by March 08.

Sale of land at Mossgate has not progressed to schedule and negotiations continuing.

CITY CONTRACT SERVICES

Escendency

2007/08 1ST Quarter PERFORMANCE REVIEW TEAM MEETING

SERVICE AREA: CORPORATE ACTION

DATE: 9 AUGUST 2007

PRESENT: COUNCILLOR R MACE, R MUCKLE, R TULEJ

NO	AGREED ACTION	RESPONSIBILITY	PROGRESS
1	Council Housing Seek clarification that no further action is required for BV66A to meet target.	RT/SM	
2	Democratic Services Seek clarification in respect of DS11. Is action planned to address indicator?	RT/GN	
3	Economic Development and Tourism – Rural MTI indicator – unclear. Please clarify.	RT/PS	
4	Licensing Local PI LCC 25. No explanation why failing. No plan of corrective action.	RT/ST	
5	Property Services Concerns about sale of Mossgate. Land referred to in Finance Action Plan.	--	

RCM/JEB/13 August 2007

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LANCASTER CITY COUNCIL
Promoting City, Coast & Countryside

Corporate Financial Monitoring April 2007 – June 2007

Report of the Head of Financial Services

Corporate PRT meeting: 09 August 2007

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CORPORATE FINANCIAL MONITORING

April 2007 – June 2007

1. INTRODUCTION

This monitoring report of expenditure and income for 2007/08 sets out an indicative corporate picture of the Council's financial performance relating to the period ending June 2007 (*week 13*).

The report has changed format recently to reflect the changes in financial reporting to the quarterly PRT meetings. The focus is now to provide a summary of that information whilst highlighting any omissions, in addition to reporting on major corporate activities such as Debt Management, Treasury Management Risk Management and Insurance. The report will also highlight specific areas that require more detailed monitoring.

2. GENERAL FUND REVENUE MONITORING

2.1 General Fund Summary Position

The current overall General Fund summary position shows that at the end of June there is a net underspending of **£57,000** against the current budget. It is anticipated that this underspend may increase to £292K by the end of the financial year, although these are initial projections based on only three months' information. It does indicate, however, that the Council should be able to contain its net spending well within budget, in line with recent trends.

VARIANCES	Current £000	Projected £000
Major Variances (see below)	+44	-92
Salaries (see below)	-101	-200
TOTAL	-57	-292

2.2 Major Budget Variances

Appendix A details the major true variances that have been included within individual Services' PRT reports. The variances reported are either +/- £5K in value and cover premises, transport, supplies and services and general income.

It is pleasing to report that Services reported on all identified variances this quarter.

SUMMARY BY SERVICE	Current £000	Projected £000
Legal & HR	+2	+2
Financial Services	-15	-98
Health & Strategic Housing	+8	0
CC(D)S	-55	-52
Property Services	+68	+82
Cultural Services	+23	+23
Planning Services	+13	-49
NET VARIANCE	+44	-92

2.3 General Fund Salary Monitoring

Salary monitoring has been reported separately as there are a number of small variances that fall below the threshold for major items, however their aggregate effect is fairly significant. These variances are being analysed in more detail to determine the reasons, and also to establish the implications for current / future years.

The profiled budget has been adjusted to keep it in line with the delayed pay award (no assumptions have been made as yet regarding the outcome).

To date savings of £151K have been achieved against a profiled target of £50K, resulting in current savings of £101K. Based on previous years, it seems reasonable to expect this saving to increase to £200K by the end of the financial year. However, the position will be closely monitored on a monthly basis. It is also known that some virements are due to be processed, and these may affect the savings projections.

SERVICE	Budget £000	Profile £000	Actual £000	Diff. £000
CC(D)S	1,120	272	260	-12
Corporate Strategy	412	100	96	-4
Cultural Services	1,730	421	405	-16
Democratic Services	432	105	108	+3
Econ Dev & Tourism	601	146	147	+1
Financial Services	1,046	248	243	-5
Health & Strat.Hsg	1,765	425	410	-15
IT & Customer Services	909	221	198	-23
Legal & HR	774	197	192	-5
Management Team	528	132	131	-1
Mellishaw Park	37	9	7	-2
Planning Services	1,315	319	295	-24
Property Services	1,060	257	255	-2
Revenues	2,654	644	598	-46
Total	14,383	3,496	3,345	-151
Turnover Target	199	50	--	+50
Saving to Date				-101

3 General Fund Capital Programme

3.1 Capital Expenditure & Financing

Capital Expenditure

The first table shows the latest approved capital programme and spend to date.

Approved slippage has now been added to the capital programme to give a revised total of £25.737M. To date only £2.524M has been spent or committed leaving a total of £23.213M still to spend.

The second table shows where the main areas of underspend are. The largest is Economic Development, which relates to the Storey Institute, Science Park and Morecambe THI schemes.

The overspend on Waste Collection & Recycling relates to the acquisition of vehicles for which the financing is delegated to the Head of Financial Services. In this case outright purchase, funded by additional unsupported borrowing, is more economical than leasing.

Capital Receipts (General Fund)

The Corporate Plan includes a target of confirming or receiving £3.5M receipts by 30 September. After allowing for slippage this year's Programme is now based on £4.1M capital receipts funding, and of this £1.8M is in hand (being the balance b/f from 2006/07).

	£000
Original Approved Programme	23,183
Approved Slippage	2,554
Revised Programme	25,737
Spend to Date	2,182
Commitments	342
Balance	23,213

	Budget £'000	Spend /Committed £'000	Balance £'000
Flood Defences	4,126	603	3,523
Parks & Open Spaces	229	19	210
Community Safety	52	0	52
Highways & Traffic	554	52	502
Econ Dev	10,863	256	10,607
Electronic Gov't	903	351	552
Improving Facilities	3,110	140	2,970
Waste Collection & Recycling	59	183	(124)
General Fund Housing	5,841	920	4,921
Balance	25,737	2,524	23,213

4 HOUSING REVENUE ACCOUNT (HRA) MONITORING

4.1 HRA Revenue Position

At the end of June the position for the Housing Revenue Account shows an underspend of £19K, which is projected to increase to £31K by the end of the year.

There are three variances to date; additional Housing Subsidy payments due to the Government, offset by additional de minimis capital receipts and rental income from dwellings.

	Variances to Date	Project to Yr End
	£000	£000
Housing Subsidy	+35	+35
De minimis capital rcpts	-16	-16
Dwelling rents	-38	-50
Total	-19	-31

4.2 Council House Rent Collection

This section analyses the Council Housing rent income due, and shows at present the income collected is some £38K more than estimated. This is largely attributable to better performance of voids.

	2007/08
Estimate	£2,661,900
Actual	£2,699,906
Difference	-£38,006

4.3 Council Housing Capital Programme

This section analyses expenditure against the Council Housing Capital Programme to the period ended June 2007. The programme has been updated for slippage of £157K from 2006/07, however to date only £61K has been spent leaving a balance of £3.621M still to spend.

This level of spending seems very low and is being investigated further.

	Latest Approved Programme £000	Spend to Date £000
Adaptations	200	2
Bathroom / Kitchen Refurbishment	1,060	0
External Refurbishment	1,547	0
Environmental	397	0
Extractor Fans	80	0
Energy Efficiency Works	400	61
TOTAL	3,684	63

5 REVENUE COLLECTION PERFORMANCE

5.1 Council Tax & Business Rates

This section analyses the Council Tax and Business Rate collection statistics for current and previous financial years.

Collection performance statistics for both Council Tax and NNDR are up on last year. The apparent significant improvement in NNDR is due to the 2006/07 figures being unrepresentative (because of abnormally high rate refunds). 2007/08 collection rates are in line with earlier years' performance, however.

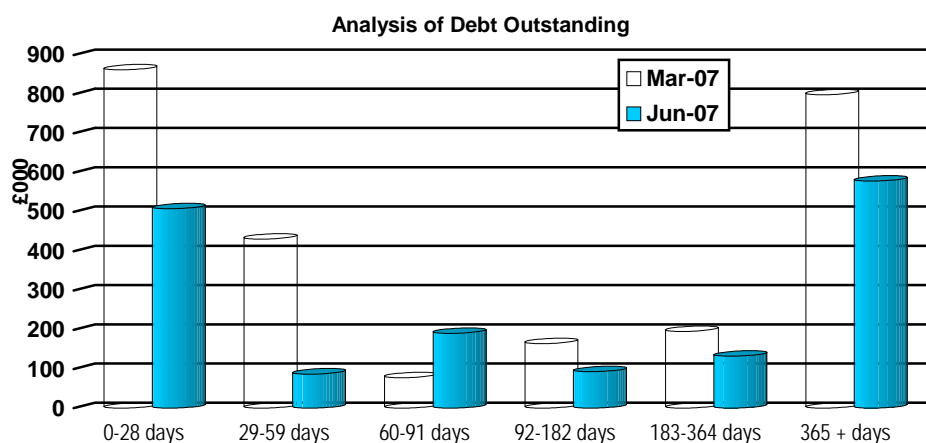
Percentage Collected	2006/07 %	2007/08 %
Council Tax	27.21	27.38
Business Rates	17.40	29.56

5.2 Sundry Debts

This section sets out the latest position on the level of outstanding sundry debts. At the end of June the total debt outstanding was £1,591,000.

The analysis shows that the overall level of debt has reduced by £940K from the previous quarter, however the previous period did include a large number of year end invoices which is distorting the underlying position. It can be seen though, that the debt over one year old has reduced by £220K. Of the overall debt, 36% is just over one year old.

	March 2007		June 2007	
	No.	£000	No.	£000
0-28 days	585	862	468	508
28-59 days	361	431	211	87
59-91 days	214	78	323	191
92-182 days	437	165	257	93
183-364 days	653	196	425	133
365+ days	1,703	799	1,252	579
	3,953	2,531	2,936	1,591



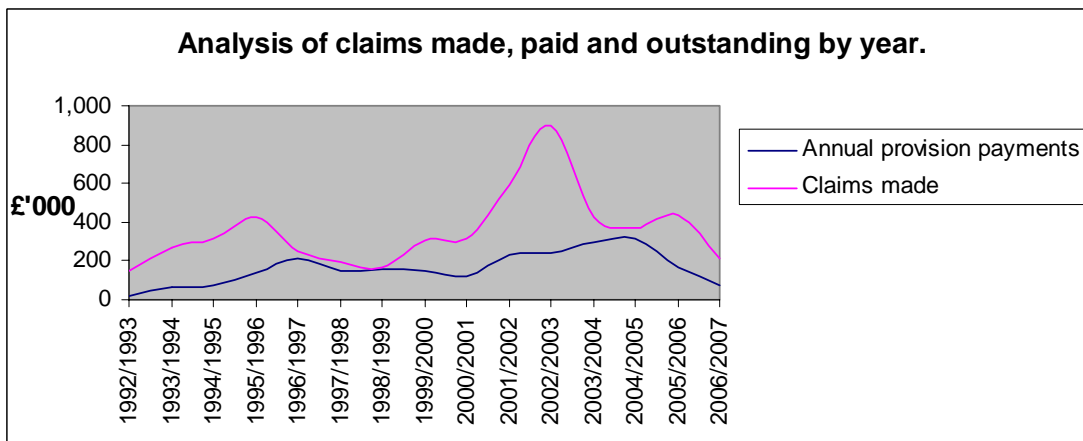
6 INSURANCE & RISK MANAGEMENT

6.1 Insurance Monitoring

The current balance on the insurance provision is £490K, after making payments of £61K in settlement of claims made, and receiving £1K as credits from the insurers in respect of claims above the excess.

At present, our insurers estimate that the value of claims outstanding is £493K, which relate to a total of 179 claims made over a 12 year period. This estimate assumes that all these claims will be settled at the maximum reserve limit; however, recent statistics show that, on average, only 61% of the total reserve will be paid. The estimated cost of claims outstanding could therefore reasonably be valued at around £300K.

It is highly unlikely that all these outstanding claims will fall due for payment in the same financial year. For 2007/08 it is anticipated that claims paid will amount to approximately £100K, which is easily covered by the current balance on the provision and will still leave it at least a prudent level at the year end. The uncertain nature of insurance claims payments, however, means that accurate predictions are difficult and, as such, the balance will continue to be closely monitored.



6.2 Risk Management

Strategic Risk Register

The Risk and Insurance Manager has completed the second update of the Strategic Risk Register. This is soon to be further revised to reflect any alterations made in finalising the 2007/08 Corporate Plan, and any other issues that have arisen more recently.

In their one-to-ones with Service Heads, Directors have asked risk owners (Service Heads) to regularly review and update their strategic risks. Feedback given to the Risk and Insurance Manager is then integrated into the strategic risk register.

One of the key purposes of the register is to allow Members to consider and challenge risk when setting their priorities and budgets for future years. The consideration of risk in this way, in the corporate planning process, is an essential element of sound risk management and is reflected in the Council's Use of Resources assessment.

The draft strategic risk register currently has the following as high risks issues in relation to existing/developing priorities:

- *The Council could take on liability for contaminated sites when acquiring land.*
- *Potential regeneration opportunity arising from M6 link road being built could be lost.*
- *Failure to ensure that the Canal Corridor scheme meets local planning objectives.*
- *Failure of Cabinet to prioritise corporate objectives effectively to meet the needs of the district.*

These risks need to be further reviewed and fed into the Budget and Performance timetable in order that any effect on the Council's priorities can be considered.

Operational Risk Registers

Significant progress has been made with the production of operational risk registers for each service. Council Housing, Economic Development, Cultural Services, Information Services, Health & Strategic Housing, Planning/AONB, City Council (Direct) Services and Financial Services are largely complete. The risks have been identified through a combination of workshops, from reference to previous internal audit reports and through consideration of the Service's Business Plan.

The following major operational risks have been identified within these registers:

Economic Development Risk Register

Objective - To deliver successful regeneration programmes.

- *Claw-back could result from supplying insufficient supporting documentation for regeneration programmes.*
- *The Authority's reputation could suffer through the failure of a major capital project or cost overrun.*

Fraud & Corruption Risk Register

Objective – The Authority receives value for money on contracts awarded.

- *The Authority may suffer financial losses through contractors not delivering to required standards.*
- *The Authority may suffer financial losses through contractors claiming/ being paid illegitimately.*
- *The Authority may be subjected to fraud and corruption through the improper award of contracts.*

Health & Strategic Housing Risk Register

Objective – To enable homeless applicants to access decent and suitable accommodation that meets their needs.

- *The use of bed and breakfast accommodation may be increased through the lack of decent/ suitable homes.*

Objective – To ensure adequate resources that are properly structured to deliver homelessness objectives.

- *Homelessness objectives may not be achieved if resources are not targeted to the areas of greatest need.*

Information Services Risk Register

Objective – To avoid breaches of law, statutory, regulatory or contractual obligations.

- *Non-compliance with statutory, regulatory or contractual requirements through inadequate protection of relevant records.*

These risks need to be regularly monitored and reviewed in order to ensure that the threats to operational success are controlled. This is integral to performance management; hence any issues or difficulties arising in managing such risks, or indeed others that may arise, should be highlighted in the relevant service's PRT meeting. To support this, a central review of PRT reports will be undertaken in future (from a risk management perspective), the results of which will normally feed into the following quarter's corporate report (or more urgent action would be taken if appropriate).

This is the first quarterly update on risk management, following approval of the updated Risk Management Strategy. It is fully expected that the information and actions arising will develop over time but the Head of Financial Services would welcome any feedback in the meantime.

7 VFM / EFFICIENCY

As part of the process of embedding VFM, progress on achieving Annual Efficiency savings is now included within this report. At present, the Council is estimating to achieve cumulative savings of £2.026M against a Government target of £1.752M.

A breakdown of the saving on a Service by Service basis is shown at **Appendix B**.

The following table summarises the position and shows that at the end of 2006/07 the Council had already exceeded the target by £480K. However, this does not mean that Services should relax as efficiency is an integral part to ensuring improvement in service delivery. In addition, it is anticipated that the Government will continue with Gershon type savings targets in future years and will actually increase the annual target from 2.5% to 3.0%; details are still awaited.

	Cashable	Non-Cashable	Total
Estimated	1,142	884	2,026
Target	876	876	1,752
Actual to 31.03.07	937	1,295	2,223
Target Exceeded by	61	419	480

8 2006/07 OUTTURN VARIANCES

As reported to Cabinet on 24 July 07, Services were required to investigate overspends on controllable budget headings, as these are subject to automatic carry forward. They were required to comment on the overspends and highlight any practical considerations and potential impact on service delivery should the overspend be carried forward.

For this quarter's PRT meetings, a summary of the major spending variances from 2006/07 year end were to be included by each service, together with capital slippage and information on any budgets carried forwards.

This exercise has apparently not been undertaken by the majority of Services affected, however. In view of this it is proposed that Services be required to complete this exercise as soon as possible, with the outcome being reported back into the next round of PRT meetings. Any information available will also be fed into the forthcoming review of the MTFS projections.

BUDGET AND PERFORMANCE PANEL

**Star Chamber
11th September 2007**

Report of the Leader of the Council

PURPOSE OF REPORT				
To receive an update on the Star Chamber meetings held since the last report to the Budget and Panel on 12 th June 2007.				
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>	Referral from Cabinet Member
				X
Date Included in Forward Plan		N/A		
This report is public.				

RECOMMENDATIONS OF COUNCILLOR ROGER MACE

(1) That the report be noted.

1.0 Introduction

- 1.1 Star Chamber is an informal meeting of Cabinet Members supported by senior officers. Its purpose is to provide a continuing process that examines current and future spending plans with the aims of ensuring value for money, identifying efficiencies and diverting resources into Council priorities and away from non-priorities, as well as alternative methods of delivery. It also provides the framework and focus for achieving the financial savings targets included in the Medium Term Financial Strategy and those efficiencies required under Gershon. Consequently, it will look at financial, physical, and human resource matters.
- 1.2 The group meets regularly and reports for information are made on a regular basis into Cabinet and also into the Budget and Performance Panel.
- 1.3 Star Chamber works to revised Terms of Reference as agreed at the Cabinet meeting held on 5 June 2007.
- 1.4 Since the last report to the Budget and Performance Panel, Star Chamber met on 27 June 2007, 11 July, 25 July and 29 August 2007. Action notes from all these meetings are attached at **Appendix A**.

RELATIONSHIP TO POLICY FRAMEWORK

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

- Corporate Plan Core Values – Sound Financial Management
- Corporate Plan Priority No 1 “To deliver value for money customer focused services”
- Revenue Budget & Capital Programme Monitoring
- Medium Term Financial Strategy target

CONCLUSION OF IMPACT ASSESSMENT

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

None arising directly as a result of this report.

FINANCIAL IMPLICATIONS

None arising directly as a result of this report.

SECTION 151 OFFICER’S COMMENTS

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

LEGAL IMPLICATIONS

None arising directly as a result of this report.

MONITORING OFFICER’S COMMENTS

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

BACKGROUND PAPERS

Corporate Plan 2006/07
Revenue Budget and Capital Programme
Medium Term Financial Strategy 2006

Contact Officer: Roger Muckle

Telephone: 01524 582022

E-mail: rmuckle@lancaster.gov.uk

Ref: RCM/JEB

ACTION NOTES FROM STAR CHAMBER HELD ON 27 JUNE 2007

PRESENT: Councillors R Mace (Chair), J Barry, A Bryning, J Gilbert, D Kerr
M Cullinan, J Donnellon, P Loker, R Muckle, N Muschamp, J Barlow

1 APOLOGIES

Councillor E Archer

2 TERMS OF REFERENCE

The ToR as agreed at Cabinet were considered and the aspiration to work to keep annual council tax increase levels below 4.5% for 2008/09 and below 4.0% for 2009/10 was confirmed.

Cllrs Mace and Kerr requested a briefing note on Gershon and reference was made to page 6 of the Corporate Plan.

Cllr Bryning requested information about the built-in inflationary factor and it was agreed that financial services would confirm.

3 CAPITAL POSITION

The Programme as approved by Council on 28 February 2007 was discussed.

A further report to Star Chamber was requested to update members on the capital receipts position in respect of land south of Lancaster that was included in the capital programme, plus the implications for other schemes of the receipt not being received.

It was noted that all bids for inclusion in the Capital Programme are thoroughly reviewed by the officer Asset Management Working Group before being submitted to Star Chamber and subsequently to Cabinet and Council for approval.

4 REVENUE POSITION

The Revenue budget was very detailed with many variables and constantly being updated. It was important that members were familiar with this and in particular with the Medium Term Financial Strategy (MTFS) when considering savings.

Cllr Mace requested information about the ongoing Concessionary Travel issue.

5 FUTURE WORK PROGRAMME

The timetable was considered. The 11 July meeting would decide exactly what approach Services would be asked to take for putting forward savings options to meet the targets included in the Corporate Plan and MTFS.

Neighbourhood Management and Dome – Options for the Future to be moved back to September/ October.

Council Buildings to remain on the agenda for 11 July for a brief update, along with Resource Implications for Economic Development, Market Square Fountain and Best Value Planning Authority.

The Outturn Summary would be available for consideration on 11 July.

It was agreed to hold a meeting on 29 August to identify and approve a framework for the work programme of Star Chamber for the ensuing weeks and months.

MTFS Update to be considered on 29 August.

6 DATE OF NEXT MEETING

10.00 a.m. Wednesday 11 July 2007 Committee B.

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ACTION NOTES FROM STAR CHAMBER HELD ON 11 JULY 2007

PRESENT: Councillors R Mace (Chair), E Archer, J Barry, E Blamire, J Gilbert
M Cullinan, J Donnellon, P Loker, R Muckle, N Muschamp, J Barlow

1 APOLOGIES

There were no apologies.

2 NOTES OF THE LAST MEETING

Noted.

3 COUNCIL BUILDINGS

Work was ongoing on the two options agreed by Council which would be reported into Cabinet and then Council in September. Members would be briefed prior to this in order that issues could be fully considered before decisions were made. It was noted that homeworking and hot desking would be considered in the report.

4 MARKET SQUARE FOUNTAIN

There was no capital provision at present for this. The consultation revealed a majority view for removing the existing fountain but no clear consensus for what should replace it. Star Chamber would reconsider when looking at the capital programme later in the budget process.

5 REVIEW OF BRIDGE MAINTENANCE ARRANGEMENTS

The latest position was noted. Discussions had started with County Council re formal adoption of bridges but no decisions would be made until reports from structural engineers had been received and these were expected at the end of August. There would be a report back to Star Chamber once the financial implications were known of what work was required to make ready for formal adoption by County.

It was noted that the liability for the work required at the Storey Institute was still being pursued with County.

6 OUTTURN SUMMARY

The draft Provisional Revenue and Capital Outturn 2006/07 Cabinet report was considered. Members noted that the Cabinet PRT meetings would have an opportunity to consider outturn variances and requests for carry forwards as would the Budget & Performance Panel.

7 FUTURE WORK PROGRAMME

Star Chamber considered various options for delivering savings targets and agreed :

25 July -

- Review of growth already included in 2008/09 and 2009/10 budgets.
- Review previous savings options that have so far not received support from members.
- Review of Capital Receipts.
- Consider existing Capital Programme to assess support for the schemes included and also to consider possible rescheduling options.

29 August

- Consider a timetable for reviewing the component strategies within the current Efficiency Strategy to identify potential savings.
- Services to prepare a vfm review of their functional areas and options for efficiency savings calculated as a % of controllable expenditure (options to exclude increases in charges). Paperwork to be available for this meeting.

September

To receive a review of budget policies as part of the scheduled review of the MTFS.

8 BEST VALUE PLANNING AUTHORITY

The draft report going to Cabinet on 24 July was considered and its recommendations were generally supported.

9 RESOURCE IMPLICATIONS FOR ECONOMIC DEVELOPMENT

Decisions were required before the next budget setting process on the position of existing temporary posts. A further report was requested to be prepared for consideration prior to the September Cabinet. Star Chamber to reconsider the report and other options at Star Chamber on 25 July.

10 Date of Next Meeting

25 July 2007, 10.00 a.m.

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ACTION NOTES FROM STAR CHAMBER HELD ON 25 JULY 2007

PRESENT: Councillors R Mace (Chair), J Barry, A Bryning, J Gilbert, D Kerr
M Cullinan, J Donnellon, P Loker, R Muckle, N Muschamp, J Barlow

1 APOLOGIES

There were no apologies.

2 NOTES OF THE LAST MEETING

Noted.

3 RESOURCE IMPLICATIONS FOR ECONOMIC DEVELOPMENT

Position noted. Report to Cabinet in September to progress issues and consider options.

4 REVIEW OF REVENUE SPEND

Review Domestic Violence Training & Education Packs and report back to Star Chamber.

Review effectiveness of Sustainability post and whole service capacity in Corporate Strategy and report back in November/December to Star Chamber.

Briefing note to Star Chamber prior to report to Cabinet/Council on ATS Review accommodation issues.

Supporting People – future spending implications for the district – November Star Chamber.

Air Quality Action Plan – available September, financial implications to October Star Chamber.

CD(F&P) to circulate electronic summary of last year's savings options, showing whether taken or not.

5 REVIEW OF CAPITAL SPEND

Cabinet report re land at South Lancaster to September Cabinet.

Members to review schemes in the existing programme over summer and consider at October Star Chamber.

HFS to review renewals funds to see if any over subscribed.

6 AUDIT COMMISSION VFM

Comparative information noted, CD(F&P) to do a review and summary for September. Services to include vfm information when reporting back to Star Chamber on Service Reviews.

7 FUTURE WORK PROGRAMME

Noted and agreed.

8 DATE OF NEXT MEETING

29 August 2007 Agenda:

- Star Chamber Framework Sept 07 to Feb 08
- MTFS Update
- Consider timetable for reviewing the component strategies within the Efficiency Strategy to identify savings
- VFM Review of functional areas and options for efficiency savings calculated as a %

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ACTION NOTES FROM STAR CHAMBER HELD ON 29 AUGUST 2007

PRESENT: Councillors R Mace (Chair), J Barry, A Bryning, J Gilbert,
M Cullinan, P Loker, R Muckle, N Muschamp, J Barlow

1 APOLOGIES

Apologies were received from Councillor E Archer.

2 NOTES OF THE LAST MEETING

It was noted that the report on Capital Receipts would now go to Cabinet in October.

It was noted that the timetable and work programme had been updated to reflect agreed actions.

4 MTFS UPDATE (CABINET REPORT)

The revised projections and new targets for efficiencies and savings over the period of the MTFS were noted.

Concessionary Travel – a request was made for an indication of the impact any decision made by Lancaster City Council could make on the new Scheme commencing in April 2008.

5 SERVICE IMPROVEMENT PROGRAMME (SIP) 2007/10

The exercise was underway in Services to identify the resource implications of achieving top quartile performance ratings in all corporate KPIs by March 2010.

It was requested that the information included in the Programme was clearly labelled.

Economic Development service targets to be added to the Service Improvement Programme – to be reported into Star Chamber as soon as possible and subsequently to Cabinet.

All political groups to consider the relevance of the service KPIs in the SIP with a view to recommending additions and/or deletions.

6 STAR CHAMBER FRAMEWORK SEPTEMBER 07 TO FEBRUARY 08

The timetable was updated to reflect the availability of members, i.e. 7 and 28 November items moved to 12 December. 14, 21 and 28 November meetings cancelled. 5 September meeting cancelled, items moved to later in the year. Amended timetable to be distributed as soon as possible.

8 DATE OF NEXT MEETING

12 September: Community Services Directorate Base Budget and VFM Review.

RCM/JEB 29 Aug 2007

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BUDGET & PERFORMANCE PANEL

**Democratic Services Performance
11th September 2007**

Report of Head of Democratic Services

PURPOSE OF REPORT

This report provides information on the performance of Democratic Services in relation to the publication of minutes.

This report is public

RECOMMENDATIONS

That the report be noted.

1.0 Introduction

1.1 As a result of the Panel's consideration of the 4th Performance Review Team Reports at their meeting in June 2007 it was agreed that I should be invited to discuss with members the measures taken to ensure that the targets relating to publication of minutes are met.

1.2 Below is the extract from the Report which gave rise to members' concerns.

PI Ref	DS03	Comment
Council Priority		This drop in performance has been investigated and is primarily the result of poor performance by one member of staff and only 'average' performance by a number of others. The issue is to be addressed through EDPAs with targets set individually and monitored on a weekly basis.
PI Definition	% of minutes published within 5 working days (2 days for Cabinet meetings)	
PI Type		
Target 06/07	95%	
Future Target		

2.0 Background

2.1 For Members' information the performance over the full year was as follows:

1 st Quarter	53%
2 nd Quarter	63%
3 rd Quarter	73%
4 th Quarter	50%

- 2.2 Members should be aware that a further performance measure included for Democratic Services is the publication of Agenda with at least 5 clear days' notice. The target for this is 100% and is consistently achieved. It is in fact an absolute priority that this target is achieved as failure would result in the cancellation of the meeting concerned as it would fail to meet the requirements of Access to Information legislation.
- 2.3 Furthermore the Council's Constitution stipulates that the minutes of every meeting of the Executive (Cabinet or Cabinet Committee) shall be published normally within 2 days of the meeting (Overview & Scrutiny Procedure Rule 16). This element of the target is consistently met with only very rare exceptions usually as a result of circumstances outside the control of Democratic Services.
- 2.4 For this reason, if there are any capacity issues, it will always be necessary to prioritise the writing of reports and publication of agenda over the production of minutes, with the exception of those relating to Cabinet meetings and those from Overview & Scrutiny meetings which have considered a call-in. This does not mean to say however that the importance of ensuring that minutes are produced in a timely fashion should be overlooked and officers working in democratic support need to understand that the production of agenda and minutes is their basic workload which cannot be allowed to be overshadowed by other work.
- 2.5 Members will see from above that the performance at the end of June 2006 was poor. This was at a time when it had been acknowledged that there were capacity issues in Democratic Support and Council had identified funding to allow the appointment of an additional Principal Officer in that section. With some internal promotions, this appointment took some time to result in an additional member of staff who then required some training, but Members will see that steady progress was made in September and December 2006 to improve performance. It was therefore particularly disappointing to see all this progress lost in the figures at the end of April 2007.

3.0 Remedial Action Taken

- 3.1 An investigation into the reason behind the drop in performance was therefore immediately carried out and it became evident that it resulted from a fairly average performance all round and a particularly poor performance by one individual in respect of the timely production of minutes.
- 3.2 The timing was such that EDPA interviews were about to be held and it was possible therefore to address this issue individually, ensuring that all staff fully understood the need to ensure that all minutes are produced as quickly as possible and were aware of their part to play in achieving the Service's overall performance level.
- 3.3 The Principal Democratic Support Officer responsible for managing the section put in place a management system to check that all minutes were being published on or before the designated day.
- 3.4 Staff were also asked to alert their line manager in sufficient time if they felt they were in danger of missing a deadline, so that help could be provided if possible. It should be noted that once produced in Democratic Support, minutes are then checked by the most senior officer in attendance at the meeting which can sometimes cause a delay due to their availability.

4.0 Current Performance

- 4.1 As a result the performance for the quarter ended 30th June 2007 has risen to 89%. Whilst this still falls short of the target of 95% it has meant a return to the steady improvement achieved as a result of the additional member of staff.
- 4.2 Members should also be aware that performance in producing action sheets (the list of decisions following a meeting which is used to ensure that all decisions are implemented) has steadily risen from 67% at the start of 2006/07 to a current performance of 100% within 5 days of the meeting. The production of the action sheets takes place during the 5 days allocated for the production of minutes, and on occasions it is also sometimes necessary for specific action to be implemented quickly after a meeting and this too eats into the available time for actually writing the minutes.

5.0 Conclusion

- 5.1 Members were rightly concerned at the drop in performance of Democratic Services in producing Minutes. Whilst capacity has in the past been a factor affecting this performance the additional member of staff has made a difference and this drop in the level of performance was, I believe, caused by a lack of understanding on behalf of one or more members of staff of the importance of this area of work and a lack of judgement therefore in the prioritisation of their work.
- 5.2 The evidence points to this having been a temporary situation which has now been rectified. Whilst the Service remains stretched on many occasions, with no capacity to take on additional work and there are times when choices over what is to be treated as a priority have to be made, I am confident that we can maintain a satisfactory level of performance.

<p>CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)</p> <p>None</p>	
<p>SECTION 151 OFFICER'S COMMENTS</p> <p>The Section 151 Officer has been consulted and has no further comments.</p>	
<p>MONITORING OFFICER'S COMMENTS</p> <p>The Monitoring Officer has been consulted and has no further comments.</p>	
<p>BACKGROUND PAPERS</p> <p>None</p>	<p>Contact Officer: Gillian Noall Telephone: 01524 582060 E-mail: gnoall@lancaster.gov.uk</p>

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BUDGET AND PERFORMANCE PANEL**Funding to non-housing voluntary organisations with
Service Level Agreements****11th September 2007****Report of Head of Democratic Services****PURPOSE OF REPORT**

To advise members of the monitoring and renewal process for Service Level Agreements.

This report is public

RECOMMENDATIONS

1. That the decisions of Cabinet in July 2007 be noted.
2. That the process for reviewing the current Service Level Agreements and considering any new applications be approved on the lines set out in the report.
3. That a Sub-Panel of 3 Members of the Budget and Performance Panel be appointed to review the Service Level Agreements, with delegated authority to make recommendations to Cabinet for its 11th December 2007 meeting upon the existing Service Level Agreements and financial support to any new organisations.

1.0 Introduction

The Budget and Performance Panel has the responsibility for the review and monitoring of Service Level Agreements with non-housing voluntary organisations. A report went to Cabinet at its meeting on 24th July 2007 upon the recommendations of the Overview and Scrutiny Grants Task Group on the process for dealing with Service Level Agreements. Cabinet considered those recommendations and agreed:

- That Officers draw up a criteria based application form allowing for a process that is rolling and flexible and that includes the following principles: accountability, traceability, transparency, clarity, flexibility and justification with advice from Financial Services to reflect the principles of contract procedures and financial threshold.
- That when new applications are received for Service Level Agreements the relevant Cabinet Member is informed.
- That the Budget and Performance Panel be recommended to consider appointing a panel of three members to review and monitor non-housing organisations with Service Level Agreements. Undertaking site visits to organisations with SLAs exceeding £10,000 per annum.

- That Officers draw up a new application form, taking into account best practice to allow clearer monitoring with outcomes clearly linked to service delivery.
- That the Budget and Performance Panel present their findings to the Cabinet Member with responsibility for the Service Level Agreement as part of the Performance Review Team process.

2.0 Proposal

Any revised process needs to be implemented without delay to enable the existing Service Level Agreements which are due to end in March 2008 to be reviewed so that Cabinet can consider any proposed changes as part of the Council's overall budget process at its meeting in December 2007, ready for a final decision by Council on 27th February 2008. The existing Service Level Agreements due for review are:

Organisation	Funding 2007/08
Age Concern Lancashire	*7,200
Lancaster Citizens Advice Bureau	93,800
Morecambe Citizens Advice Bureau	88,300
One Voice formerly DISC	5,700
North Lancashire Victim Support	4,600
Lune Valley Transport	3,300
Preston Community Transport	11,600
Relate	6,400
Preston and West Lancashire Racial Equality Council	2,300
Lancaster and District Twinning Society.	4,000
TOTAL	227,200

** indicates those grants which meet the criteria for 50% contribution from the County Council.*

Two further organisations (Samaritans and Thumbprint) have also indicated they would like to explore the opportunity to receive financial support from the Council.

Therefore it is suggested that the Panel appoints 3 Members as a Sub-Panel of the Budget and Performance Panel to review the Service Level Agreements. It is also suggested in view of timescales, that authority be delegated to the Sub-Panel to make recommendations to Cabinet for its 11th December 2007 meeting on whether to renew, renew with amendments or terminate the Service Level Agreements. Alongside that, the Sub-Panel will also need to make recommendations on whether to offer financial support to these new organisations within that same budget process.

Members of the Budget and Performance Panel have already been contacted to take part in preliminary meetings/site visits with all of these organisations and some have already been arranged. Although the Cabinet report only suggests site visits for organisations receiving over £10,000, it is clear that organisations are keen for the Council to visit and it has been suggested that at least one officer and Member visit rather than inviting organisations to the Budget and Performance Panel as in the past. An application form and questionnaire will be developed for use at the meetings. These and any extra information from the meetings will be used to provide evidence for the Sub-Panel to consider in developing any recommendations to Cabinet.

RELATIONSHIP TO POLICY FRAMEWORK

The work of voluntary organisations funded by the Council supports many of the objectives set out in the Corporate Plan.

CONCLUSION OF IMPACT ASSESSMENT

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

There are no direct implications.

FINANCIAL IMPLICATIONS

Funding for grants to voluntary organisations is allocated to specific organisations with SLAs for any funding over £1,000.

A total of £223,600 is included in the budget for 2007/08 for those organisations listed in paragraph 2. (Two further SLA's totalling £23,100 for CVS and the Rainbow Centre have been separately negotiated jointly with the County Council which do not expire in 2008.)

Any proposal to increase or reduce the total budget commitment will have to be considered alongside competing priorities as part of the overall budget process for 2008/09 and beyond.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

All Service Level Agreements are to be approved by Legal Services.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Existing Service Level Agreements

Contact Officer: Suzanne Smith

Telephone: 01524 582074

E-mail: smsmith@lancaster.gov.uk

Ref:

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Budget & Performance Panel

Performance Variance Report Annual Report (BVPP)

11th September 2007

Report of Corporate Performance Manager

PURPOSE OF REPORT

To provide Members with reasons for performance variations against targets within the Annual Report (BVPP) and to identify how targets for future improvement will be met within service business plans.

This report is public

1. RECOMMENDATIONS

- 1.1 That the report be noted
- 1.2 That the report be used as a base line reference document for considering the Council's performance in the coming year and where appropriate to inform the future work programme of the Panel.

2. REPORT

- 2.1 The Council's Annual Report (Best Value Performance Plan) was published on 30th June 2007.
- 2.2 The report attached at **Appendix A** highlights those indicators, both statutory and local where both performance worsened and targets for 06/07 were not met. In the BVPP these indicators were identified by two sad faces (or 'Double Glums').
- 2.3 It provides Members with reasons for the variations and identifies how targets for future improvement will be met within services business plans.
- 2.4 Extracts of this report have been sent for consideration to the relevant Performance Review Teams in line with the Council's new Performance Management Framework. The minutes of those meetings will be circulated at a later date and will further assist Members when considering the future work programme of this Panel.

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:

Estokes@lancaster.gov.uk

PI Evaluation Report 2006/07

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
TO DELIVER VALUE FOR MONEY, CUSTOMER FOCUSED SERVICES												
Statutory BVPI's												
BV79a	Benefits -% of cases where calculation was correct	99.20%	98.20	99.00	99%	98.60%	99.01%	99.01%	99.01%	High	⊗	⊗
<p>Comment: This BVPI is calculated using a specific formula and a very small sample is used to provide the data. As the sample is so small (125 cases every quarter out of a caseload of over 12,000) the output is not necessarily reflective of the current situation. More detailed checking and accuracy is monitored and analysed using both internal management checking routines and guidance found within the DWP Performance Standards. These internal procedures are felt to be robust and far more reflective of the current position. Work is continually ongoing to monitor, report and analyse the results of this management checking and outcomes are fed back into training plans, team meetings and the EDPA process. The Service Business Plan for 2007/08 makes reference to continuing to improve the accuracy of the calculation of claims as measured against this BVPI, and also local performance measures which are in place. It is anticipated that improvements will be seen for 2007/08. Results for the first quarter of 2007/8 show an improved performance of 99.2%, which is above the target set for this year.</p>												
BV205	Quality of Planning Service checklist	100.00%	94.0	94.4	100%	83.30%	100%	100%	100%	High	⊗	⊗
<p>Comment: The council no longer employs an officer with a recognised Urban Design qualification. To do so would require the establishment of a new post.</p>												
Local Indicators												
LCC26	Percentage of Licensing complaints where final response to complainant is given within 10 working days (legal)	83%	N/A	N/A	90%	72%	85%	87%	90	High	⊗	⊗
<p>Comment: Licensing complaints are investigated by the two Licensing Enforcement Officers (one full time and one part time). The full time post was vacant between October 2006 and January 2007, and this inevitably increased the workload of the part time officer, and meant that there were delays in dealing with complaints. Also, from June to September 2006 the Service was without a Licensing Manager as discussions were ongoing with South Lakeland District Council with a view to shared working arrangements. Clearly this had an effect on the workload and performance of Licensing as a whole. It is perhaps also worth adding that whilst the Service aims to resolve complaints promptly, some complaints will require detailed investigation and the parties may not always make themselves immediately available for interview. The Service Head is of the view that it is more important that complaints should be dealt with fully, than that they always be rushed to comply with a target</p>												
LCC79	Percentage of prosecutions won or otherwise satisfactorily concluded to the reasonable satisfaction of the the client (legal)	96.50%	N/A	N/A	95%	85.00%	90%	90%	90	High	⊗	⊗
<p>Comment: To put this in context, 17 out of 20 prosecutions were concluded to the satisfaction of the client. Of the remaining three, two had to be withdrawn on Counsel's advice, based on interpretation of the relevant food Regulations. In the third, a benefits case, the Magistrates found against the Council. This was outside the control of Legal Services, and was felt to be contrary to the weight of the evidence. It might be possible to achieve a 100% success rate by taking only cases where the evidence is incontrovertible. However, there are circumstances where it is important for the Council to "take a stand" and prosecute notwithstanding that there is a risk of failure. In recognition of that fact, the target has been reduced to 90% for the current year.</p>												
TO MAKE OUR DISTRICT A CLEANER AND HEALTHIER PLACE												
Statutory BVPI's												
BV 218a	% of abandoned vehicles investigated within 24 hours	76.57%	87.00%	96.12%	80%	54.80%	80%	80%	80%	High	⊗	⊗
<p>Comment: Although only 54.8% of jobs were investigated within 24hrs 90+% were investigated within 48hrs. We only have one officer assigned to dealing with abandoned vehicles so if he is one leave etc that affects the figures. Relative to some other authorities, abandoned vehicles are not a major problem and I believe that the level of resources directed to the problem is proportionate to the problem and that although we do not appear to be performing well against this indicator the overall level of performance with abandoned vehicles is acceptable. The statutory 24 hr target recognises the fact that in many areas, abandoned vehicles can be a community safety issue. This is not the case in our district and our targets have been set in consultation with the police. Nonetheless, we are taking steps to improve performance in this financial year. Finally it should be borne in mind that this is a two part indicator and we have performed well above target for BV218b (vehicles removed within 24 hours from the point at which it is legally possible to do so).</p>												

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
Local Indicators												
CCS 04	% of recyclables collected at bring sites	13.50%	N/A	N/A	12%	1.93%	10%	8%	6%	High	⊗	⊗
Comment: CCS04 and CCS05: As 3 stream waste collection increases recycling through bring sites and Household Waste recycling centres is likely to decrease												
CCS 05	Effectiveness of recycling method - % of recyclables collected at Household Waste Recycling Centres	7.40%	N/A	N/A	7%	5.85%	7%	6%	5%	High	⊗	⊗
Comment: CCS04 and CCS05: As 3 stream waste collection increases recycling through bring sites and Household Waste recycling centres is likely to decrease.												
EP08	Contaminated land – Inspection programme on schedule	No	N/A	N/A	Yes	No	yes	yes	Yes	N/A	⊗	⊗
Comment: Inspection behind schedule due to post of Contaminated Land Officer being vacant from January to June 2007. Post now filled and, supported by external contractors inspection strategy will be back on track by end of current financial year.												
TO REDUCE CRIME AND THE FEAR OF CRIME												
Statutory BVPI's												
BV127a	Violent Crime per 1,000 population.	10.08	14.5	11.1	8,096 - 7,964	19.56	18.72	17.93	17.16	Low	⊗	⊗
Comment: This is an indicator which changed its description in 2005/6. Whilst the word change was only slight, and often missed at a quick glance - violent offences by a stranger to all violent offences it meant a huge change (x2) in our results. All the targets for this indicator were based on the old measure description which excluded violent offences committed where the offender was known to the victim - i.e. domestic violence; hence the gulf between the target and the result. New targets will be set by the Community Safety Partnership												
BV174	The number of racial incidents recorded by the authority per 100,000 population	3.65%	N/A	N/A	3.65%	4.35%	4.35%	4.35%	4.35%	Low	⊗	⊗
Comments: BV 174 - Target to remain the same as last year due to the low numbers involved (slight numerical changes can be significant in terms of percentage changes when dealing with low figures).												
TO LEAD THE REGENERATION OF OUR DISTRICT												
Statutory BVPI's												
BV170a	The number of visits usages of museums per 1,000 pop	1206.29	312	861	1250	810	1200	1225	1250	High	⊗	⊗
Comment BV170a: Disappointingly low out turn due mainly to losing the website visits to the netting the bay site. The site although vastly improved lost its dominant name when the site was transferred from its originators to Lancashire County Council IT department. The Netting the Bay domain name does not fit with County corporate policy. Access is through the Fleetwood and Lancaster Maritime Museum websites.												
BV170c	The number of pupils visiting museums and galleries in organised school groups	3,049	1279	3302	3,175	2,230	2,230	2,500	2,750	High	⊗	⊗
Comment: BV170c: It is becoming increasingly difficult to extract Lancaster City Council BVPI figures for its 3 museums from that of the County Museum Service that manages 12 sites including the Lancaster sites. E.g The increase and use of video conferencing, this is done from the Judges Lodgings Museum in Lancaster and therefore doesn't appear on the BVPIs although it is a facility used by all the sites in Lancaster - Risk assessments and spiralling coach prices continue to be an obstacle. More competition, many more places now offer outreach sessions. Only one lifelong learning/outreach officer to cover 6 sites.												
TO SUPPORT SUSTAINABLE COMMUNITIES												
Statutory BVPI's												
BV66a	Proportion of rent collected	98.70%	98.20%	98.84%	100%	98.40%	100%	78.60%	78.84%	High	⊗	⊗
Comment: BV66a: Slight improvement on 2005/06. Introduction of direct debit option for tenants to pay. Approx. 10% take up.												
BV66b	New The number of LA tenants with more than seven weeks of (gross) rent arrears as a % of the total number of council tenants.	2.69%	5.23%	3.39%	2.30%	3.38%	3.20%	3.10%	3.00%	Low	⊗	⊗
Comment BV66b: Target set without any previous trend or benchmarking information available. Local target was over ambitious. Future target now set in the light of comparative performance data.												

PI ref	Indicator description	Lancaster 05/06	All District Median	All District top quartile	Target 06/07	Actual 06/07	Target 07/08	Target 08/09	Target 09/10	Good to be High / Low	Getting Better	On target
LCC18(b)	Increase the total number of new affordable housing units which are in rural areas.	13	N/A	N/A	18	8	15	15	15	High	⊗	⊗
<p>Comment: The council does not have resources available to directly deliver affordable housing in rural areas. Units are created by Housing Corporate investment or by private developers as a planning requirement. The target of 15 units per annum was based on the assumption that the Housing Corporate would fund 12 units each year and a further three units would be provided by private developers. Unfortunately, due to the high cost of providing affordable housing in rural areas, the Housing Corporate only funding 8 units in both 2006/07 and 2007/08. Also the current Planning Restraint Policy limits opportunities for developers to bring forward housing schemes that would qualify for an affordable housing requirement.</p> <p>It should also be noted that whilst the Council can require affordable housing through the planning process, it has very limited control over when or even if planning approvals will actually be built, this means that whilst planning permission has been granted for 16 affordable housing units in rural areas it is very difficult to judge when these units will be made available. To maximise the potential to meet this target, officers will continue to lobby the Housing Corporation to increase its investment in the rural affordable housing and will explore whether any opportunities exist to make use of Council owned land holdings in rural areas to bring forward more suitable sites where affordable housing could be provided. The Councils Affordable Housing Policy is also in the process of being updated and opportunities to increase rural affordable housing will be explored during this process. Finally, it is possible to provide affordable housing in rural areas by working with rural communities to identify housing needs and potential sites in those communities that could be specifically designated for affordable housing. Additional staffing resource would be required to be able to undertake this work.</p>												
TO CONTINUE TO IMPROVE THE COUNCIL												
Statutory BVPI's												
BV11b	% top 5% of earners that are from BME communities	2.17%	0.0%	3.37%	2.17%	2.12%	2.17%	2.17%	2.17%	High	⊗	⊗
<p>Comment: There is a variance of 2.30% from the 2006/2007 target. There are now 47 people in the top 5% rather than the 46 of last year and the new member of staff who appears in the top 5% is not of the BME minorities. There is still only one such member of staff in the top 5%. The council is continuing to strive to attract staff from all BME communities and is currently looking to achieve Level 2 of the Equality Standard for Local Government.</p>												
BV11c	% of top 5% of earners with a disability	2.17%	2.09	5.91	2.17%	0.00%	2.17%	3.40%	4.60%	High	⊗	⊗
<p>Comment: There is a -100% variance between the target and the actual for 2006/07. The Council had one disabled member of staff last year in the top 5% of earners which made up the 2.17%. This member of staff was made redundant during the year, and no new disabled staff have entered or have been recruited to the top 5% of earners. The council continues to seek to promote the Two Tick symbol and promote equality for the disabled both in its recruitment strategy and throughout the council via the new disability equality scheme.</p>												
BV12	Number of working days lost to the LA due to sickness absence.	11.60	9.54	8.29	10	11.82	10	9.5	9	Low	⊗	⊗
<p>Comment: The variance between the target and the actual for 2006/07 is -18.2%. The Council has experienced several long term sickness cases this year which we believe have contributed towards the increase in days.</p>												
BV15	Ill health retirements - staff	0.36%	0.25%	0.00%	0.40%	0.60%	0.40%	0.40%	0.40%	Low	⊗	⊗
<p>Comment: The variance between the target and the actual for 2006/07 is -50%. The council has had several long term sickness cases this year and in the interests of reducing sickness absence and in line with pensions scheme regulations four of these members of staff have retired on the grounds of ill health.</p>												
BV16a	Percentage of employees with a disability	6.20%	3.11%	4.37%	6.50%	5.54%	5.75%	6.00%	6.50%	High	⊗	⊗
<p>Comment: The variance between the target and the actual for 2006/07 is -14.77%. The council continues to try to attract staff to the organisation who have disabilities through its advertising and policies which are in place within the organisation.</p>												

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BUDGET AND PERFORMANCE PANEL**Work Programme Report
11th September 2007****Report of Head of Democratic Services****PURPOSE OF REPORT**

To update Members with regard to the work programme.

This report is public

RECOMMENDATIONS

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

(1) Update of the Work Programme – Performance Review Team Reports

Following on from the consideration of the 4TH Performance Review Team Reports at June's it was agreed that two service heads should be invited to a future Budget and Performance Panel meeting. The Head of Property Services attended the last meeting on 31st July 2007 and The Head of Democratic Services was invited to discuss what measures have been taken to ensure that the targets relating to publication of minutes are met. This is included on this agenda.

(2) Future work programme

At the Budget and Performance Panel meeting on 31st July 2007 Members agreed to appoint a panel of three Members to review and monitor non-housing organisations with Service Level Agreements and undertake site visits to organisations with SLAs exceeding £10,000 per annum. These site visits had now been arranged and a feedback session would be included on the future work programme.

Also at the meeting on 31st July 2007 it was agreed that Panel Members' concerns would be forwarded to service heads and included in the Value for Money report that was due to be presented back to the Panel at its meeting scheduled for 23rd October 2007.

BACKGROUND PAPERS

Contact Officer: Jon Stark

Telephone: 01524 582132

E-mail: jstark@lancaster.gov.uk

Ref:

ISSUE	JUNE 12 TH	JULY 17 TH	JULY 31 ST	SEPTEMBER 11 TH	OCTOBER 23 RD	NOVEMBER 27 TH	JANUARY 29 TH	FEBRUARY 26 TH
STAR CHAMBER								
B&P FRAMEWORK								
PERFORMANCE MANAGEMENT MONITORING	Leader's 4 th Quarterly Corporate Performance Monitoring report			Leader's 1 st Quarterly Corporate Performance Monitoring report		Leader's 2 nd Quarterly Corporate Performance Monitoring report		Leader's 4 th Quarterly Corporate Performance Monitoring report
PERFORMANCE MANAGEMENT AND DATA QUALITY TRAINING/AUDIT COMMISSION								
PARTNERSHIP MONITORING				Funding to non-Housing voluntary organisations and SLAs				
EXETER BENCHMARKING								
HOME WORKING PILOT SCHEME – INTERIM REPORT			John Donnellon to present					
BEST VALUE AND PERFORMANCE PLAN (ANNUAL REPORT)				Double Glum KPIs report				

ISSUE	JUNE 12 TH	JULY 17 TH	JULY 31 ST	SEPTEMBER 11 TH	OCTOBER 23 RD	NOVEMBER 27 TH	JANUARY 29 TH	FEBRUARY 26 TH
VALUE FOR MONEY/EFFICIENCY STRATEGY	Forward Annual Efficiency Statement		Review of Efficiency Strategy					
HOUSING SLA's								
ACCESS TO SERVICES – MONITORING OF OUTCOMES (TO BE AGREED)								
DISCUSSIONS WITH SERVICE HEADS (ONGOING)			Head of Property Services	Head of Democratic Services				
HOMELESSNESS MONITORING FORM REVIEW								
SCRUTINY OF FUNDING TO EXTERNAL BODIES (RECOMMENDATIONS OF GRANTS TASK GROUP)								

Please Note:
 Performance Management - Following consideration of performance management information the Panel may be minded to timetable meetings with Service Heads and Cabinet Members as a need is identified.