



Committee: BUDGET AND PERFORMANCE PANEL

Date: TUESDAY, 26 FEBRUARY 2008

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 of the Meeting held on 29th January 2008**
- 4. Items of Urgent Business authorised by the Chairman**
- 5. 3rd Quarterly Corporate Performance Monitoring Report (Pages 1 - 37)**
Report of the Corporate Director (Finance and Performance)
- 6. Star Chamber Progress Reports (Pages 38 - 54)**
Report of Corporate Director (Finance and Performance)
- 7. Robustness of Budget and Affordability of Capital Investment Plans (Pages 55 - 59)**
Report of Head of Financial Services
- 8. Recharging Between Council Services (Pages 60 - 63)**
Report of the Head of City Contract (Direct) Services and Head of Information and Customer Services
- 9. Update on Review of Housing SLAs and Evaluation of Homelessness Monitoring Form (Pages 64 - 76)**
Report of Corporate Director (Community Services)
- 10. Parking Permits Authorised by the Council (Pages 77 - 78)**
Report of Head of Property Services

11. Parkwise Finance and Performance (Pages 79 - 86)

Report of Head of Property Services

12. Pay on Foot Parking Systems (Pages 87 - 97)

Report of Head of Property Services

13. Update on Storey Creative Industries Contractual Arrangements (Pages 98 - 100)

Report of the Head of Economic Development and Tourism

14. Work Programme Report (Pages 101 - 104)

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, Ian McCulloch, John Whitelegg and Peter Williamson

(ii) Substitute Membership

Councillors Chris Coates, Roger Dennison, Rebekah Gerrard, Karen Leytham, Roger Plumb and Sylvia Rogerson

(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,
DALTON SQUARE,
LANCASTER LA1 1PJ

Published on Monday, 18th February 2008

Budget & Performance Panel

26th February 2008

2007/08 3rd Quarter

CORPORATE PERFORMANCE REVIEW TEAM MEETING

In attendance: **Councillor A Johnson**
 Roger Muckle
 Nadine Muschamp
 Richard Tulej

The third round of Performance Review Team (PRT) meetings for 2007/08 took place between 21 January and 1 February as follows:

CHIEF EXECUTIVE	REGENERATION
Legal and HR (3 meetings)	Cultural Services
(Legal, Licensing, HR)	Planning
Democratic Services	Economic Development and Tourism
	Property Services
	Neighbourhood Management
FINANCE AND PERFORMANCE	COMMUNITY SERVICES
Financial Services	City Council (Direct) Services
Corporate Strategy	Council Housing
Information and Customer Services	Health and Strategic Housing (3 meetings)
Revenue Services	(Env. Health, Strat. Housing,
	Civil Contingencies)

Each meeting monitored progress against the action sheets drawn up for the previous round of meetings.

Attached are:

- Updated Action from 2nd Quarter
- Escendency report showing red indicators
- Escendency progress reports for red indicators

To follow:

- Corporate Financial Monitoring Report
- Updated Finance Action from 2nd Quarter

JEB/11 February 2008

2007/08 2nd Quarter PERFORMANCE REVIEW TEAM MEETING

SERVICE AREA: CORPORATE ACTION

DATE: 2 NOVEMBER 2007







PRESENT: COUNCILLOR R MACE, R MUCKLE, R TULEJ

UPDATED SHOWING PROGRESS FOR Q3 CORPORATE MEETING WITH COUNCILLOR A JOHNSON ON 13 FEBRUARY









NO	AGREED ACTION	RESPONSIBILITY	PROGRESS
1	Comments and Actions following identification of failing target need completing.	RT MD x 2 SL SM	<p>SUZANNE LODGE completed comments under "Additional Comments" for Quarter 3 in Escendency. She was unable to go back and input comments for Quarter 2. Comments as follows: Performance affected by vacant post but scheduling to take place to ensure target met by year end.</p> <p>FROM STEVEN MILCE: BV63 - Energy Efficiency of Housing Stock. (Target = 71.00 SAP, Q2 Performance = 69.00 SAP). Energy efficiency calculation is only updated annually following the completion of all energy efficiency works. Revised SAP Rating for 2007/2008 will therefore only be reflected in Quarter 4 figures.</p> <p>BV66a - Percentage of Rent Collected. (Target = 98.5%, Q2 Performance = 98.2%). Performance in early part of the year adversely affected by delays in obtaining hearing dates from the county court. Quarter 3 performance is now 98.5% and it is now anticipated that target will be met.</p> <p>CH04 - Urgent Repairs Completed Within Time Limits. (Target = 98%, Q Performance = 97%). Last year's target was 95% and the Service over performed and achieved 97%. It had been hoped that performance could continue to improve and a target of 98% was set for 2007/2008. However, we are continuing to perform consistently at 97%</p>

			<p>and the target improvement for this year is therefore over ambitious and unlikely to be met.</p> <p>FROM MARK DAVIES Failing is a very strong / misleading / inaccurate term for these two targets and they were explained in detail at the actual PRT.</p> <p>BV 199b (graffiti)- expected to be on target by outturn-actual figure is extremely low relative to some other Councils.</p> <p>BV84 - expected to be on target by outturn - as a Council we are a top quartile performer in respect of this indicator. National trend towards collecting a wider range of waste (ie garden waste) means that this figure may well increase (because we are collecting more waste).</p> <p>BV82a+b (% recycled + composted) increase and as long as we maintain our top quartile performance then it is inconsequential. The new set of indicators from 2008/9 may help tackle this anomaly.</p>
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Group Report: Single Reporting Group Red Traffic light PRT report Q3 0708 Current Targets

Performance Indicator	Start End Date	Target Date	Current Performance	Q2	Q3	Method Of Assessment	Status	Last Validator's Comment	Last Oversight Comment	Additional Information	
BV204 07/08 Planning Appeals allowed	01 Apr 2007	31 Mar 2008	83.30%	62.50	66.70	83.30	Lower is better	 Failing	Concern about recent spate of appeal decisions being allowed by new Inspector operating locally. Service Head to raise with Planning Inspectorate.	Q2 No actions required Q3 Members agreed ASD to pursue with Planning Inspectorate. A Dobson 5/2/08	
BV219b 07/08 Preserving the special Character of Conservation Areas - Character Appraisals	01 Apr 2007	31 Mar 2008	8.10%	8.10	8.10	8.10	Higher is better	 Failing	Currently no resources in house to complete this work. Proposals to use this year's PDG allocation to assist in future years.	Q2 No actions requested. Q3 Cabinet on 22/1/08 approved PDG report seeking spend on this item. A Dobson 5/2/08	
Cult 17 07/08 Educational Swimming in Rural Areas	01 Apr 2007	31 Mar 2008	22.00%	35.00	14.00	22.00	Higher is better	 Failing	This indicator shows significant failing in quarters 2 and 3. This is due to the way in which this indicator is currently calculated "Average per week", and the number of Educational Swimming Operational weeks there are within these quarters. Quarter 2 is reduced due to the Summer Holiday period - Only 4 weeks of Swimming from the 13 in the quarter, Quarter 3 is reduced with Christmas, October Half Term and School Dry Weeks - With only 6 weeks of swimming from 13 in the quarter. Further work will be undertaken with regard to the "calculation" of this indicator so to provide a true reflection of the good performance in this area. (JM 09 Jan 08)	This is a data quality issue, the indicator does not reflect the true position. Corporate Strategy advise new measurement method to inform members with the true position. Liz Stokes 6 Feb 2008	
									The % figure continues to be disappointingly low despite continued action to encourage Services responsible for producing Decision Notices to meet the necessary timescales. A new process for the	Q2 No actions requested. Q3 No	

DS02 07/08: % of Key Decisions included in Forward Plan	01 Apr 2007	31 Mar 2008	79.00%	51.50%	75.00	52.50	51.50	Higher is better		Failing	submission of items, namely the Mod.gov Work to Do function, has been provided and training given to all Services in order to simplify the method of submission by Officers. The Chief Executive will, at the request of the Committee, be attending the March meeting of Overview and Scrutiny to answer questions on the functioning of the Forward Plan as a result of their continued concern.	further action required as this issue will be addressed through Overview and Scrutiny Committee. G Noall 5 Feb 08		
ED02 EDZ Physical Performance 2007/08	01 Apr 2007	31 Mar 2008	65.00%	45.64%	44.86	45.64	45.64	Higher is better		Failing	Some late reporting of outputs will be possible in 2009/2010.	Q2 - No actions were requested. Q3 - No further action required. P Sandford 5 Feb 08		
ED03 MTI Financial Performance 2007/08	01 Apr 2007	31 Mar 2008	100.00%	42.42%	28.77	37.65	42.42	Higher is better		Failing	Close to target but close monitoring taking place due to the imminent close of the programme.	Q2 - No actions were requested. Q3 - No further action required. P Sandford 5 Feb 08		
FIN 101 07/08 Production of audit reports and assurance opinions	01 Apr 2007	31 Mar 2008	39 - 55	16.00	7.00	5.00	4.00	Target lies within a range		Below Target Range	Position reported to Audit Committee 23 Jan 08. Forecast is for 39 reports to be completed.	Target reported for the first time in Q3. Q3 - No further action requested, Audit Committee to take forward if required. N Muschamp 6 Feb 08		
FIN 103 07/08 Delivery of Planned days on assurance work	01 Apr 2007	31 Mar 2008	490.00Days	226.00Days	89.00	49.00	88.00	Higher is better		Failing	Position reported to Audit Committee 23 Jan 08. Revised forecast is for 405 days to be delivered.	Target reported for the first time in Q3. Q3 - No further action requested, Audit Committee to take forward if required. N Muschamp 6 Feb 08		
FS11 07-08 % Category B food premises inspected to schedule	01 Apr 2007	31 Mar 2008	100.00	64.00	17.50	46.00	64.00	Higher is better		Failing	Corrected measurement required as 85% was figure for Q3 in isolation whereas figure should represent achievement since 1st April 2007.	The performance of this target has been affected by a vacant post but scheduling will take place to ensure the target is met by the end of the year. Q3 No further action requested. S Lodge		

SH 55 07-08 Actions taken following advocacy advice	01 Apr 2007	31 Mar 2008	15.00	7.00	1.00	.00	6.00	Higher is better	 Failing	Shortfall due to Housing Options Caseworker having to cover for staff absences for a large proportion of the year to date.	  	6 Feb 08 Q2 no outstanding actions. Q3 This target has been allowed to fail intentionally as resources have been directed at other priorities. No further action has been requested. S Lodge 5 Feb 08
SH64 07 08 % of dwellings vacant over 6 months	01 Apr 2007	31 Mar 2008	.60%	.85%	.79	.84	.85	Lower is better	 Failing	The target is based upon top quartile performance for the whole of England and may not be realistic for Lancaster in isolation. Without the provision of adequate funding and the creation of a dedicated Empty Property Officer this target is not likely to meet the performance levels set for the next 3 years. It should also be noted that the 'deprivation factor' applied to the indicator is an average of the figure used by the Audit Commission for previous years. The factor for 06/07 and 07/08 is not yet known and may affect the outcome/performance in either a positive or negative manner.	  	Q2 No actions outstanding. Q3 There is little chance of meeting this target with existing resources, this item has been considered by STAR chamber and is a growth item request in the current budget process. If these are unsuccessful the targets will need to be revised. S Lodge 5 Feb 08

Performance Indicator Progress Report

Performance Target **BV204 07/08 Planning Appeals allowed**

Strategy Map Item Measured **Planning Appeals**

Current Status **Failing**

Description **The number of planning appeal decisions allowed against the authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications.**

Start Date **01 Apr 2007**

End Date **31 Mar 2008**

Performance Target Chart

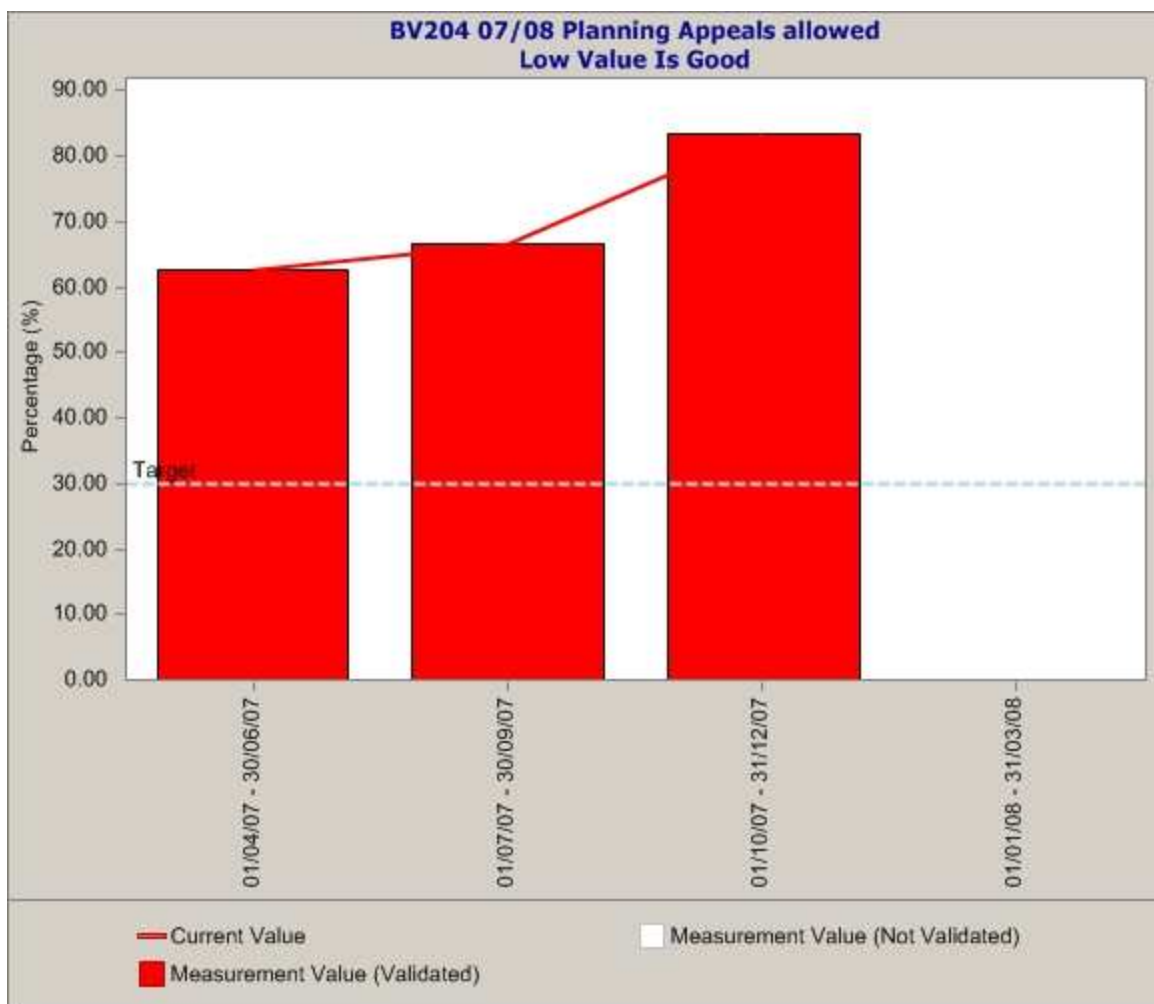


Chart Notes

For this Performance Target a LOWER value is better. Values entered for this Performance Target are a SNAPSHOT in time. The current value is always the value of the most recent period. Results for each period are summed across all system users entering data for this Performance Target. This chart shows the most up to date data for this Performance Target. Any missing data will have an

effect on the results shown.

Performance Target Notes

The number of planning appeal decisions allowed against the authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications.

Measurement Date	Value for period (%)	Snapshot Value (%)
01 Jul 2007	62.50	62.50
01 Oct 2007	66.70	66.70
01 Jan 2008	83.30	83.30

Target	Value (%)
Overall Target	30.00

Measurer And Validator Comments

01 Jul 2007 No measurers comments have been entered for this measurement date.

No validator's comments have been entered for this measurement date.

01 Oct 2007 No measurers comments have been entered for this measurement date.

No validator's comments have been entered for this measurement date.

01 Jan 2008 No measurers comments have been entered for this measurement date.

Validator's Comment: Concern about recent spate of appeal decisions being allowed by new Inspector operating locally. Service Head to raise with Planning Inspectorate.

Additional Comments

Q3 Actions (Dianne Heald, 05 Feb 2008)

Q2 No actions required Q3 Members agreed ASD to pursue with Planning Inspectorate. A Dobson 5/2/08

Action Plans

No action plans are in place for this target.

No action plans are in place for the associated Strategy map item.

Report Generated: 06 Feb 2008 15:22:11

Report Generated By: Jan Lees

Performance Indicator Progress Report

Performance Target	BV219b 07/08 Preserving the special Character of Conservation Areas - Character Appraisals
Strategy Map Item Measured	Total number of conservation areas in the local authority area
Current Status	Failing
Description	Percentage of conservation areas in the local authority area with an up-to-date character appraisal.
Start Date	01 Apr 2007
End Date	31 Mar 2008

Performance Target Chart

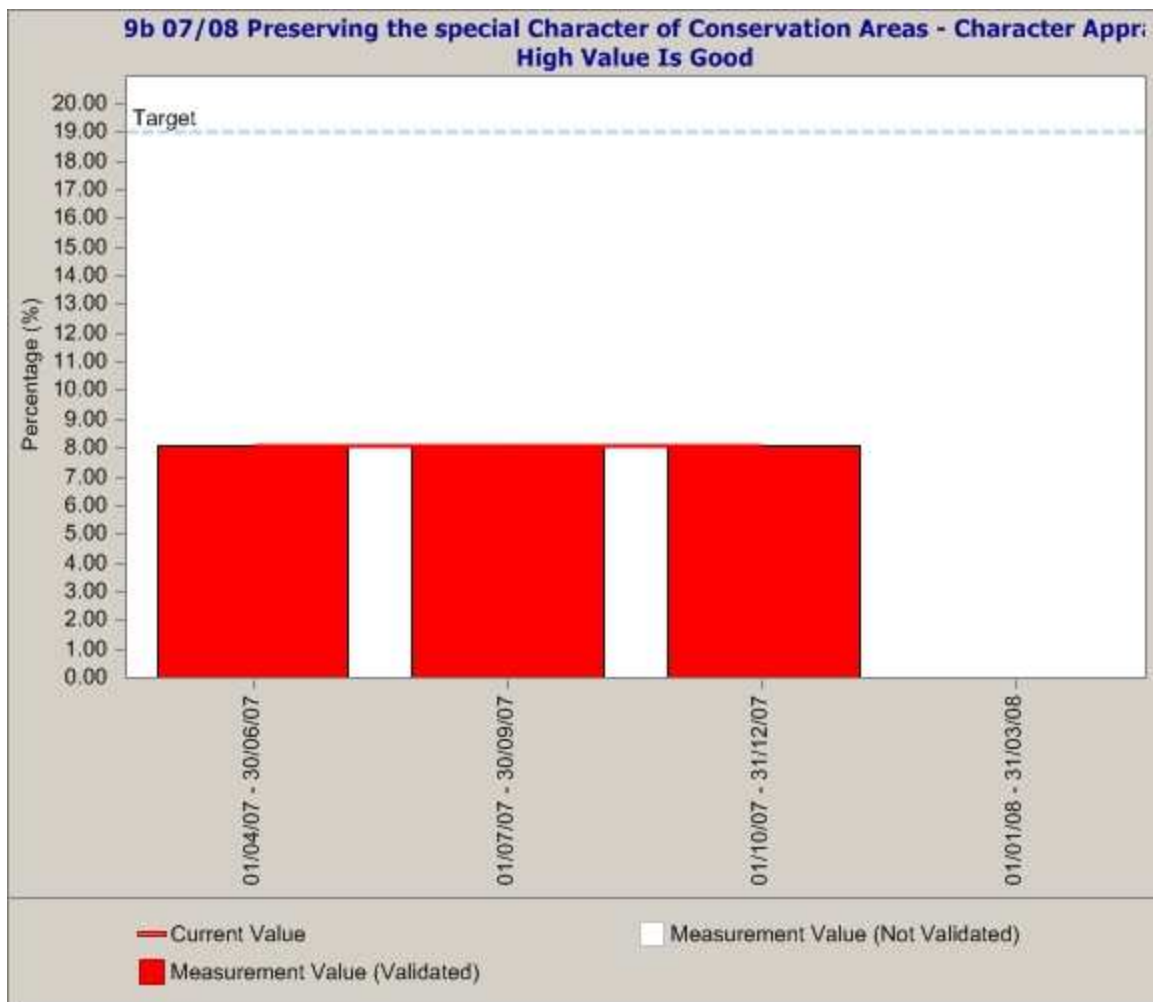


Chart Notes

For this Performance Target a HIGHER value is better. Values entered for this Performance Target are a SNAPSHOT in time. The current value is always the value of the most recent period. Results for each period are summed across all system users entering data for this Performance Target. This chart shows the most up to date data for this Performance Target. Any missing data will have an effect on the results shown.

Performance Target Notes

Percentage of conservation areas in the local authority area with an up-to-date character appraisal.

Measurement Date	Value for period (%)	Snapshot Value (%)
01 Jul 2007	8.10	8.10
01 Oct 2007	8.10	8.10
01 Jan 2008	8.10	8.10

Target	Value (%)
Overall Target	19.00

Measurer And Validator Comments

01 Jul 2007 No progress made due to lack of resources.

Validator's Comment: The lack of resource issue will be addressed by submitting a PDG report to cabinet in Jan 08

01 Oct 2007 No progress made due to lack of resources.

Validator's Comment: The lack of resource issue will be addressed by submitting a PDG report to cabinet in Jan 08

01 Jan 2008 Target has not been met due to insufficient resources.

Validator's Comment: Currently no resources in house to complete this work. Proposals to use this year's PDG allocation to assist in future years.

Additional Comments **Q3 Actions (Dianne Heald, 05 Feb 2008)**

Q2 No actions requested. Q3 Cabinet on 22/1/08 approved PDG report seeking spend on this item. A Dobson 5/2/08

Action Plans

No action plans are in place for this target.

No action plans are in place for the associated Strategy map item.

Report Generated: 06 Feb 2008 15:23:02

Report Generated By: Jan Lees

Performance Indicator Progress Report

Performance Target	Cult 17 07/08 Eductational Swimming in Rural Areas
Strategy Map Item Measured	Number of Children from Rural Schools recieving swimming coaching.
Current Status	Failing
Description	Educational Swimming from Rural Areas in relation to the age group population of the rural areas.
Start Date	01 Apr 2007
End Date	31 Mar 2008

Performance Target Chart

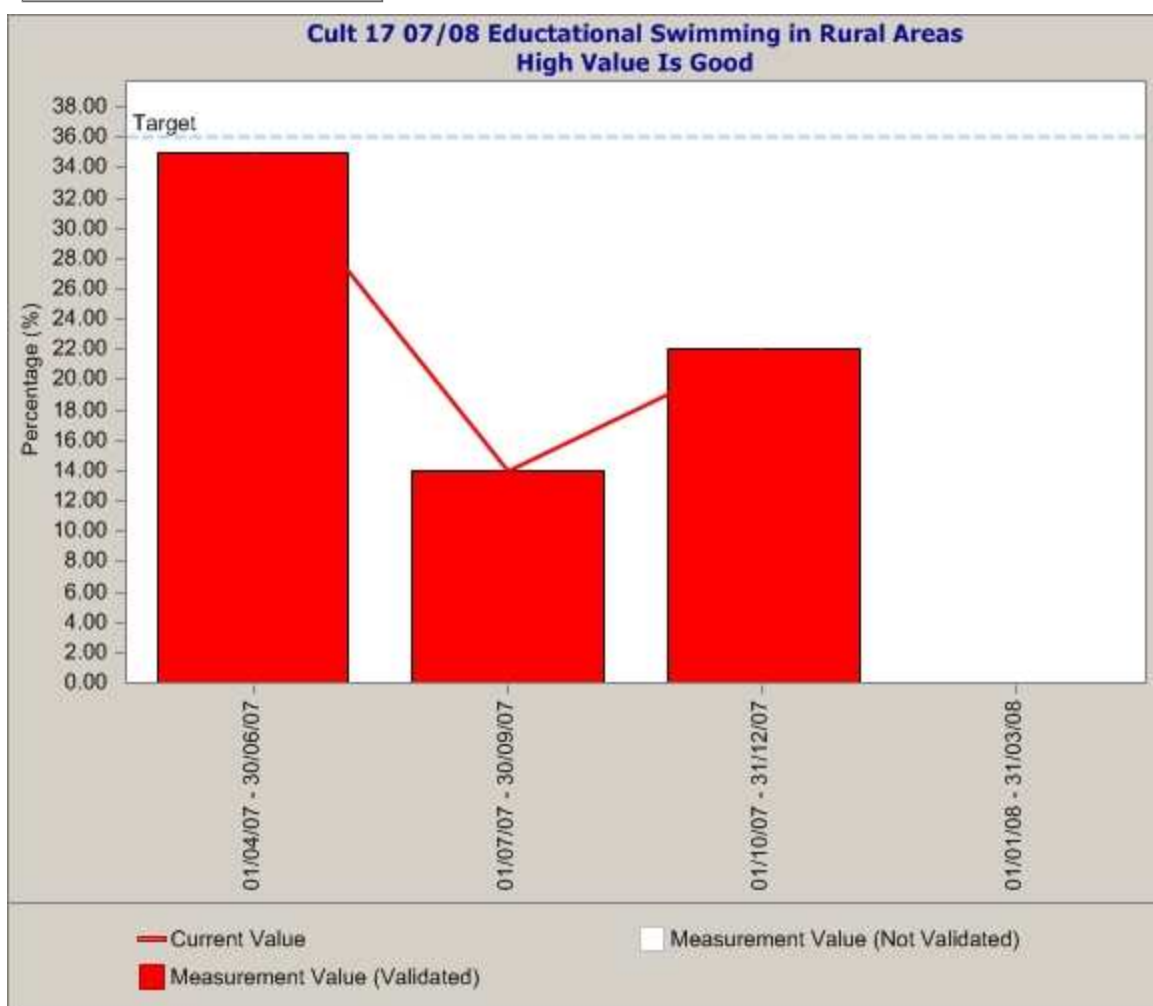


Chart Notes

For this Performance Target a HIGHER value is better. Values entered for this Performance Target are a SNAPSHOT in time. The current value is always the value of the most recent period. Results for each period are summed across all system users entering data for this Performance Target. This chart shows the most up to date data for this Performance Target. Any missing data will have an effect on the results shown.

Performance Target Notes

Educational Swimming from Rural Areas in relation to the age group population of the rural areas.

Measurement Date	Value for period (%)	Snapshot Value (%)
01 Jul 2007	35.00	35.00
01 Oct 2007	14.00	14.00
01 Jan 2008	22.00	22.00

Target	Value (%)
Overall Target	36.00

Measurer And Validator Comments

01 Jul 2007 No measurers comments have been entered for this measurement date.

No validator's comments have been entered for this measurement date.

01 Oct 2007 No measurers comments have been entered for this measurement date.

No validator's comments have been entered for this measurement date.

01 Jan 2008 No measurers comments have been entered for this measurement date.

Validator's Comment: This indicator shows significant failing in quarters 2 and 3. This is due to the way in which this indicator is currently calculated "Average per week", and the number of Educational Swimming Operational weeks there are within these quarters. Quarter 2 is reduced due to the Summer Holiday period - Only 4 weeks of Swimming from the 13 in the quarter, Quarter 3 is reduced with Christmas, October Half Term and School Dry Weeks - With only 6 weeks of swimming from 13 in the quarter. Further work will be undertaken with regard to the "calculation" of this indicator so to provide a true reflection of the good performance in this area. (JM 09 Jan 08)

Additional Comments **Q3 Corrective Actions (Jan Lees, 06 Feb 2008)**

This is a data quality issue, the indicator does not reflect the true position. Corporate Strategy advise new measurement method to inform members with the true position. Liz Stokes 6 Feb 2008

Action Plans

No action plans are in place for this target.

No action plans are in place for the associated Strategy map item.

Report Generated: 06 Feb 2008 16:46:38

Report Generated By: Jan Lees

Performance Indicator Progress Report

Performance Target	DS02 07/08: % of Key Decisions included in Forward Plan
Strategy Map Item Measured	% of Key Decisions included in the Forward Plan
Current Status	Failing
Description	% of Key Decisions included in the Forward Plan with more than one month's notice
Start Date	01 Apr 2007
End Date	31 Mar 2008

Performance Target Chart

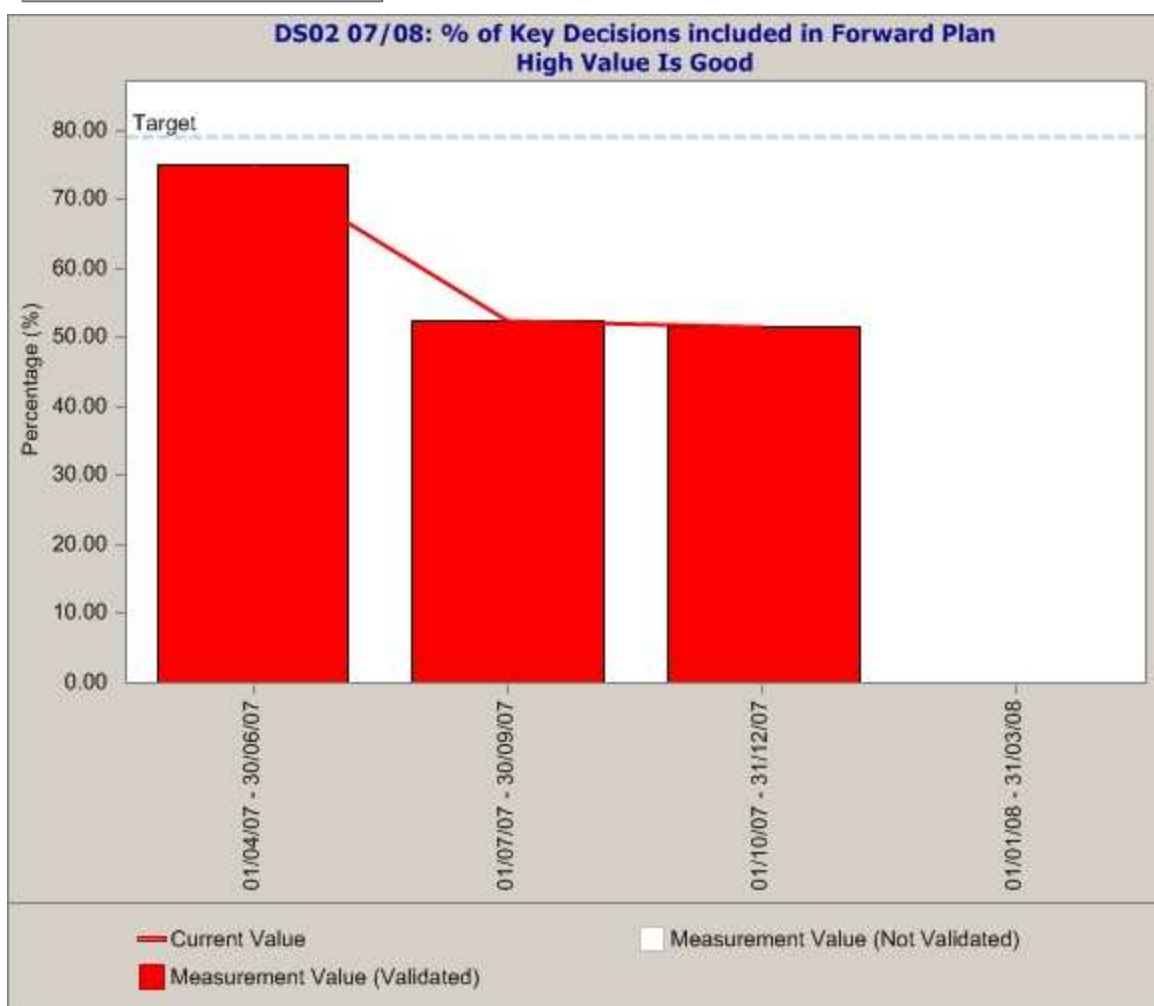


Chart Notes

For this Performance Target a HIGHER value is better. Values entered for this Performance Target are a SNAPSHOT in time. The current value is always the value of the most recent period. Results for each period are summed across all system users entering data for this Performance Target. This chart shows the most up to date data for this Performance Target. Any missing data will have an effect on the results shown.

Performance Target Notes

% of Key Decisions included in the Forward Plan with more than one month's notice

Measurement Date	Value for period (%)	Snapshot Value (%)
01 Jul 2007	75.00	75.00
01 Oct 2007	52.50	52.50
01 Jan 2008	51.50	51.50

Target	Value (%)
Overall Target	79.00
Historic Value 1	79.00

Measurer And Validator Comments

01 Jul 2007 No measurers comments have been entered for this measurement date.

No validator's comments have been entered for this measurement date.

01 Oct 2007 No measurers comments have been entered for this measurement date.

No validator's comments have been entered for this measurement date.

01 Jan 2008 No measurers comments have been entered for this measurement date.

Validator's Comment: The % figure continues to be disappointingly low despite continued action to encourage Services responsible for producing Decision Notices to meet the necessary timescales. A new process for the submission of items, namely the Mod.gov Work to Do function, has been provided and training given to all Services in order to simplify the method of submission by Officers. The Chief Executive will, at the request of the Committee, be attending the March meeting of Overview and Scrutiny to answer questions on the functioning of the Forward Plan as a result of their continued concern.

Additional Comments **Q3 Corrective Actions (Jan Lees, 05 Feb 2008)**

Q2 No actions requested. Q3 No further action required as this issue will be addressed through Overview and Scrutiny Committee. G Noall 5 Feb 08

Action Plans

No action plans are in place for this target.

No action plans are in place for the associated Strategy map item.

Report Generated: 06 Feb 2008 15:24:04

Report Generated By: Jan Lees

Performance Indicator Progress Report

Performance Target	ED02 EDZ Physical Performance 2007/08
Strategy Map Item Measured	Physical performance of the EDZ programme.
Current Status	Failing
Description	The physical performance of the EDZ
Start Date	01 Apr 2007
End Date	31 Mar 2008

Performance Target Chart

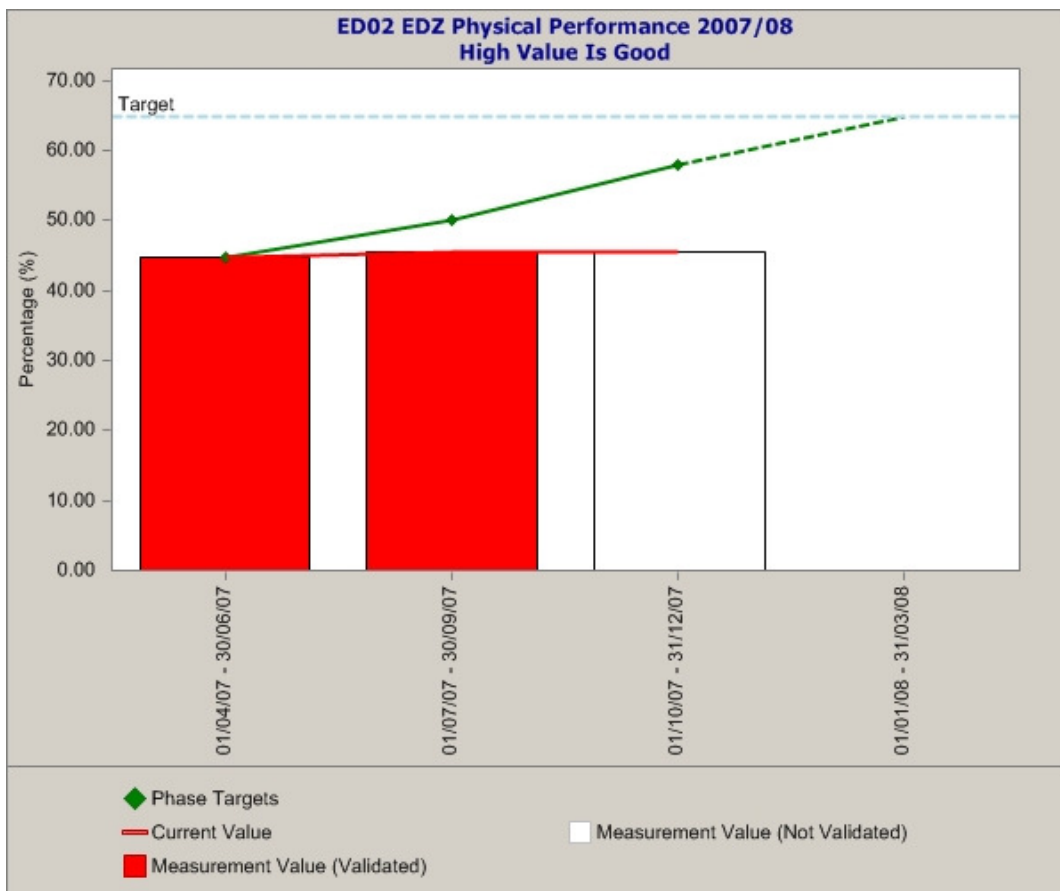


Chart Notes

For this Performance Target a HIGHER value is better. Values entered for this Performance Target are a SNAPSHOT in time. The current value is always the value of the most recent period. Results for each period are summed across all system users entering data for this Performance Target. This chart shows the most up to date data for this Performance Target. Any missing data will have an effect on the results shown.

Performance Target Notes

The physical performance of the EDZ

Measurement Date	Value for period (%)	Snapshot Value (%)
01 Jul 2007	44.86	44.86

01 Oct 2007	45.64	45.64
01 Jan 2008	45.64	45.64

Target **Value (%)**
Overall Target **65.00**

Measurer And Validator Comments

01 Jul 2007 No measurers comments have been entered for this measurement date.

Validator's Comment: Physical indicators are running behind financial expenditure and although targets relate to 2008/2009, some additional reporting will take place in 2009/2010

01 Oct 2007 I certify that this data is correct. CS

Validator's Comment: Some late reporting of outputs will be possible in 2009/2010.

01 Jan 2008 No measurers comments have been entered for this measurement date.

Validator's Comment:

Additional Comments

Q3 Corrective Actions (Jan Lees, 05 Feb 2008)

Q2 - No actions were requested. Q3 - No further action required. P Sandford 5 Feb 08

Action Plans

No action plans are in place for this target.

No action plans are in place for the associated Strategy map item.

Report Generated: 07 Feb 2008 16:38:53

Report Generated By: Jan Lees

Performance Indicator Progress Report

Performance Target	ED03 MTI Financial Performance 2007/08
Strategy Map Item Measured	Financial performance of Carnforth MTI against target
Current Status	Failing
Description	The contracted MTI expenditure expected to be achieved
Start Date	01 Apr 2007
End Date	31 Mar 2008

Performance Target Chart

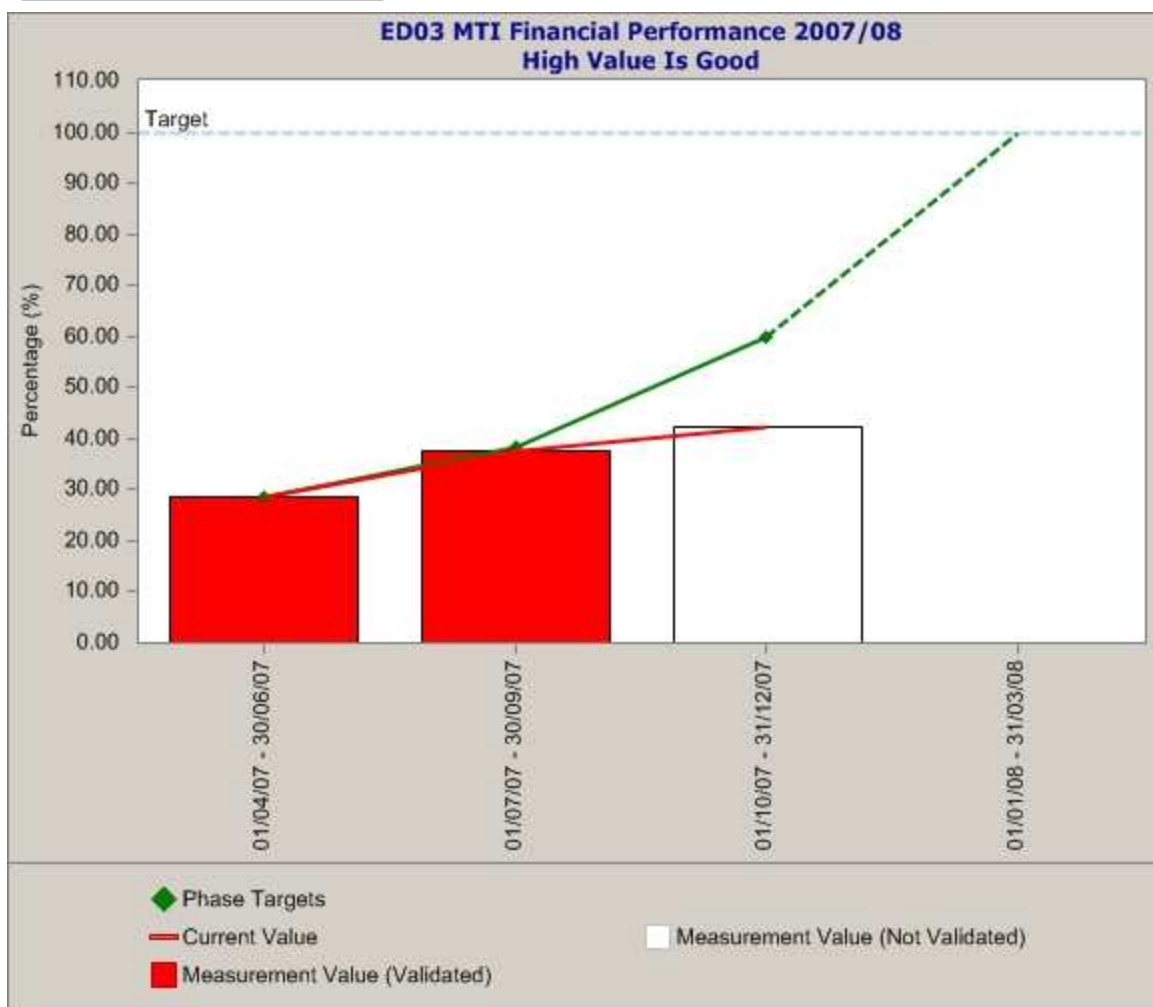


Chart Notes

For this Performance Target a HIGHER value is better. Values entered for this Performance Target are a SNAPSHOT in time. The current value is always the value of the most recent period. Results for each period are summed across all system users entering data for this Performance Target. This chart shows the most up to date data for this Performance Target. Any missing data will have an effect on the results shown.

Performance Target Notes

The contracted MTI expenditure expected to be achieved

Measurement Date	Value for period (%)	Snapshot Value (%)
01 Jul 2007	28.77	28.77
01 Oct 2007	37.65	37.65
01 Jan 2008	42.42	42.42

Target	Value (%)
Overall Target	100.00

Measurer And Validator Comments

01 Jul 2007 No measurers comments have been entered for this measurement date.

Validator's Comment: Discussion currently underway with NWDA to extend the period for financial completion.

01 Oct 2007 I certify that this data is correct. CS

Validator's Comment: Close to target but close monitoring taking place due to the imminent close of the programme.

01 Jan 2008 Programme extended by six months so less spend now expected this financial year

Validator's Comment:

Additional Comments **Q3 Corrective Actions (Jan Lees, 05 Feb 2008)**

Q2 - No actions were requested. Q3 - No further action required. P Sandford 5 Feb 08

Action Plans

No action plans are in place for this target.

No action plans are in place for the associated Strategy map item.

Report Generated: 06 Feb 2008 15:24:42

Report Generated By: Jan Lees

Performance Indicator Progress Report

Performance Target	FIN 101 07/08 Production of audit reports and assurance opinions
Strategy Map Item Measured	Production of audit reports and assurance opinions
Current Status	Below Target Range
Description	The number of Internal Audit reports (issued during the year and submitted to Audit Committee) giving an opinion on the level of assurance provided.
Start Date	01 Apr 2007
End Date	31 Mar 2008

Performance Target Chart

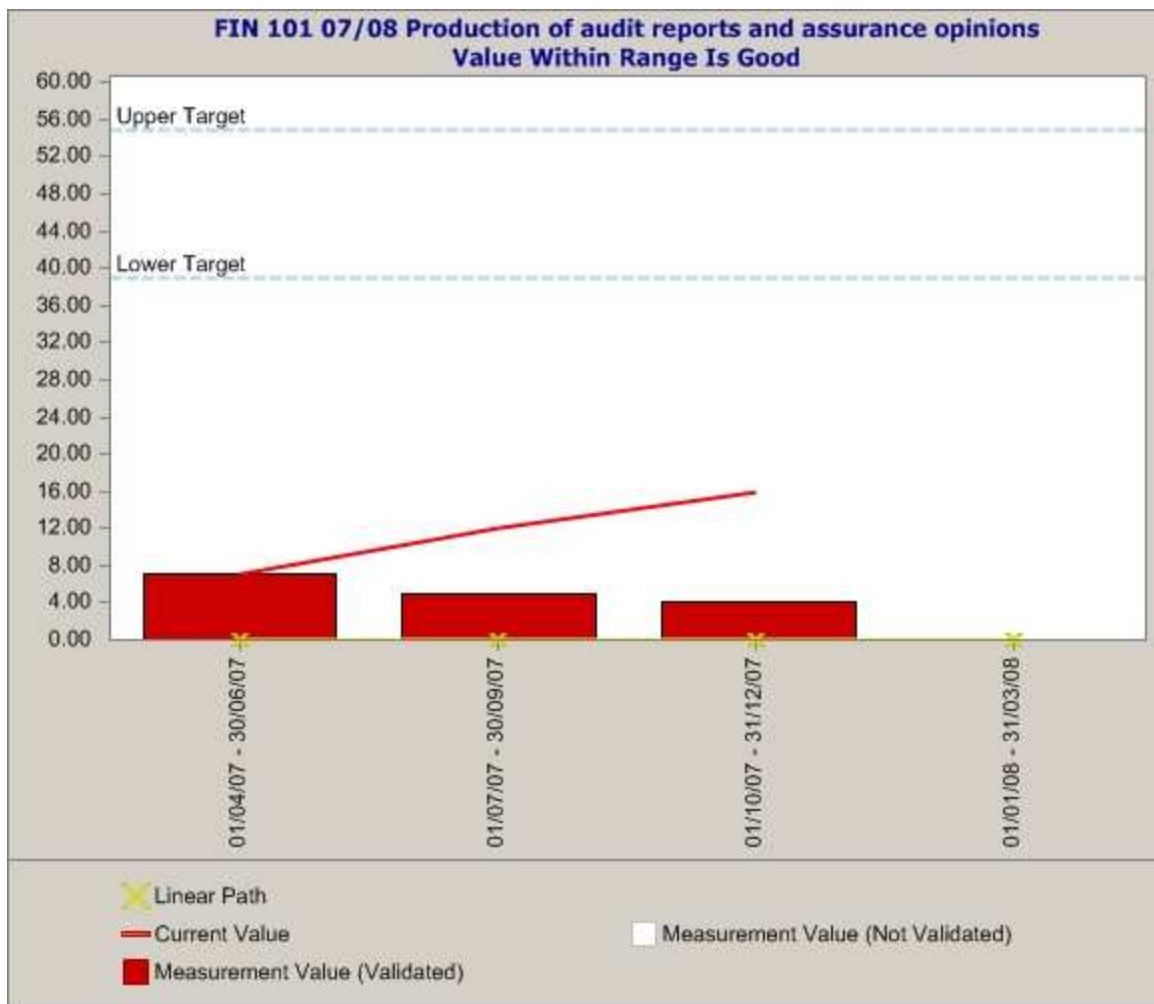


Chart Notes

For this Performance Target results should be within a RANGE. Values entered for this Performance Target are CUMULATIVE. Results are summed across all system users entering data. Results are also summed across all periods to give the current value. This chart shows the most up to date data for this Performance Target. Any missing data will have an effect on the results shown.

Performance Target Notes

The number of Internal Audit reports (issued during the year and submitted to Audit Committee) giving an opinion on the level of assurance provided.

Measurement Date	Value for period	Cumulative Value
01 Jul 2007	7.00	7.00
01 Oct 2007	5.00	12.00
01 Jan 2008	4.00	16.00

Target	Value
Upper Target	55.00
Lower Target	39.00

Measurer And Validator Comments

01 Jul 2007 No measurers comments have been entered for this measurement date.

No validator's comments have been entered for this measurement date.

01 Oct 2007 No measurers comments have been entered for this measurement date.

No validator's comments have been entered for this measurement date.

01 Jan 2008 No measurers comments have been entered for this measurement date.

Validator's Comment: Position reported to Audit Committee 23 Jan 08. Forecast is for 39 reports to be completed.

Additional Comments **Q3 Corrective Actions (Jan Lees, 06 Feb 2008)**

Target reported for the first time in Q3. Q3 - No further action requested, Audit Committee to take forward if required. N Muschamp 6 Feb 08

Action Plans

No action plans are in place for this target.

No action plans are in place for the associated Strategy map item.

Report Generated: 06 Feb 2008 16:47:42

Report Generated By: Jan Lees

Performance Indicator Progress Report

Performance Target	FIN 103 07/08 Delivery of Planned days on assurance work
Strategy Map Item Measured	Delivery of planned days work on assurance audits
Current Status	Failing
Description	Number of days of audit work delivered in providing assurance on standards of internal control and governance
Start Date	01 Apr 2007
End Date	31 Mar 2008

Performance Target Chart

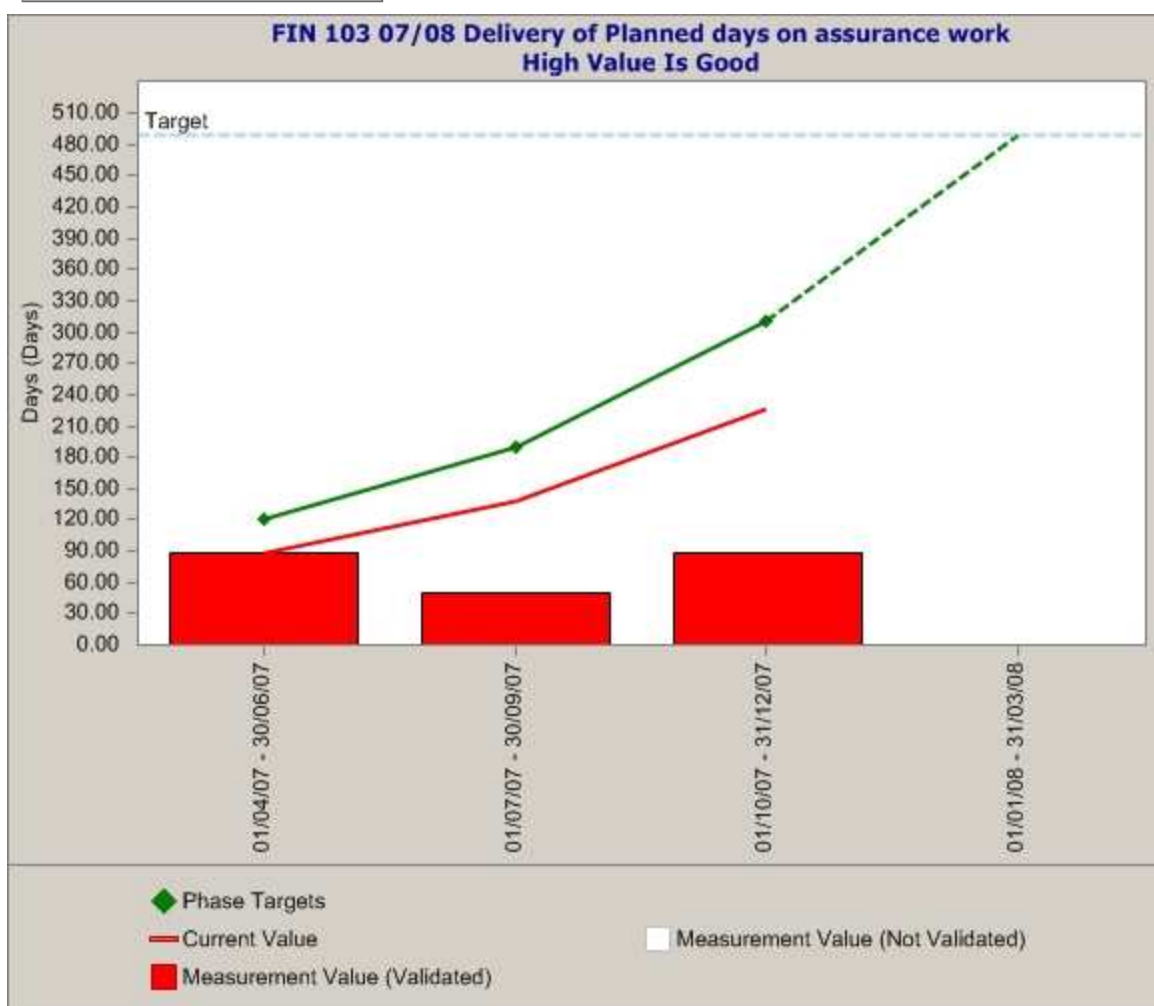


Chart Notes

For this Performance Target a HIGHER value is better. Values entered for this Performance Target are CUMULATIVE. Results are summed across all system users entering data. Results are also summed across all periods to give the current value. This chart shows the most up to date data for this Performance Target. Any missing data will have an effect on the results shown.

Performance Target Notes

Number of days of audit work delivered in providing assurance on standards of internal control and governance

Measurement Date	Value for period (Days)	Cumulative Value (Days)
01 Jul 2007	89.00	89.00
01 Oct 2007	49.00	138.00
01 Jan 2008	88.00	226.00
	Target	Value (Days)
	Overall Target	490.00

Measurer And Validator Comments

01 Jul 2007 No measurers comments have been entered for this measurement date.

No validator's comments have been entered for this measurement date.

01 Oct 2007 No measurers comments have been entered for this measurement date.

No validator's comments have been entered for this measurement date.

01 Jan 2008 No measurers comments have been entered for this measurement date.

Validator's Comment: Position reported to Audit Committee 23 Jan 08. Revised forecast is for 405 days to be delivered.

Additional Comments **Q3 Corrective Actions (Jan Lees, 06 Feb 2008)**

Target reported for the first time in Q3. Q3 - No further action requested, Audit Committee to take forward if required. N Muschamp 6 Feb 08

Action Plans

No action plans are in place for this target.

No action plans are in place for the associated Strategy map item.

Report Generated: 06 Feb 2008 16:48:47

Report Generated By: Jan Lees

Performance Indicator Progress Report

Performance Target	FS11 07-08 % Category B food premises inspected to schedule
Strategy Map Item Measured	% Category B food premises inspected on schedule
Current Status	Failing
Description	The % of category B food premises inspected on schedule
Start Date	01 Apr 2007
End Date	31 Mar 2008

Performance Target Chart

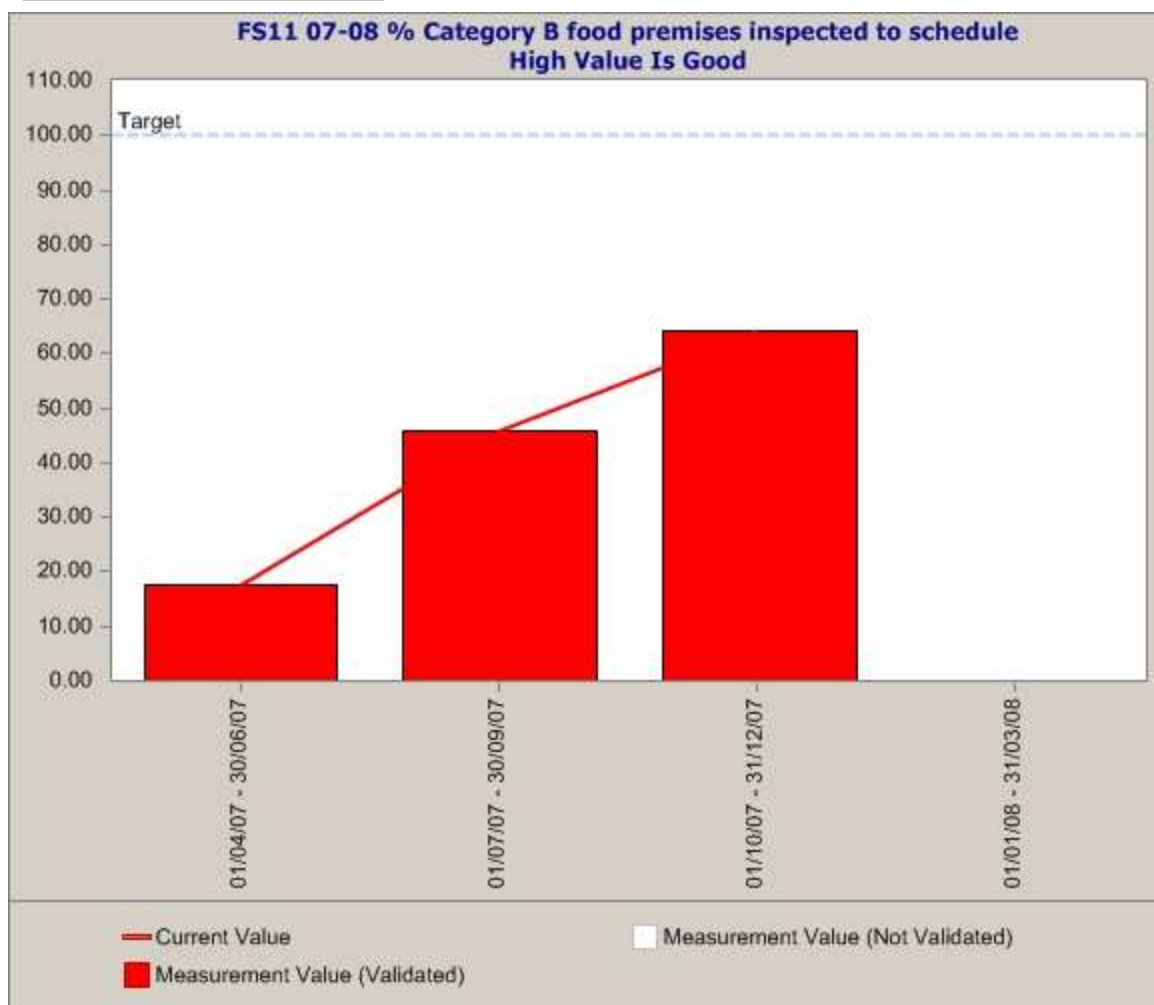


Chart Notes

For this Performance Target a HIGHER value is better. Values entered for this Performance Target are a SNAPSHOT in time. The current value is always the value of the most recent period. Results for each period are summed across all system users entering data for this Performance Target. This chart shows the most up to date data for this Performance Target. Any missing data will have an effect on the results shown.

Performance Target Notes

The % of category B food premises inspected on schedule

Measurement Date	Value for period	Snapshot Value
01 Jul 2007	17.50	17.50
01 Oct 2007	46.00	46.00
01 Jan 2008	64.00	64.00

Target	Value
Overall Target	100.00

Measurer And Validator Comments

01 Jul 2007 26 Category B premises inspected in 1st quarter 01/04/07 - 31/06/2007

No validator's comments have been entered for this measurement date.

01 Oct 2007 68 Category B Premises inspections completed in 2nd quarter 01/07/2007 - 30/09/2007

No validator's comments have been entered for this measurement date.

01 Jan 2008 85% of all FSA programmed Category B for 01/10/2007 - 31/12/2007, remaining overdue inspections rolled into 01/01/2008 - 31/03/2008 Q4 Inspection period.

Validator's Comment: Corrected measurement required as 85% was figure for Q3 in isolation whereas figure should represent achievement since 1st April 2007.

Additional Comments **Q3 Corrective Actions (Jan Lees, 06 Feb 2008)**

The performance of this target has been affected by a vacant post but scheduling will take place to ensure the target is met by the end of the year. Q3 No further action requested. S Lodge 6 Feb 08

Action Plans

No action plans are in place for this target.

No action plans are in place for the associated Strategy map item.

Report Generated: 06 Feb 2008 15:25:19

Report Generated By: Jan Lees

Performance Indicator Progress Report

Performance Target	SH 55 07-08 Actions taken following advocacy advice
Strategy Map Item Measured	Action taken following advice 07-08
Current Status	Failing
Description	No. of households taking action following receipt of advocacy advice.
Start Date	01 Apr 2007
End Date	31 Mar 2008

Performance Target Chart

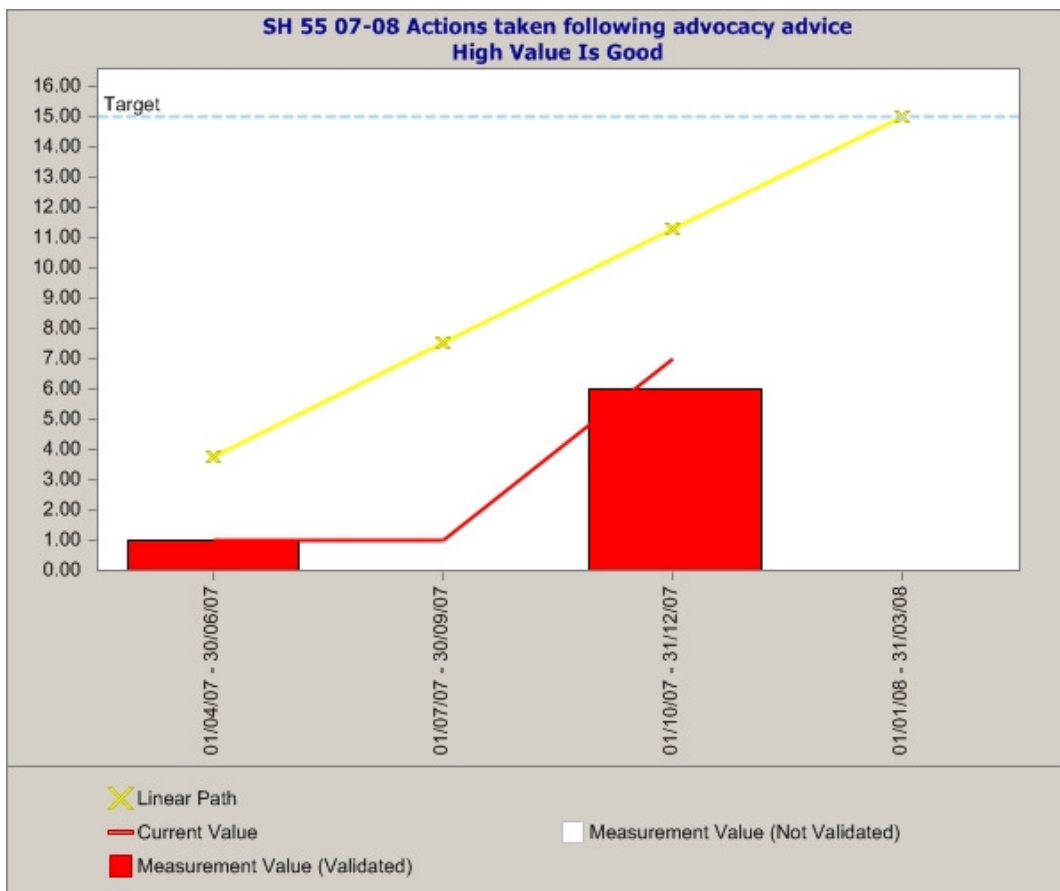


Chart Notes

For this Performance Target a HIGHER value is better. Values entered for this Performance Target are CUMULATIVE. Results are summed across all system users entering data. Results are also summed across all periods to give the current value. This chart shows the most up to date data for this Performance Target. Any missing data will have an effect on the results shown.

Performance Target Notes

No. of households taking action following receipt of advocacy advice.

Measurement Date	Value for period	Cumulative Value
01 Jul 2007	1.00	1.00
01 Oct 2007	0.00	1.00

Page 26

01 Jan 2008 6.00 7.00

Target Value

Overall Target 15.00

Measurer And Validator Comments

01 Jul 2007 No measurers comments have been entered for this measurement date.

No validator's comments have been entered for this measurement date.

01 Oct 2007 No measurers comments have been entered for this measurement date.

No validator's comments have been entered for this measurement date.

01 Jan 2008 No measurers comments have been entered for this measurement date.

Validator's Comment: Shortfall due to Housing Options Caseworker having to cover for staff absences for a large proportion of the year to date.

Additional Comments

Q3 Corrective Actions (Jan Lees, 05 Feb 2008)

Q2 no outstanding actions. Q3 This target has been allowed to fail intentionally as resources have been directed at other priorities. No further action has been requested. S Lodge 5 Feb 08

Action Plans

No action plans are in place for this target.

No action plans are in place for the associated Strategy map item.

Report Generated: 07 Feb 2008 16:58:29

Report Generated By: Jan Lees

Performance Indicator Progress Report

Performance Target	SH64 07 08 % of dwellings vacant over 6 months
Strategy Map Item Measured	% of dwellings vacant for greater than 6 months (HSSA) 07-08
Current Status	Failing
Description	% of dwellings vacant for greater than 6 months (HSSA). Each quarterly figure represents the current performance to date for the whole year.
Start Date	01 Apr 2007
End Date	31 Mar 2008

Performance Target Chart

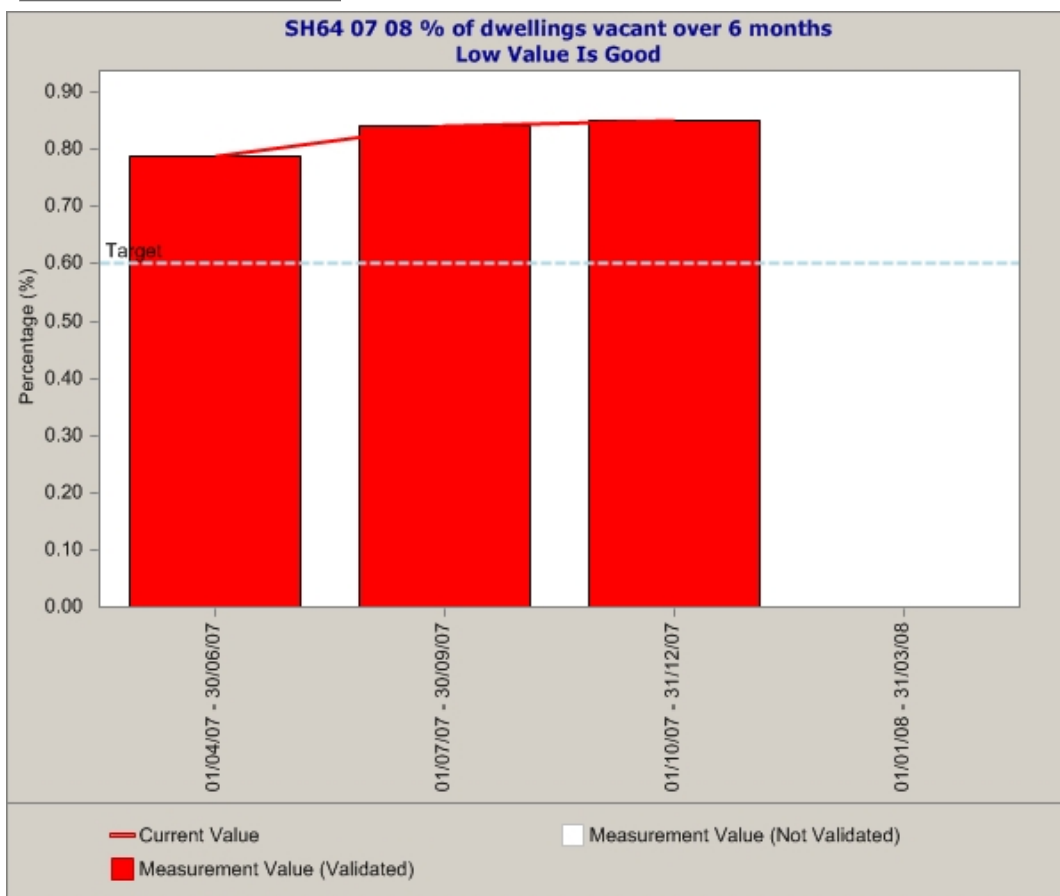


Chart Notes

For this Performance Target a LOWER value is better. Values entered for this Performance Target are a SNAPSHOT in time. The current value is always the value of the most recent period. Results for each period are summed across all system users entering data for this Performance Target. This chart shows the most up to date data for this Performance Target. Any missing data will have an effect on the results shown.

Performance Target Notes

% of dwellings vacant for greater than 6 months (HSSA). Each quarterly figure represents the current performance to date for the whole year.

Measurement Date Value for period (%) Snapshot Value (%)

01 Jul 2007	0.79	0.79
01 Oct 2007	0.84	0.84
01 Jan 2008	0.85	0.85

Target	Value (%)
Overall Target	0.60

Measurer And Validator Comments

01 Jul 2007 No measurers comments have been entered for this measurement date.

No validator's comments have been entered for this measurement date.

01 Oct 2007 No measurers comments have been entered for this measurement date.

No validator's comments have been entered for this measurement date.

01 Jan 2008 No measurers comments have been entered for this measurement date.

Validator's Comment: The target is based upon top quartile performance for the whole of England and may not be realistic for Lancaster in isolation. Without the provision of adequate funding and the creation of a dedicated Empty Property Officer this target is not likely to meet the performance levels set for the next 3 years. It should also be noted that the 'deprivation factor' applied to the indicator is an average of the figure used by the Audit Commission for previous years. The factor for 06/07 and 07/08 is not yet known and may affect the outcome/performance in either a positive or negative manner.

Additional Comments **Q3 Corrective Actions (Jan Lees, 05 Feb 2008)**

Q2 No actions outstanding. Q3 There is little chance of meeting this target with existing resources, this item has been considered by STAR chamber and is a growth item request in the current budget process. If these are unsuccessful the targets will need to be revised. S Lodge 5 Feb 08

Action Plans

No action plans are in place for this target.

No action plans are in place for the associated Strategy map item.

Report Generated: 07 Feb 2008 17:26:17

Report Generated By: Jan Lees

2007/08 2ND Quarter PERFORMANCE REVIEW TEAM MEETING

SERVICE AREA: CORPORATE FINANCIAL MONITORING

DATE: 2 NOVEMBER 2007

PRESENT: COUNCILLOR R MACE, R MUCKLE, N MUSCHAMP

NO	AGREED ACTION	RESPONSIBILITY	PROGRESS
1	Ensure that outturn variances from 2006/07 for Planning, Cultural and I&CS are taken into account in revising budgets for current year.	NM	Picked up as part of the 2008/09 Budget Process.
2	Report back on <ul style="list-style-type: none"> ▪ Mobile phone variance ▪ Public conveniences variances 	NM/JA NM/MD	Original £35k Revised £65k – update attached from JA. Savings made within public conveniences and street cleaning to compensate for shortfall between usage income and cost of maintenance contract, draft budget updated accordingly.
3	Report to Star Chamber and into budget report regarding Trade Refuse and LATS charges	NM/MD	Report prepared and still to be considered by Star Chamber, draft budget updated accordingly.
4	Further details on interest from potential lettings of City Lab and St Leonard's House	NM/GC	Per GC - report submitted to Star Chamber in Jan 08 outlining latest advertising campaign, however although there has been some interest, it is too early to predict if and when an actual increase in take-up will materialise / lead to increased income.
5	Report back on additional costs from Storey Feasibility	NM/PS	Covered in revised draft budget (variances relate to re-

	Study.		categorisation of costs between revenue and capital, funded from reserves). The variance picked up at Qtr 2 related to debtors for outstanding grant not yet received.
6	Luneside East Regeneration Project – briefing note on variance position for PMG.	NM/AD	Reported to PMG in December (and on to Cabinet in January). The budgetary implications have been picked up as part of the Revised Budget process.
7	Service Managers awareness programme about informing Risk and Insurance Manager at earliest point re potential claims.	NM/LA	To be addressed through First Brief and through direct communication with Service Managers.
8	Use of Planning Delivery Grant to finance costs awarded against Council on refused planning applications.	NM/AD	The Carlow case was reported to January Cabinet as an option within the overall PDG report, however Members chose not to recommend PDG as a means to finance these costs.

RCM/JEB/5 November 2007



LANCASTER CITY COUNCIL
Promoting City, Coast & Countryside

Corporate Financial Monitoring April 2007 – December 2007

Report of the Head of Financial Services

Corporate PRT meeting: 13 February 2008

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 December 2007 (*week 39*).

The report summarises the variances reported through Services quarterly PRT meetings, and also identifies any omissions, updates and/or actions required. In addition, there are specific sections for salary monitoring, capital expenditure and financing, Housing Revenue Account, revenue collection performance and Insurance and Risk Management. The report also highlights any 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 December there is a net underspending of **£68,000** against the revised profiled budget. It is anticipated that this will change to a £4K deficit by the year end, however the main assumption within this is that the Council will not receive any further LABGI funding (£87K) which had been assumed within the revised estimate. A full analysis of the variances is shown in **Appendix A**.

VARIANCES	Current £000	Projected £000
Major Variances (see below)	-25	+79
Salaries (see below)	-43	-75
TOTAL	-68	+4

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.

With regard to projected outturn, the budgetary position regarding festivals is currently being ascertained; any further information will be fed into the meeting.

SUMMARY BY SERVICE	Current £000	Projected £000
REPORTED VARIANCES :		
Legal & HR	-26	-40
Information & Customer Services	+15	0
Financial Services	-23	+87
CC(D)S	-17	-7
Property Services	+26	+39
	-25	+79
VARIANCES NOT REPORTED :		
N/A	--	--
TOTAL NET VARIANCE	-25	+79

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.

To date savings of £43K have been achieved against the revised profiled budget. The majority of savings (£24K) have been generated within 3 Stream Waste and Refuse Collection. An initial projection is that the overall savings could increase to £75K by the year end. The position will be closely monitored on a monthly basis.

SERVICE	Budget £000	Profile £000	Actual £000	Diff. £000
CC(D)S	5,112	3,781	3,757	-24
Corporate Strategy	429	310	310	0
Cultural Services	2,003	1,505	1,505	0
Democratic Services	446	335	336	+1
Econ Dev & Tourism	766	578	574	-4
Financial Services	1,038	746	746	0
Health & Strat.Hsg	1,748	1,306	1,306	0
IT & Customer Services	891	649	645	-4
Legal & HR	744	555	555	0
Management Team	764	574	574	0
Mellishaw Park	27	20	20	0
Planning Services	1,192	889	889	0
Property Services	1,066	800	791	-9
Revenues	2,539	1,855	1,852	-3
Total	18,765	13,903	13,860	-43

3 General Fund Capital Programme

3.1 Capital Expenditure & Financing

Capital Expenditure (General Fund)

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

To date £7.233M has been spent or committed leaving a total of £16.009M still to spend.

Any updates to the programme are being taken through the Asset Management Working Group in line with the approved delegated responsibility, although given that the budget process is currently ongoing, updates are also being incorporated directly into the reports to Cabinet and Council.

	£000
Current Programme	23,242
Spend to Date	7,233
Balance	16,009

Capital Receipts (General Fund)

At the end of December the total value of receipts required to finance the current programme was £3.605M of which £1.941M had been received, leaving a balance of £1.664M to be generated. Again, however, it is highlighted that updates to capital financing are ongoing through the budget process.

4 HOUSING REVENUE ACCOUNT (HRA) MONITORING

4.1 HRA Revenue Position

At the end of December the position for the Housing Revenue Account shows an underspend of £54K against the revised budget, which is currently projected to slightly reduce to £53K by the year end.

An analysis of housing rent transactions is currently underway, however, and this may reduce any apparent underspend.

	Variations to Date	Project to Yr End
	£000	£000
Estate Support	+6	+7
R&M Section Salaries	-6	-6
Responsive M'tce : Fees	-19	-19
Council House Rents	-35	-35
Total	-54	-53

4.2 Council House Rent Collection

This section analyses the Council Housing rent income due, and shows at present the income collected is some £35K more than the estimated, which is a variance of 0.4%.

	2006/07	2007/08
Estimate	7,663,900	7,744,200
Actual	7,692,000	7,778,722
Difference	-28,100	-34,522

4.3 Council Housing Capital Programme

This section analyses actual spend and commitments against the Council Housing Capital Programme to the period ended December 2007. To date there is a balance of £1.740M still to spend.

The spend on Ryelands Regeneration and Re-Rendering at Carnforth will be met from savings elsewhere within the overall programme. Officers are currently working on reallocating the relevant budgets to accommodate these costs.

	Latest Approved Programme £000	Spend & Commitments to Date £000
Adaptations	200	143
Bathroom / Kitchen Refurbishment	955	356
External Refurbishment	1,547	815
Ryelands Regeneration	-	20
Re-Rendering Carnforth	-	23
Environmental / Crime Prevention	335	92
Extractor Fans	80	-
Energy Efficiency Works	425	353
TOTAL	3,542	1,802

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	79.70	80.26
Business Rates	87.16	89.11

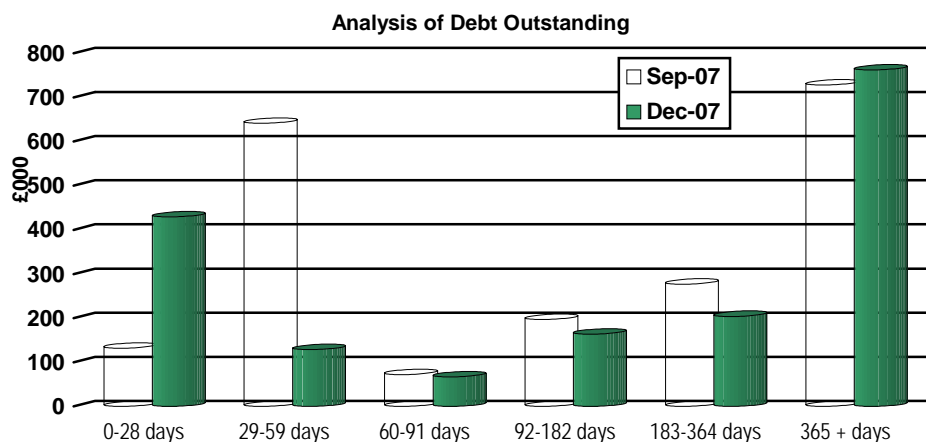
5.2 Sundry Debts

This section sets out the latest position on the level of outstanding sundry debts. At the end of December the total debt outstanding was £1.76M. Unfortunately, it has not possible to report on the actual number of invoices outstanding due to a minor reporting problem with the new Debtors system.

The analysis shows that the overall level of debt has reduced by £292K from the previous quarter. It can be seen though, that the debt over one year old has increased by £34K. Of the overall debt, 43% is just over one year old.

When compared to the same period last year, there has been an overall decrease of £282K in the level of debt.

	Sept 2007		Dec 2007	
	No.	£000	No.	£000
0-28 days	506	132	--	429
29-59 days	637	641	--	129
60-91 days	224	72	--	67
92-182 days	669	197	--	164
183-364 days	970	277	--	204
365+ days	1,673	728	--	762
	4,679	2,047	--	1,755
Previous Year	4,939	2,113	4,585	2,037



6 INSURANCE & RISK MANAGEMENT

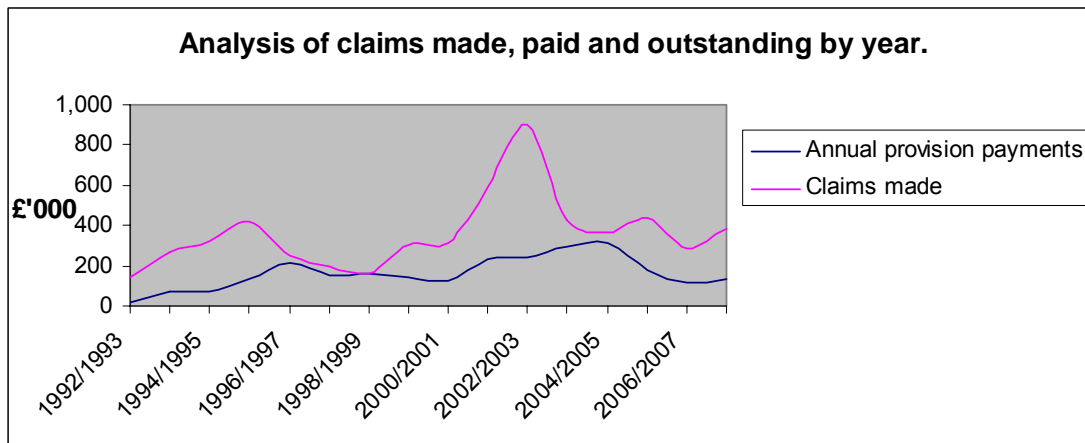
6.1 Insurance Monitoring

The current balance on the insurance provision is £235K, after making payments of £144K in settlement of claims made, and receiving £29K as credits from the insurers in respect of claims above the excess.

At present, our insurers estimate that the value of claims outstanding is £446K, which relate to a total of 220 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 57% of the total reserve will be paid. The estimated cost of claims outstanding could therefore reasonably be valued at around £254K.

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 £240K. That is, a further £96,000 in claims payments, which is easily covered by the current balance on the provision and should still leave it at 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.

The separate insurance reserve is being reviewed as part of the budget process.



6.2 Risk Management

Corporate Risk Register

The Risk and Insurance Manager has completed the third update of the Corporate Risk Register.

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

One of the key purposes of the register is to allow members to consider 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 Corporate Risk Register currently has the following as high risks issues in relation to existing/developing priorities. The attached report from the register shows the current and target scores for each of these risks, together with the necessary Risk Treatment Actions (RTAs) required.

- *The Council could take on liability for contaminated sites when acquiring land. (R/0004)*
- *Potential regeneration opportunity arising from M6 link road being built could be lost. (R/0115)*
- *Failure to ensure that the Canal Corridor scheme meets local planning objectives. (R/1031)*
- *Failure of Cabinet to prioritise corporate objectives effectively to meet the needs of the district. (R/0128)*

These risks have been further reviewed and fed into the Budget and Performance timetable in order that any effect on the Council's priorities can be considered. An update report was also presented to Audit Committee in January.

Service Risk Registers

Significant progress has been made with the development and improvement of risk registers for each service. Council Housing, CC(D)S, Health & Strategic Housing, Financial Services, Economic Development, Corporate Strategy and Information & Customer Services have been completed and are now directly linked to

their own Service's Business Plan. Where appropriate, the necessary links have also been made to performance management, although further work is still required to fully integrate this with the Escendency performance management system.

The following major risks have, so far, 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.*

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 are being 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 the above risks, or indeed others that may arise, should be highlighted in the relevant service's PRT meeting.

Comments are welcome regarding any risk concerns relating to these, or indeed any other perceived operational risks.

Budget and Performance Panel

Star Chamber

26th February 2008

Report of Corporate Director (Finance and Performance)

PURPOSE OF REPORT			
To receive an update on the Star Chamber meetings held since the last report to Cabinet of 6 November 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 7th November, 14th November, 21st November, 12th December, 19th December 2007 and 9th January, 16th January, 30th January and 13th February 2008. Action notes are attached as an **Appendix**.

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 2007/08
Revenue Budget and Capital Programme
Medium Term Financial Strategy 2007

Contact Officer: Roger Muckle

Telephone: 01524 582022

E-mail: rmuckle@lancaster.gov.uk

Ref: RCM/JEB

ACTION NOTES FROM STAR CHAMBER HELD ON 7 NOVEMBER 2007

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

1 APOLOGIES

John Gilbert

2 NOTES OF THE LAST MEETING

The record of the last meeting was noted.

Update

Directors confirmed that processes were in place for progressing outstanding actions and requests for further information.

The requested report on officer training would be distributed via the courier on Thursday.

Information about member training was tabled at the meeting. Cabinet reports requested had been placed in the Forward Plan.

**1 BASE BUDGET REVIEW AND VALUE FOR MONEY ASSESSMENT
FINANCE AND PERFORMANCE DIRECTORATE**

Corporate Strategy

Sustainability – It was noted that support for sustainable communities and responding to climate change were currently 2 of the 6 objectives proposed for the next Corporate Plan. Noted that the target in the current Corporate Plan to prepare a 5 yr Climate Change strategy was being developed through the Climate Change Cabinet Liaison Group. There could be finance implications arising from this and these would be reported back to a future meeting.

Will await outcome of Overview & Scrutiny's consideration of the Allotment report prepared by the local allotment association. Recommendations in the report currently include requests for both revenue and capital growth.

Local Strategic Partnership – Noted current City Council support arrangements for the LSP. No support for changes at this stage.

Community Safety Partnership – Noted current City Council support arrangements for the CSP. Requested further report back on the financial contributions made to the CSP which were at the discretion of the council.

Children and Young People – Noted that engagement with C&YP was identified as a key priority for the Council. There might be a growth item to consider coming out of the new Children and Young People's Strategy and this would be known before the end of the year.

A briefing note was requested on the Young Advisor Scheme.

It was also requested that provision for C&YP be discussed at the next Lancaster Leaders meeting with the Chief Executive of the County Council.

Performance and Projects – a report was due back on the long-term feasibility of supporting the Project Manager's post.

It was agreed to review this further once the result of the CPA was known.

Communications and Consultation – further information was requested in a report back to Star Chamber concerning the work programme and officer structure.

It was noted that the efficiencies resulting from the work of the Print, Design and Distribution group would be progressed and built into the base budget as appropriate.

Information and Customer Services

Customer Services – noted that the development of customer services was a council priority and was being delivered through the Access to Service Project group. There were no recommendations for the budget process.

Application Support – information was requested on the costing implications of the current arrangements for licensing Microsoft products and opportunities for efficiencies.

Desktop and Telephony – noted the latest position.

Financial Services

Noted that approximately £8,000 savings had been made on banking efficiencies which would be built into the base budget .

Other changes were taking place that needed bedding in before efficiencies could be quantified. These included the update of the Financial Computer System, introduction of EDMS, income management improvements, the future re-tendering of securicor services, and further efficiencies in Treasury Management and Insurance. Where savings could be identified they would be built into the base budget.

Revenue Services

The draft Cabinet report on the restructure of the Service identified savings of c£70K in 2008/09, c£90K in 2009/10 and c£93K in 2010/11. The full report would be considered at the December Cabinet.

2 DATE OF NEXT MEETING

14 November 2007. Cllr Gilbert would be Chair. Apologies from Cllrs Mace and Barry. Cllr M Whitelegg would substitute for Cllr Barry. The next meeting would concentrate on the current position.

RCM/JEB/7 November 2007

ACTION NOTES FROM STAR CHAMBER HELD ON 14 NOVEMBER 2007

PRESENT: Councillors A Bryning, J Gilbert (Chair), V Histed, D Kerr, M Whitelegg
M Cullinan, P Loker, N Muschamp, J Barlow

1 APOLOGIES

Cllrs R Mace, E Archer, J Barry. R Muckle and J Donnellon

2 NOTES OF THE LAST MEETING

The record of the last meeting was noted. There was nothing arising.

3 UPDATE ON THE CURRENT POSITION

The group considered the report of the Corporate Director (Finance and Performance) and attachments, which included the most recent Corporate Financial Monitoring report; the existing Star Chamber timetable; a table showing information/reports/briefing notes requested to date by Star Chamber, and where completed, timetabled or still outstanding; a table showing provisional savings and growth identified to date by Star Chamber.

It was noted that many of the outstanding items were cross-referenced on the timetable to be brought back for consideration in December and members were reassured that officers were working on reports. Members felt it would be useful to indicate deadlines for all requested reports.

Work To Do

Storey – it was agreed that the existing known figure for the Storey should be included on the list of provisional savings regardless of the ongoing negotiations with the County Council.

Member Training – £10K had been included on the list of provisional savings.

Domestic Violence Training and Education Packs – this had been a one-off item on the budget for this year. Finance had included it as a recurring item and could now take as a saving (£3k).

Tourism Advertising – N Muschamp to liaise with R Muckle about a report back.

Outstanding items were placed on the timetable for consideration at the next meeting of Star Chamber with the exception of items requested on 7 November which should be timetabled as soon as possible. A small number of remaining outstanding items would be timetabled when information was available. Outstanding items that would not make a difference to the current budget process, would be reported back later in the year. The timetable and 'work to do' table would be amended accordingly.

Corporate Financial Monitoring

Financial Services were testing out variances to identify ongoing savings. An underspend on the budget was forecast. A positive report back to Cabinet on sundry debtors was expected. Savings had been achieved this year on insurance. Costs and savings from the reduction in CC(D)S business would be known in December.

Members requested a more definite indication of when decisions were needed from them on provisional savings recommendations. Officers advised that Budget Council in February 2007 was the final opportunity for Members to make recommendations but that it was advisable to have one final draft Budget in place before then to avoid a protracted meeting.

4 EQUALITY AND DIVERSITY LEVEL 2

Staff resources required to achieve E&D Level 2 were currently employed on the Fair Pay process. The contingency fund for Fair Pay could be used to employ external consultants for E&D which would cost more than £20K. Level 2 was not a statutory requirement and the extra costs could be avoided if the target was slipped by a municipal year. Members were in favour of this.

5 USE OF CONSULTANTS

The Chief Executive to ask Service Heads to discuss with Cabinet members the logic behind intermittent use of external consultants by Services.

2 DATE OF NEXT MEETING

10.00 a.m. 21 November 2007.

It was agreed that Star Chamber agenda should be sent to all Cabinet members so they could keep abreast of matters in the event of substitutions being required as was the case at this meeting.

JEB/14 November 2007

ACTION NOTES FROM STAR CHAMBER HELD ON 21 NOVEMBER 2007

PRESENT: Councillors E Archer, A Bryning, J Gilbert (Chair), M Whitelegg
M Cullinan, J Donnellon, N Muschamp, J Barlow

1 APOLOGIES

Councillor R Mace, Peter Loker, Roger Muckle.

2 SAVINGS AND GROWTH OPTIONS

Clarification was requested on a number of issues on the Savings/Growth options information produced for the previous meeting. Waste Collection Cost Sharing – this was still in negotiation with County and was likely to have a positive outcome. Grounds Maintenance Trade Contracts and Building Cleaning savings were long term issues likely to incur additional costs. Planning EDMS was likely to produce Gershon savings but a more detailed report on savings would be prepared when the system had filtered out to other Services. Parking Permits were discussed and it was noted a report is scheduled for consideration at December's Cabinet on the cost of permits for employees. As part of this discussion the Chief Executive confirmed that councillors and employees should not park at the front of Morecambe Town Hall but use the available parking at the side of the building and either use their permits or re-claim expenses in the usual way.

3 NOTES

The record of the previous meeting was noted.

Storey – a sum of £50K allocated to the repair of the retaining wall is being disputed with the County Council regarding whose liability it is and should therefore be added to the list of provisional costs.

4 REGENERATION DIRECTORATE – UPDATES

Information requested on a number of issues at the meeting on 17 October was considered.

Morecambe TIC lease; Planning EDMS, Property Review, Neighbourhood Task Force. No provisional savings were identified.

Estate Management – Ryelands House – this could produce a small saving on running costs and staffing. Negotiations were ongoing with the Health Service and pressure to complete them would be sustained.

Invest to Save Opportunities – Voltage Reduction. Cllr Gilbert requested a copy of the technical paper. It was agreed to pursue this further and to include as a possible option for savings.

Cultural Services

Information requested about Festivals & Events, Leisure and Arts Development was considered.

A review of employee related costs to be undertaken for Festivals and Events with a view to delivering the same events at a reduced cost and therefore in a different way.

Play Schemes – work had been done in previous years on options for charging. This work to be updated and brought back to Star Chamber.

Members were reminded that full reports were due for consideration at December Cabinet on the Dome, Lancaster Market, NPDO/Trust and The Dukes.

5 STOREY GALLERY LTD

£35K was currently included in the current Business Plan for the Storey. It was in effect a small grant from the Council. Members would need to decide at what level they wanted to maintain support.

6 DUTY EMERGENCY INCIDENT OFFICERS

A report was provided for information on the Council's statutory responsibilities under the Civil Contingencies Act. Star Chamber was advised that the costs of the operation of the scheme were included in the Budget.

7 ANY OTHER BUSINESS

Establishment – a request was made to look at the overall employee Establishment of the Council to identify provisional savings. The Chief Executive explained that the agreed approach of Star Chamber had been to look at the various activities of the Council in conjunction with the priorities, to make recommendations for savings, and any implications for the Establishment from these savings to be dealt with as and when necessary. However, because Star Chamber had reached the end of the process for reviewing Services' base budgets, with the exception of a small number of reports that were due back, a review of the employee Establishment should not delay other matters.

JEB/21 November 2007

ACTION NOTES FROM STAR CHAMBER HELD ON 12 DECEMBER 2007

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

1 APOLOGIES

John Donnellon

2 NOTES

Savings and Growth Options – County had agreed to waste collection cost-sharing and this would generate income, the exact figure not known yet.

Outstanding Actions

The Voltage Reduction technical paper was still to be circulated.

Cultural Services – work on the review of Festivals and Events employee related costs was still outstanding.

3 SUMMER PLAYSCHMES

The paper was noted.

4 PAEDIATRIC DISABLED FACILITIES GRANTS

Report noted. This was an issue for 2009/10 financial year. The backlog could be managed within existing budgets for 2008/09.

5 CAPITAL PROGRAMME / REVENUE BUDGET UPDATE

Revenue

The panel considered the future years' budgets, provisional settlement and associated Council Tax rates. For 2008/09 to achieve a Council Tax increase of 4.5% reduced savings of £73K were now required – but this figure assumed no further growth items. Savings targets for 2009/10 and 2010/11 were £736 and £1.556 respectively. Savings to reach the current target of 4.5% had already been identified.

Reasons for the reduction in required savings were twofold; a better than expected Settlement figure from Government; and improved financial management by the Council's Service Managers throughout the year.

£300K had been allocated to strengthen Provisions and Reserves Fund from the additional savings in the current year to cover unexpected over-budget costs, e.g. Planning, Ombudsman, etc.

Information on an increase to the Pensions contribution for the next 3 years was largely as expected from County and would require a decision from Cabinet in January or February. This was not expected to be an adverse pressure on the budget.

A 3% efficiency saving target had been set for local authorities for the next 3 years. In general it was good practice to look for savings for future years and to help maintain balances. It was also helpful to have a set target for each year in order to maintain focus on savings and efficiencies. This target is approximate to the savings needed each year to meet the Council Tax increase targets.

Capital

The panel looked at the draft General Fund Capital Programme for 2007/08 to 2012/13. There was a shortfall of £814K at the end of the 5 year period after including new bids received to date. This also assumed that all capital receipt targets were met. Members were asked to consider the draft Programme and the attached project documentation for the latest bids. All items from 2008/09 onwards could be reviewed. Options for cutting the deficit included cutting schemes from the programme, reducing schemes, reviewing asset disposals, borrowing, revenue financing.

The view was strongly expressed that contingency plans should be in place in the event that anticipated capital receipts were not achieved.

It was noted that a report reviewing the capital receipts position would go to January Cabinet which would include the latest position on land at Nightingale Hall Farm.

A report back to Star Chamber was requested on the position regarding the house at Morecambe Town Hall.

Savings and Growth as at 12 December 2007

The Panel considered lists of savings and growth identified to date by Star Chamber. Members didn't want to make any changes and requested further work be done to update/include figures.

A further report was requested on Invest To Save Energy Reduction in other Council buildings in respect of the £20K included in the Capital Programme.

The financial implications of the Council's Climate Change strategy should be considered and it was noted this should be brought forward to be discussed in January in order for it to be included in the current budget process.

6 CIVIL CONTINGENCIES - JOINT WORKING WITH OTHER AUTHORITIES

Further work had been done and no major cost savings would be made by joint working arrangements.

7 HEALTH AND STRATEGIC HOUSING – DOG CONTROL ORDERS

A one-off growth bid of £12K was provisionally agreed for inclusion in the list of growth items, with the option to reduce if necessary.

8 HEALTH AND STRATEGIC HOUSING – STRAY DOGS – NEW STATUTORY DUTY

As a statutory duty, £7K would be included in the list of growth items.

9 FOOD SAFETY AND HEALTH AND SAFETY TEAMS

Star Chamber requested this item. The services were running efficiently and effectively and no growth items or savings were identified.

10 HEALTH AND STRATEGIC HOUSING - EMERGENCY CALL-OUT SERVICE

This was not a statutory requirement, but it supported a statutory function. It could be offered as a saving but officers advised it was working well.

Extra information was requested on the results of call-outs.

11 HOMELESS MEDICAL ASSESSMENT SERVICE

Noted, savings not identified.

12 CEMETERIES CONTRACTUAL GROUNDS MAINTENANCE

Star Chamber had requested this item. Essentially the report was about a cost-shifting exercise (from CC(D)S to a Cemeteries Team) and it was agreed to keep the current level of budget for Cemeteries, but to remain within CC(D)S. No savings were identified. Over the last 18 months improvements resulting in efficiencies had been achieved and consequently included in outturn figures.

13 DATE OF NEXT MEETING

10.00 a.m. Wednesday 19 December 2007.

JEB/12 December 2007

ACTION NOTES FROM STAR CHAMBER HELD ON 19 DECEMBER 2007

PRESENT: Councillors R Mace (Chair), E Archer, J Barry, A Bryning, J Gilbert
M Cullinan, J Donnellon, N Muschamp, J Barlow (notes)

1 APOLOGIES

None.

2 NOTES OF LAST MEETING

Councillors Gilbert and Archer should be added to Apologies for Absence.

Voltage Reduction Technical Paper – updated paper to be included in the report to Star Chamber on 16 January.

Cultural Services – Festivals and Events – a report was due back to Star Chamber in January.

House at Morecambe Town Hall – this would be incorporated in the fuller report to a January Star Chamber reviewing all council properties.

Invest to Save Energy Reduction – a date to be identified for when to include on Star Chamber timetable.

Climate Change Financial Implications – report scheduled for February Cabinet but should preferably be considered in January so any financial implications could be included in next 2008/09 budget.

3 CONCESSIONARY TRAVEL

A report on the new Concessionary Transport 2008 Scheme was considered. It was the general consensus of opinion at a recent Lancashire Leaders' meeting that all authorities would fall-in with the statutory scheme, i.e. removing peak time travel concessions.

4 COMMUNITY TRANSPORT (CONCESSIONARY TRAVEL)

A decision would be required by Cabinet in January on whether support should continue or be modified. The report to include available information on the current arrangements, e.g. if a ceiling could be put on costs, if overlapping routes could be reduced, if prescribed routes could be identified for support. As the main Concessionary Travel scheme is changing this element needs to be reviewed. It was also a good time to bring all community transport under one funding stream and therefore the existing separate grant also needs reviewing.

A report was scheduled for January Cabinet covering all relevant concessionary travel issues, but further meetings are being held county-wide, and this may impact on timescales for reporting.

5 REVENUE BUDGET UPDATE – VARIANCES

This was still being worked on in Financial Services. It was noted, however, that the estimated underspendings in the current year (and the resulting increase in surplus balances) were already incorporated into draft budget projections for future years, as appropriate.

6 CAPITAL PROGRAMME

The panel looked at the current programme and in particular new bids. Externally funded bids would be monitored to identify any potential growth implications for the Council.

District Playground Improvements – update Star Chamber on previous Cabinet decision (re prioritisation list of play areas).

Lancaster Hub TIC Refurbishment – review and report back to Star Chamber on the scope for a reduced specification to provide the same services.

Morecambe Battery PC Provision – to be removed from the programme proposals until after a further review in the next financial year to include the “adopt a toilet” scheme.

White Lund Depot Car Park – costing to be checked.

Salt Ayre Schemes – report back on prioritisation / re-phasing.

The Platform Upgrade – decision (on inclusion in programme) to be based on business case.

JEB/7 January 2007

ACTION NOTES FROM STAR CHAMBER HELD ON 9 JANUARY 2008

PRESENT: Councillors R Mace (Chair), E Archer, J Ashworth, E Blamire, A Bryning, J Gilbert, T Johnson, D Kerr, M Whitelegg
M Cullinan, R Muckle, N Muschamp, J Barlow (notes)

1 APOLOGIES

Councillor J Barry and Peter Loker.

2 ACTION NOTES OF LAST MEETING

White Lund Depot Car Park – report back on costing to be timetabled.

Concessionary Travel – there was strong indication from LCFOs that the national scheme would be adopted by Lancashire authorities. Local community transport and contracted services would have to be agreed once the new scheme was fully agreed.

All other actions had been timetabled for reports back to Star Chamber or Cabinet.

3 CAPITAL

There was a funding shortfall of £814K for the current 5-year Capital Programme. Before the February Budget Council all proposals needed to be reviewed by Star Chamber and recommendations to Council prepared. Although there is only a legal requirement to approve a balanced programme for 2008/09. It was best practice to present a balanced 5-year Capital Programme and therefore removal or reduction of schemes was necessary. It was noted that the current Capital Programme included figures for anticipated capital receipts. A full schedule of potential capital receipts would be included in the Property Review report to Star Chamber on 16 January.

A list of uncommitted Capital proposals was requested for the next meeting. Specifically a list of all proposals that were reliant on capital receipts and prudential borrowing.

A separate list of assets no longer required by the Council was also requested for the following week.

It was noted that any form of borrowing would have implications on the revenue budget for future years.

4 REVENUE

A summary of General Fund budget proposals for 2008/09 as at 9 January showed a savings requirement of £354K if all growth bids were supported in order to meet the 4.5% Council Tax increase.

Information about the Council's marketing strategy for City Lab, St Leonard's House and Dalton Square was requested.

Clarification of the projected costs for Waste and Cleansing Enforcement was requested.

Brief reports to clarify cost implications were requested for 16 January on

- Shellfish Beds
- Headstone Programme
- Empty Property Officer
- Roger's Report

A short narrative to be produced for all savings and growth items included on the list for the next Star Chamber meeting.

JEB/10 January 2008

ACTION NOTES FROM STAR CHAMBER HELD ON 16 JANUARY 2008

PRESENT: Councillors R Mace (Chair), E Archer, J Ashworth, J Barry, E Blamire, A Bryning, J Gilbert, T Johnson, D Kerr, M Whitelegg
M Cullinan, R Muckle, P Loker, N Muschamp, J Barlow (notes)

1 APOLOGIES

All present.

2 ACTION NOTES OF LAST MEETING

All actions from 9 January meeting had been completed.

3 CAPITAL

List of Uncommitted Projects

Members to consider the list and bring proposals to the 23 January meeting.

It was noted that Member Notebooks was being reviewed by Council Business Committee.

A second request was made for the Business Case for The Dome/The Platform.

4 REVENUE

Members went through a Savings and Growth schedule which was circulated at the meeting, and which contained officer recommendations.

Items the subject of a Cabinet report were noted.

Items awaiting further reports were noted.

Savings Proposals

Members supported the exclusion from the list of the £1K saving proposal for parish by-election charging.

There was a strong view not to accept the Salt Ayre Bank Holiday closing saving (£5K).

There was mixed support for the Business Development Grants saving (£21.8).

The Invest to Save energy reduction scheme was supported (£3K).

Concessionary Travel – members supported the withdrawal of peak time concessions (£20K). It was noted there would be a report back on Community Transport Contracted Services.

Postages savings (£19K) were supported.

Growth Proposals

There was general consensus for removing from the growth proposals –

Legal and HR – Upgrade of Licensing System

Financial Services – Staff Training (£2K)

Revenue Services – Staff Training (£2K)

Health and Strat. Housing – Cemeteries Grounds Maintenance, New Team Set Up (£36K)

Empty Property Officer (£35K)

[This view was subsequently confirmed by the Leader.]

All other growth proposals would be further considered at Cabinet on 22 January.

5 DATE OF NEXT MEETING

23 January 2008

JEB/16 January 2008

ACTION NOTES FROM STAR CHAMBER HELD ON 30 JANUARY 2008

PRESENT: Councillors R Mace (Chair), E Archer, J Ashworth, J Barry, E Blamire, A Bryning, J Gilbert, T Johnson
M Cullinan, R Muckle, P Loker, N Muschamp, J Barlow (notes)

1 APOLOGIES

Apologies received from Cllrs D Kerr and M Whitelegg. Cllr Gilbert sent apologies for his late arrival because of an earlier meeting commitment.

2 ACTION NOTES OF LAST MEETING

Wording should be changed in action note 3 from Business Plan to Business Case with reference to the capital bids submitted for the Dome and Platform.

Concessionary Travel – members reported an operational discrepancy. N Muschamp to check with Property Services and to enquire if a refund was due.

3 CAPITAL

Members were reminded of the funding gap in the Capital Programme of £916K.

(a) Uncommitted Projects

Members considered the list of uncommitted projects at length, and after discussion and requests for further information and reports back to the next meeting, provisionally agreed to withdraw the following from the 2008/09 budget recommendations to Council:

White Lund Car Park (pending further info)	£150,000
The Platform Upgrade	£130,000
Works to Dome Site	£81,000
Salt Ayre: Climbing Wall (£35k cost neutral)	
Salt Ayre: Pool Seating (£70k cost neutral)	
Salt Ayre: Reflexions Changing Room	£40,000
Morecambe Battery Toilet Provision (see below)	<u>£110,000</u>
	511,000

This left an amount of £405K still to find.

A report back was requested for the next meeting to clarify the funding for the Toilet Improvement Programme, and in particular, for the Regent Road/Battery Toilets and if there was any connection to the café development scheme. The option to put back the £110K into the Programme was left open depending on the report findings.

A report back to the next meeting was requested on IT Infrastructure, Renewals & Upgrades, Desktop Equipment, and Members' Notebooks to see if savings could be made.

A report back to the next meeting was requested on alternative options for the White Lund Car Park and information on how removing it from the Programme would impact on operations.

The Head of Finance explained how savings needed to be made instead of relying on borrowing or leaving the Capital Programme unbalanced because it would come under greater pressure in the near future because of the implications of the Access To Services Review and the cost of moving all staff to the two Town Halls. A report back to the next meeting was requested in respect of the options available to finance schemes included in the Capital Programme from existing reserves and provisions

(b) Property Review

Members had many questions and requested the report be presented by the Head of Property Services at the next Star Chamber meeting. In particular the timescale for sales was questioned and whether the backlog of municipal building repairs could be speeded up and recommendations made for additional sales. Implications of additional sales on rental income

were queried and a summary would be produced if time permitted. The Chairman requested suggestions for including additional sales within the budget to reduce the deficit. It was noted that whatever was decided adherence was needed to the principles contained in the Corporate Property Strategy and the Corporate Investment Strategy.

Members were requested to forward their questions to the Head of Property Services before the meeting on 13 February to enable him to be fully prepared.

The Chairman requested a Capital Programme update item for the next meeting and that the 2012/13 figure for Municipal Buildings backlog of repairs could be considered for reduction after all the other adjustments had been made and following receipt of reports and briefing notes.

(b) Lancaster TIC Refurbishment

The report was noted and the recommendation supported. This would see the bid for £60k supported but with a target set to reduce the total by £5k to £55k.

2 REVENUE

(a) Playground Improvements

Members discussed the list of prioritised play areas for improvement. It was agreed that any decisions to close play areas should be an Individual Cabinet Member Decision (of the Portfolio Holder) after consulting with Ward members.

(b) Nursery Operation

The report was noted. There were no options for savings.

(c) Festivals and Events

A briefing note was requested for the next meeting on the distinction between festivals and events run solely by the City Council and those where funding had been supplied via the Festivals Innovation Fund. In particular, clarification of the different levels of support for each type of festival or event.

3 DATE OF NEXT MEETING

The next meeting would be Wednesday 13 February.

It was noted that this would be the last meeting of Star Chamber under the current arrangements because the meeting scheduled for 20 February had been cancelled.

JEB/30 January 2008

ACTION NOTES FROM STAR CHAMBER HELD ON 13 FEBRUARY 2008

PRESENT: Councillors R Mace (Chair), E Archer, J Ashworth, J Barry, E Blamire, A Bryning, J Gilbert, D Kerr, T Johnson, M Whitelegg
M Cullinan, R Muckle, N Muschamp, G Cox (Part), J Barlow (notes)

1 APOLOGIES

Apologies received from Peter Loker.

2 ACTION NOTES OF LAST MEETING

Capital – Uncommitted Projects

Amendments to the notes were that the Salt Ayre climbing wall had been withdrawn by the Service; Star Chamber supported proceeding with the Salt Ayre pool side seating, albeit cost neutral.

Concessionary Travel

The Head of Finance reported that there should be a concession available before 9.30 am and that operators were aware of this. Star Chamber agreed to promote the new scheme before it started.

Revenue – Festivals and Events

The report requested re further clarification on Festivals and Events would be circulated electronically as soon as it was available.

3 CAPITAL UPDATE

Property Review – G Cox

Responses to questions previously circulated to the Head of Property Services were discussed.

Star Chamber requested a special informal meeting of Cabinet to review the Corporate Property Strategy at some future date.

Supplementary questions to the Head of Property Services to be made in writing and answers to be circulated to all Cabinet and Management Team.

Properties for Potential Disposal

Members supported the marketing of land at Kellet Road Industrial Estate, Carnforth; and land and garage at Oxford Street, Morecambe and these would be added to the Capital Receipts schedule. Further consideration to be given to Edenbreck Farm.

The Head of Finance clarified that White Lund Depot car park improvements had been taken out of the draft Capital Programme.

Capital Programme

There was a shortfall of £210K over the 5-year period of the Programme less the capital receipts identified.

A revised figure for the municipal buildings backlog of repairs would be ready for Cabinet on 19 February.

Councillor Johnson requested details of the Middlewood Wood scheme.

Public Toilets

A note submitted by the Corporate Director (Community Services) clarified that the £110K removed from the Programme at a previous meeting was correct. The Head of Finance confirmed there was no provision in the draft Programme for toilets at Regent Road and that a further report on this would be prepared.

REVENUE UPDATE

The draft Savings and Growth Proposals Schedule was discussed. There was a surplus of £53K. Political Groups should make their individual proposals for the use of this money to Cabinet.

Car Park Permits

The issue of free or subsidised parking for other agencies was being investigated by the Budget and Performance Panel.

Remaining and future risks were Fair Pay and a revised Pay and Grading structure – a 1% increase in the overall pay bill amounted to approximately £100K; Treasury Management and uncertainty of the markets; changing interest rates, Concessionary Travel although the new pooling arrangements shared the risk; LAA – Area Based Grants needed clarification.

Certainties were the Council had received a 3-year Settlement.

Everyone was reminded that savings of £1M were required over the next two years.

Councillor Mace thanked everyone for their contributions to the Star Chamber process over the period of eight months leading up to the Budget Council.

JEB/13 February 2008

Budget and Performance Panel**Robustness of Budgets and Affordability of Capital Investment Plans****26 February 2008****Report of Head of Financial Services****PURPOSE OF REPORT**

To provide Members of the Panel with information of the s151 Officer's views regarding robustness and affordability of the Council's spending plans.

This report is public

RECOMMENDATIONS

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

1 Introduction

- 1.1 The Local Government Act 2003 placed explicit requirements of the Section 151 Officer to report on the robustness of the estimates included in the budget and on the adequacy of the Council's reserves. . In addition, the s151 Officer is responsible for ensuring that when setting and revising Prudential Indicators, which include borrowing limits and relate mainly to capital investment plans, all matters to be taken into account are reported to Council for consideration.
- 1.2 For 2008/09 the Section 151 Officer has provided interim reports to Council on 06 February and Cabinet on 19 February. She will report finally to Budget Council on 27 February 2008.
- 1.3 As the agenda for Budget Council was not available at the time of writing this report, **Appendix A** provides a copy of the Section 151 Officer comments given on the equivalent report received by Council on 28 February 2007, regarding the 2007/08 budget process. Members may also wish to bring their copies of the 2008/09 Budget Reports to Council on 27 February 2008 to the meeting, as they will have been distributed by then.

- 1.4 The Section 151 Officer will be in attendance at the Panel meeting to answer any questions.

SECTION 151 OFFICER'S COMMENTS

The s151 officer has prepared this report.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

N/A

Contact Officer: Nadine Muschamp

Telephone: 01524 582140

E-mail: nmuschamp@lancaster.gov.uk

Ref: JS/DSO/NM

Appendix A

BUDGET COUNCIL FEBRUARY 2008 - SECTION 151 OFFICER'S COMMENTS

The Local Government Act 2003 placed explicit requirements on the s151 Officer to report on the robustness of the estimates included in the budget and on the adequacy of the Council's reserves. Previous Cabinet and Council reports have already included details of this advice, together with the risks and assumptions underpinning the budget process. A summary is provided below for information.

In addition the legislation requires that the Council should have regard to the s151 officer's report, hence the recommendation.

Reserves and Provisions

- Specific earmarked reserves and provisions are satisfactory at the levels proposed, given that measures are being taken to address further the Council's approach for providing for renewal, replacement or refurbishment of the facilities and infrastructure required to support service delivery. In addition, measures are in place to manage and reassess other key issues such as Fairpay / Job Evaluation.
- Unallocated balances of £1M for General Fund are reasonable levels to safeguard the Council's overall financial position.

With regard to General Fund balances, £1M represents just less than 4½% of the net Revenue Budget. In recognising that the setting of minimum levels is based on judgement, rather than it being an exact science, it is advised also that some degree of tolerance ($\pm 5\%$) would be acceptable in managing balances for the three year period.

At present the General Fund budget proposals allow for the use of any surplus balances in the following way:

- General phased use over the three years from 2007/08, to help smooth out Council Tax increases in future years and to give the Council time to plan and implement any changes in service levels / spending as required.

Whilst indirectly, this may mean that the Council uses balances to support recurring spending, this is done in such a way to avoid over reliance and to allow the Council to achieve a sustainable budget position in future years. This is in accordance with the Council's proposed medium term financial strategy and ties in broadly with its current three year planning cycle for revenue.

Robustness of Estimates

A variety of exercises has been undertaken to establish a robust budget for the forthcoming year. These include:

- Producing a continuation budget, taking account of service commitments, asset renewals, pay and price increases and expected demand / activity levels as appropriate, and the consideration of key assumptions and risks.
- Reviewing the Council's priorities and its associated service activities and spending / income generation plans. This has been supported by the Star Chamber exercise, giving greater time to develop and plan for budget proposals, and by wider consultation.

- Reviewing the Council's medium term financial strategy and planning, following its adoption last March, together with other corporate financial monitoring information produced during the year.
- Undertaking reviews of the Council's Capital Investment Strategy and affordable borrowing levels to support capital investment, in line with the Prudential Code.

These measures ensure that as far as is practical at this stage, the estimates and assumptions underpinning the 2007/08 budget are robust. The major areas of uncertainty, however, and therefore risk, relate to:

- Developments associated with Access to Services. Only as detailed plans for service delivery and the accommodation & facilities needed to support them become available, will it be possible to appraise fully the robustness of the estimates and cost assumptions generally.
- Job Evaluation. Whilst some funding has been provided for indicative interim costs associated with the exercise, as yet there has been no detailed consideration or modelling of the ongoing effects.
- Concessionary Travel. This covers both the forthcoming implementation of Smartcard usage to determine actual costs to authorities, and also the uncertainties surrounding the responsibilities and administration arrangements for the new Scheme to be brought in for 2008.
- Outcome of Unitary Bid and roll out of neighbourhood management approach. Should the bid be successful, this will require a complete review of the Council's financial planning and supporting arrangements.
- Assumed income from property sales. As reported previously, these assumptions are much larger than in recent years, and the recent resolutions of Cabinet / Council should help provide alternative options if difficulties arise.
- Future levels of Government support, and the impact of the Comprehensive Spending Review 2007 and assumed 'Efficiency' targets. This is more of an issue for 2008/09 onwards but at present, a 2% year on year increase in Formula Grant is assumed.

It is anticipated that all the above should become clearer during 2007/08, and the Council's financial monitoring, reporting and planning processes should enable timely identification of any additional actions required. Measures to provide some flexibility (through levels of reserves and budget cash limits, and the setting aside of any underlying borrowing capacity arising from Luneside) also help mitigate these risks, as do the provisions of the Financial Regulations.

Affordability of Spending Plans

In considering affordability, the fundamental objective is to ensure that the Council's capital investment remains within sustainable limits, having particular regard to the impact on council tax and housing rents. Affordability is ultimately determined by judgements on what is 'acceptable' - this will be influenced by public, political and national influences.

The factors that have been taken into account in considering capital investment plans include the following.

- Availability of capital resources, including capital grants, capital receipts, etc
- Existing commitments and service / priority changes
- Revenue consequences of any proposed capital schemes, including interest and debt repayment costs of any borrowing
- Future years' revenue budget projections, and the scope to meet borrowing costs
- The likely level of government support for borrowing and for revenue generally

- The likely need for further capital investment and prudential borrowing, as yet un-quantified, to take forward any options arising from the wider Accommodation review.

In considering and balancing these factors, the capital proposals are based on prudential borrowing totalling £1M over the period from 2007/08 to 2011/12. This has been built into the Prudential Indicators, also for approval by Council.

Budget and Performance Panel**Recharging – Inhouse Costs between Services****26th February 2008****Report of Head of City Contract (Direct) Services and Head of Information and Customer Services****PURPOSE OF REPORT**

To provide information to Panel Members requested at their meeting on 23rd October 2007.

This report is public

RECOMMENDATIONS

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

1.0 Introduction

1.1 At its meeting held on 23rd October 2008 the Budget and Performance Panel resolved:-

- (1) That a report be requested regarding City Contract (Direct) Services and Information Services justifying their levels of recharge to other Council Services and any proposals for reducing those charges.

2.0 Details relating to City Contract (Direct) Services (CC(D)S) Recharging Rates**2.1 How Hourly Rates are Calculated**

The amount charged to another Service for the provision of a service is often based on an hourly rate. To help explain how this hourly rate is calculated, an example is shown below of a service provided by CC(D)S.

In this example the net budget is split in percentage terms as follows:-

Cost centre	Description		% of budget
Employee costs	Cost of frontline staff includes- direct labour costs (wages, NI, superann, overtime etc) and indirect labour costs (holidays, statutory leave, sickness, training, meetings etc)		56%
Premises costs	Depot expenses - the amount the service contributes towards the running costs of the depot		3%
Transport costs	Cost of operating vehicles, tractors, ride on mowers etc		15%
Supplies and services	Cost of uniforms, protective equipment, tools, materials, contracted services, waste disposal, etc		13%
Support services	Cost of management, admin, central charges etc		12%
Capital charges	Charges for capital		1%

To calculate the hourly rate it is simply a case of adding up the amount of direct hours we expect the service to deliver in a year and dividing them into the net budget.

2.2 As an example

If the net revenue budget for the service is estimated to be £1.6 million. The budget will be split as follows:-

Employee costs-	£896,000
Premises costs-	£48,000
Transport costs-	£240,000
Supplies and services-	£208,000
Support services-	£192,000
Capital charges-	£16,000

2.3 If we calculate that in the same year we will be delivering 69,565 direct hours of the service then the hourly rate will be set at £23.00.

When we do work for other services we will recharge based on this hourly rate. If we charged less than the hourly rate then we wouldn't cover the cost of the service and

the account would go into deficit (overspend) which creates budgetary implications for other service areas.

The current hourly rate charged by CC(D)S services compare favourably with other Councils and other similarly sized providers.

3.0 Cost of Printing Services from Information and Customer Services

3.1 Information Services are aware that the cost of using the central colour copying facility has proved to be more expensive than obtaining the same service from some external providers. This has been due to the fact that we were at the 'tail-end' of a three year fixed price rental period for our colour equipment. In the past 18 months, technology advancements have seen colour copiers drop in price and hence, other providers have taken advantage of new pricing structures thus allowing them to offer a lower price.

3.2 We have now reached the end of the rental agreement and have undertaken a review of not only the colour copying provision, but the entire central printing function. It has been agreed that as several of the Councils Services now choose to perform their own copying and no longer use the central facilities it would be more efficient and economical for the remaining Services to do the same. This will result in the central print function ceasing and will enable us to provide colour-capable copying facilities throughout key locations within the Council, these new machines will enable colour copies to be produced for approximately 7p per copy and should offer a more convenient service to users of the facility.

Location of colour copying facilities following closure of the central print function:

Morecambe Town Hall – Leisure Services

Morecambe Town Hall – Environmental Health

The Platform

Lancaster Town Hall – Finance Office (Top Floor)

Lancaster Town Hall – Finance Office (Ground Floor)

Lancaster Town Hall – Directors/Communications

White Lund - CC(D)S

Cable Street – Council Housing

Palatine Hall

4.0 Conclusion

It is recommended that Members note the information received from City Contract (Direct) Services and Information and Customer Services.

SECTION 151 OFFICER'S COMMENTS

Subject to workload and staffing resources being available, it is intended to review the recharging methodology in the next 12 months, hopefully as part of the closing the 2007/08 accounts.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Budget and Performance Panel Minutes from 23rd October 2008

Contact Officer: Mark Davies/Jane Alder

Telephone: 01524 582401/2097

E-mail: mdavies@lancaster.gov.uk

jallder@lancaster.gov.uk

Ref: JS/DSO/BPP

Budget & Performance Panel

Review of Homeless Service Level Agreements

26th February 2008

Report of Corporate Director (Community Services)

PURPOSE OF REPORT

This report provides an update on the Service Level Agreements between Strategic Housing and voluntary agencies and the outcomes of the multi-agency monitoring that has been carried out. It proposes that Agreements be reviewed after approval of a new Homelessness Strategy in July 2008 and recommends continued funding in 2008/9.

This report is public

1 RECOMMENDATIONS

That Cabinet be recommended to approve that

- funding continues through the existing five service level agreements with voluntary agencies dealing with homelessness for the financial year 2008/9
- revised SLA agreements be negotiated as appropriate following the approval of the new Homelessness Strategy in July 2008

2 BACKGROUND

The City Council's Strategic Housing Services has Service Level Agreements (SLAs) with five voluntary organisations. It has provided two separate streams of funding to Lancaster and District YMCA through one SLA this financial year. Continued funding for Portland St formed the subject of a separate report to Cabinet on 19th February and does not form part of this report.

SLA Funding

Agency	2007/8 £	2008/09 £
Lancaster and District YMCA	23,000	23,500
Signposts	14,800	15,100
Lancaster and District Homeless Action Service	30,900	31,500
Lancaster and District Womens Aid	11,600	11,800
Morecambe Homeless Action	3,600	3,700
TOTAL	83,900	85,600

The SLAs run from October 2005 to the end of March 2008. The agreements are usually reviewed annually and to this end, organisations are required to produce a report and (since April 2007) multi-agency monitoring data. As the current agreements are due to expire in March 2008, a review would entail looking at what new objectives the Council would want organisations to meet in future agreements.

3 THE RENEWAL PROCESS

The City Council is required to produce a new Homelessness Strategy by July 2008. To this end, a Homelessness Review is being carried out and the Homelessness Strategy will follow the completion of the Review. This is being directed by the Homelessness Strategy Steering Group, a multi agency group chaired by the Cabinet Member - Housing, Cllr John Gilbert.

When the Strategy has been agreed, it will be clear what the new objectives are that the Council will want to agree with organisations (assuming that such partnerships continue to be seen as an effective way of delivering services). It is therefore more sensible to review and revise the agreements after July than now. Should the Council wish to end an agreement, or should any of the agencies decide not to enter into a new agreement, six months notice would need to be given. It is therefore proposed that decisions be made about entering into new agreements by the end of September, so that full notice can be given before the end of the next financial year.

Meanwhile, the current agreements can be renewed for a year.

4 MULTI AGENCY MONITORING (MAM)

MAM data has been provided by all the organisations in receipt of SLA funding. This entails each organisation completing a standard form, with a unique reference, for each client that they see. The forms are also being completed by the housing advice staff in Strategic Housing Services. The unique reference (initials and date of birth) allows any double counting of clients who go to more than one agency to be checked.

Although the analysis has highlighted some discrepancies in how the form is completed by different agencies, it has proved an excellent tool for getting a broad picture of the overall numbers of homeless in the District and a breakdown of their characteristics. The analysis is attached at Appendix A. In the future, we should also have a clearer picture of what is happening to people over time and be able to see how many can successfully be assisted to resolve their housing problems.

All agencies involved in completing forms have been sent copies of the analysis, which will be used to inform the Homelessness Review.

5 CONCLUSION

All agencies in receipt of funding have complied with the City Council's requirement that MAM forms be completed. In light of the timing of the Homelessness Strategy it is sensible to await the completion and approval of the Strategy before renegotiating the Service Level Agreements which would otherwise expire at the end of March 2008.

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 2008/09 General Fund includes budgets in respect of Homeless Service Level Agreements which total £85,600. This allows for a 2% inflation increase on 2007/08 budgets.

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.
MAM monitoring data provided by organisations with SLAs

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Multi Agency Monitoring (MAM) – Lancaster District

Multi Agency Monitoring (MAM) was introduced in Lancaster District towards the end of 2006, but has been actively adopted since April 2007. Each of the six agencies listed below completes a MAM form when they come into contact with an individual who is homeless or threatened with homelessness. Individuals are assigned a unique code to ensure that double counting does not occur, and to chart their presentation history.

In this way, once the MAM system has been running for some time, it should be possible to identify any emerging patterns in presentations and therefore to assist people to solve their housing problems at an earlier stage. As MAM forms are completed by a range of voluntary organisations, in addition to Strategic Housing, the data should provide a more realistic picture of the problem in the District than indicated by the P1E statistics.

This system not only records individuals to whom the Council would not owe a Statutory Duty, but also individuals who are unlikely to approach a statutory organisation.

The participating organisations are:

- Lancaster and District Homeless Action Service (LDHAS)
- Lancaster and District Women's Aid (LDWA)
- Morecambe Homeless Action (MHA)
- Signposts
- Lancaster City Council Strategic Housing
- YMCA

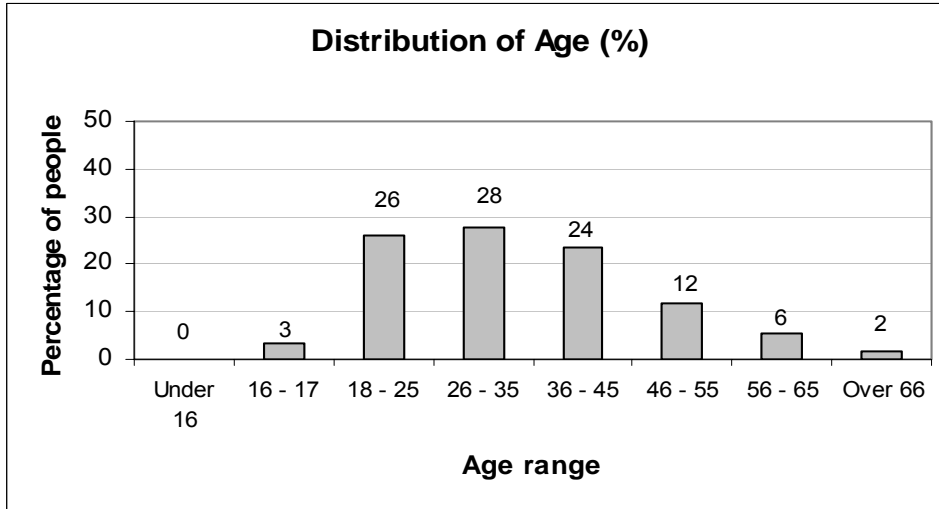
The table below records the number of visits made by individuals in housing need from Lancaster District to all of the participating agencies between April and December 2007.

Organisation name	Number of contacts	% of contacts	Number as 1st contact	Number as 2nd contact	Number as 3rd contact
LDHAS	82	14	73	9	0
LDWA	104	18	101	2	1
MHA	26	4	25	1	0
Signposts	38	7	35	3	0
Strategic Housing	220	38	203	16	1
YMCA	111	19	97	14	0
Total	581	100	534		

N.B. It should be noted that no MAM returns had been received for Signposts or MHA for December by the time the analysis was conducted.

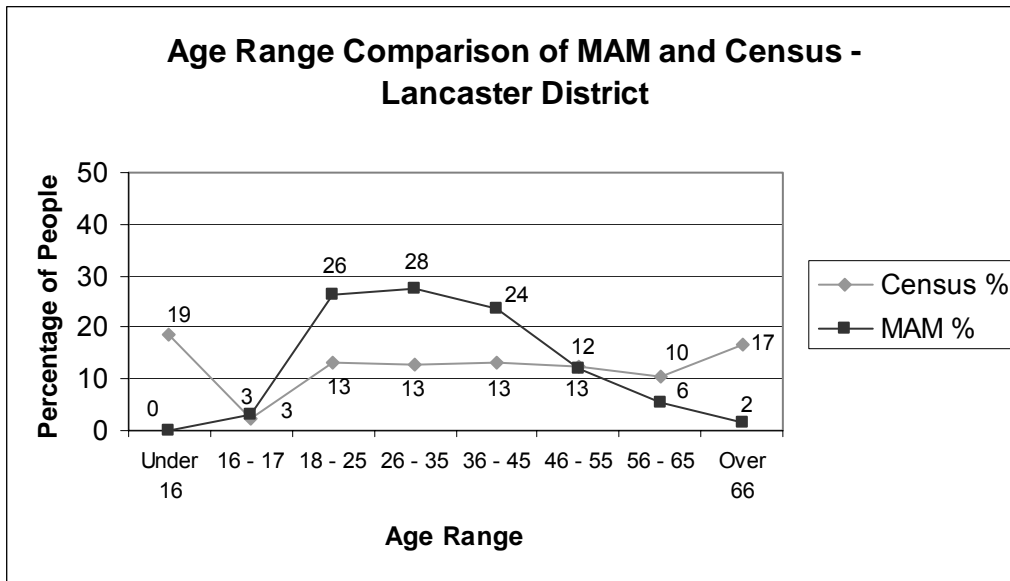
It can be seen that a total of 534 people made 581 visits to the participating agencies, thus indicating that there are a number of people visiting an agency or agencies on more than one occasion. This is likely to be an underestimate of the number of visits, as it was clear from the interviews with some of the participating agencies, for example LDHAS, that the same clients come in on a daily basis, but it would clearly not be feasible to complete a MAM return for every one of their visits.

There may also be a slight underestimate in the number of people seen, as several MAM forms were returned without the date of birth of the individual on it. Without this information the unique code can not be generated and therefore the individual can not be included in the database for risk of double counting. The age distribution of those seen is demonstrated in the graph below.



Young adults (18 - 35yrs) represent the largest proportion of those who are homeless, threatened with homelessness and in housing need; 26% of those seen were aged 18 to 25yrs and 28% were aged 26 to 35yrs, therefore this age-group represent over 50% of all of those cases seen. This contrasts with only 18% of older adults (46 - 65yrs). This is a similar pattern to that seen in the acceptances data from the P1E Returns. It is encouraging that only 3% (17 people) of those seen were under 18 years of age.

When comparing the MAM data with Census 2001 data it can be seen that young adults are significantly over represented in terms of housing need than would be expected on age distribution alone. This indicates that in Lancaster District young adults are having difficulty accessing the local housing market due to a lack of social housing and increased house prices.



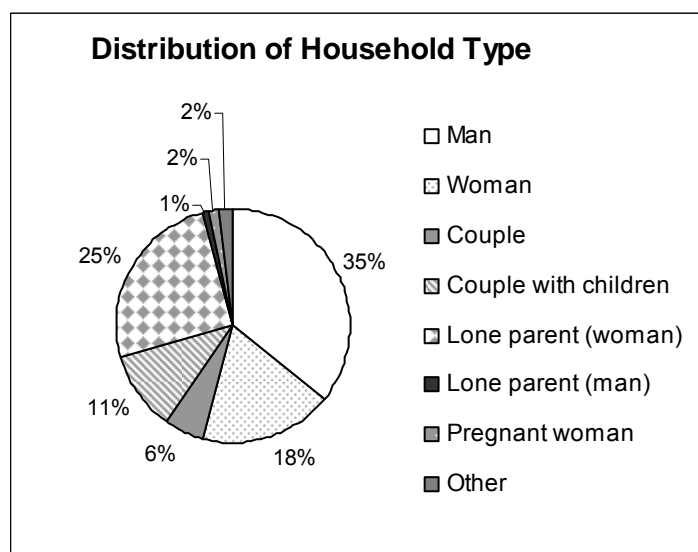
Individuals seen by agencies completing MAM returns predominantly described their ethnicity as 'White – British'. This is what would be expected given the breakdown of ethnicity in the District as estimated from the Census data.

Ethnic Origin	Number	%
White British	510	95.5
White Other	5	0.9
Black British	3	0.6
Black Other	2	0.4
Asian British	2	0.4
Asian Other	1	0.2
Dual Heritage	1	0.2
Chinese	0	0.0
Traveller	2	0.4
Refused to disclose	0	0.0
Unknown	5	0.9
Other	3	0.6
	534	100

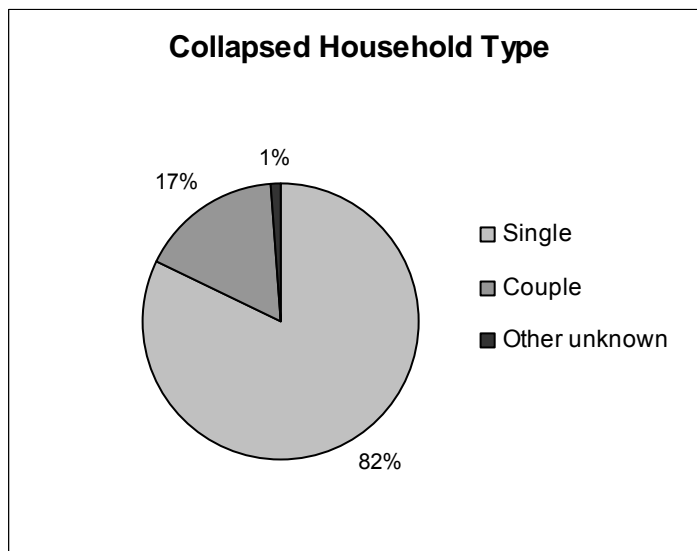
There is a slight difference between the ethnicity of those seen by the MAM reporting agencies as a whole and those presenting as homeless in the P1E Returns. A greater proportion of those presenting are classed as 'White – British' on the P1E Returns. This could indicate that other ethnic groups are less likely to approach Strategic Housing than they are a voluntary organisation, however caution must be used when drawing such a conclusion as the numbers involved are very small.

Data from the section on the MAM form regarding disability shows that 27% of people stated they had a disability or disabilities. The most common were mental health issues at 52% (74 people), followed by a physical disability at 33% (47 people). Taking the two categories together this equates to 23% of all people seen by the agencies returning MAM forms.

The following two pie charts demonstrate the household type of those threatened with homelessness or in housing need.

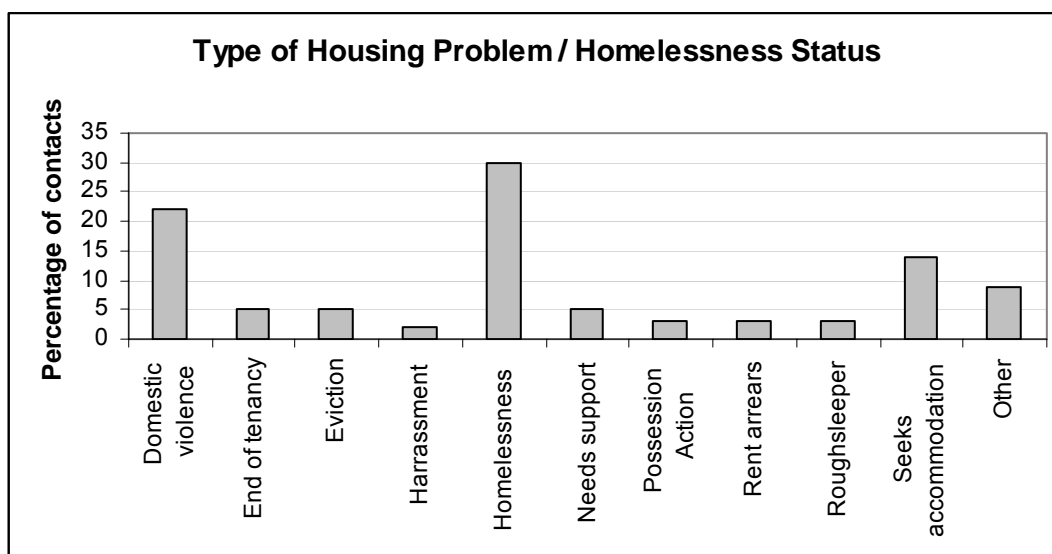


It is clear that the greatest single proportion of individuals seen by the MAM reporting agencies are single men. However, overall the greatest proportion of those seen are female when single women, female lone parents and pregnant women are all taken into account.



By collapsing the categories of household type it can be seen that by far the majority of people visiting the organisations are single. 64% of the couples had dependent children and 32% of single people were lone parents. In total nearly 60% of the people seen did not have children. This contrasts to the P1E figures whereby, on average, 53% of accepted homeless cases had dependent children. This may be accounted for by the fact that families with dependent children are more likely to approach a statutory organisation, and will automatically fall into that Priority Need category.

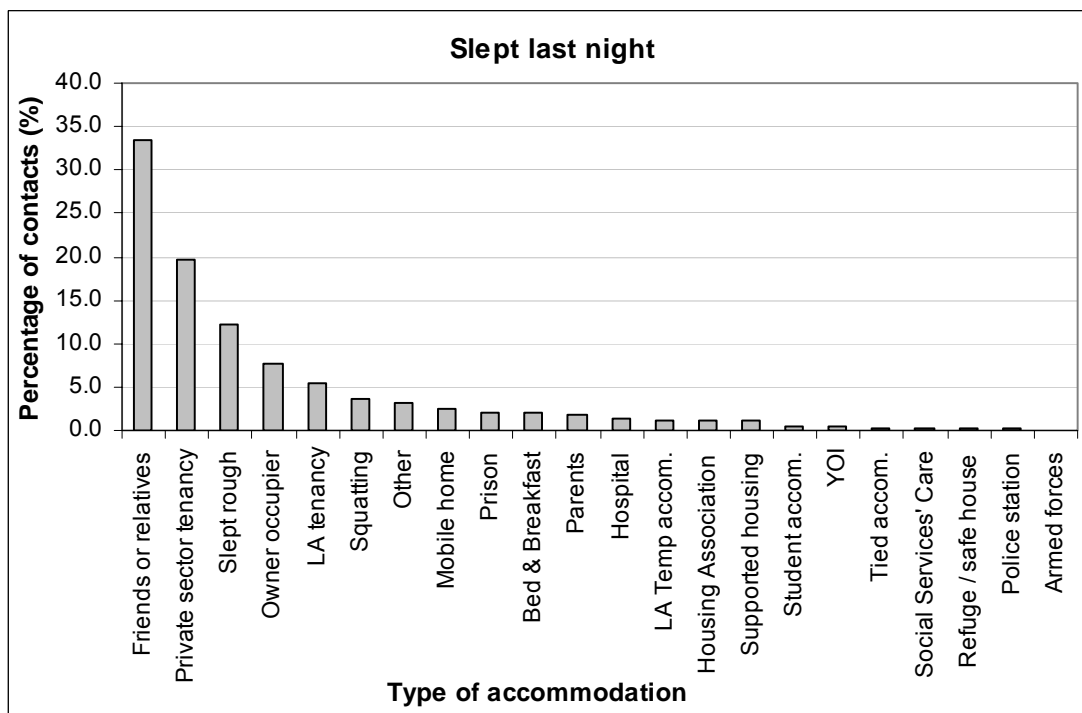
The largest proportion seen are considered to be homeless (30%) or at risk of homelessness as a result of domestic violence (22%).



The data from this graph needs to be considered with some caution as agencies appeared to perceive the same individual's situation differently. For example, one individual had been recorded as having 'homelessness' as the housing problem on a visit to one agency and then had visited another agency in quick succession and had been recorded as 'seeks accommodation'.

20% of all people were recorded as having Statutory body involvement. 50% of which had Social Services or Mental Health Team involvement. Less than 1% of the total were recorded as being owed a full homeless duty by Strategic Housing. The data occasionally shows different statutory involvement for an individual on different contacts. However, these are likely to reflect plausible differences given the time between contacts in these instances.

The graph below illustrates where individuals had spent the night before approaching one of the participating agencies.



The majority of people can be seen to be staying with friends or relatives. However, it is notable that just over 12% of nights prior to visiting one of the participating agencies were spent sleeping rough. This equates to 63 people having slept rough at least once, which is nearly 12% of all of the people recorded in the MAM returns.

At each contact there is the opportunity to record zero, one or two contributory factors that have led to the individual's homelessness or housing need arising. Again there is variation in reporting between agencies, with some individuals having recorded different contributory factors when presenting at two different agencies within a short period of time. The table below demonstrates the main contributory factors that have led to the homelessness or housing need arising.

The main contributory factor cited was domestic violence at nearly 19% of responses. This is substantially greater than the average of 12% shown in the P1E Returns who are found to be owed a statutory duty and have domestic violence as their main reason for homelessness, and the 2% of accepted applicants having this

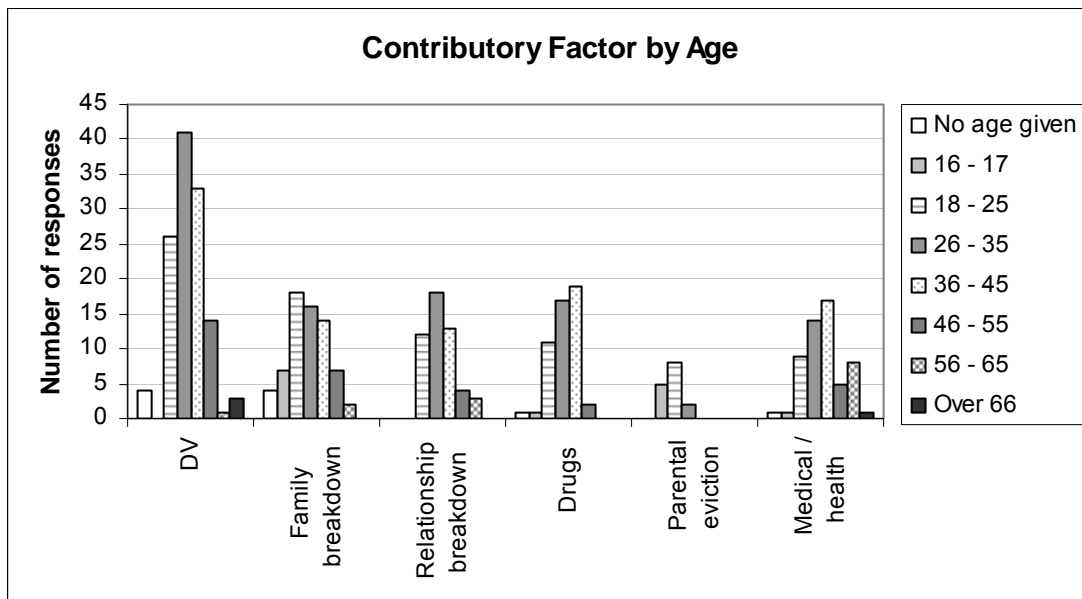
as their Priority Need category. This was followed by family breakdown (11%), medical or health problems (8%), drug issues (8%) and relationship breakdown (8%).

Contributory Factor	Number of responses	% of responses
Domestic violence	125	18.7
Family breakdown	71	10.6
Medical / health	56	8.4
Drug issues	51	7.6
Relationship breakdown	50	7.5
Alcohol issues	32	4.8
Landlord / tenant other	29	4.3
Overcrowded	29	4.3
Violence outside the home	28	4.2
Violence inside the home	26	3.9
Other financial	22	3.3
Offending	22	3.3
Unsuitable accommodation	18	2.7
Parental eviction	15	2.2
Loss of job	14	2.1
Needs life skills / support	10	1.5
Pregnancy	9	1.3
Repossession	9	1.3
Housing benefit	7	1.0
Household friction	7	1.0
Mortgage arrears / levels	6	0.9
Neighbour dispute	6	0.9
Rent arrears / levels	6	0.9
Family leave area	5	0.7
Other	5	0.7
Abuse	4	0.6
Difficult to place	4	0.6
Ex-forces	3	0.4
Fuel costs	3	0.4
Compulsory Purchase	2	0.3
Death in family	2	0.3
Gambling issues	1	0.1
Homophobic harassment	1	0.1
Move for work	1	0.1
Racial harassment	1	0.1
Sexual harassment	1	0.1
Total	669	100
<i>N.B. There could be none, one or two contributory factors given at each contact point, therefore the number of responses is greater than the number of people or contacts.</i>		

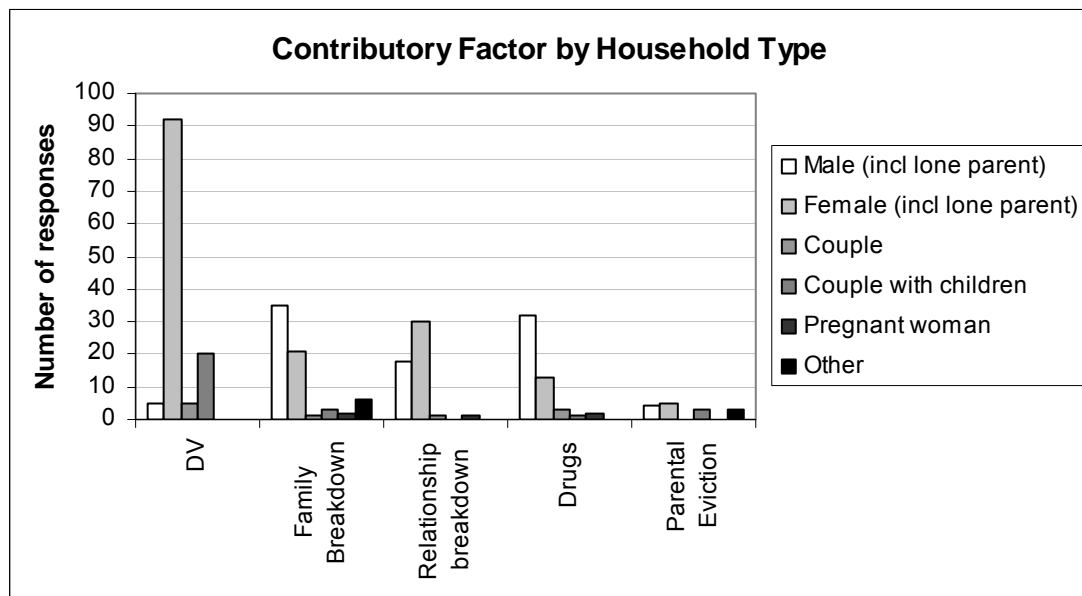
An analysis was conducted to consider the relative age and household distributions of the contributory factors with the following results.

Domestic violence and relationship breakdown generally follow the pattern of age distribution (of all respondents), although the number citing domestic violence as a contributory factor is slightly weighted towards the older adult range, rather than the 18 - 25 range.

16 - 17 yr-olds are greatly over represented in the category of 'family breakdown' compared to the general age distribution, which highlights the need for mediation services, such as that run by YMCA. Drug issues are predominantly seen to be contributory factors in those under 45yrs.



As would be expected parental eviction affects young people more than older people, with 33% of those reporting it as a contributory factor being 16-17yrs and 53% in the 18-25 age-range.



Where domestic violence is seen to be a contributory factor it disproportionately affects single women and female lone parents. A total of 37% of *all* contacts involving single females or female lone parents had DV listed as a contributory factor.

Single males and male lone parents are most likely to have family breakdown or drug issues as contributory factors. 12% of all contacts involving single males and male lone parents have drugs (6%) or family breakdown (6%) listed as contributory factors. The table below demonstrates the main outcome of each contact / visit with the participating agencies. Unfortunately because of the relatively new nature of the MAM monitoring in the District the greatest proportion is shown as 'section not completed or unknown', but in the future it should be possible to have a clearer sense of both interim and final outcomes for individuals.

Outcome (main)	Number of contacts with that outcome	% of contacts with that outcome
Section not completed / unknown	304	52.3
Support provided	53	9.1
Referred to Homeless Officer	40	6.9
Housing Advice given	28	4.8
Assisted to retain own accommodation	23	4.0
Referred to solicitor	11	1.9
Floating support provided	10	1.7
Accommodated	9	1.5
Referred internally	8	1.4
Staying with friends / relatives	8	1.4
Found refuge / safe house	8	1.4
No further contact	7	1.2
Other	7	1.2
Referred to specialist housing advice	7	1.2
Benefit Advice given	6	1.0
Referred to Housing Assoc.	6	1.0
Bed & Breakfast	5	0.9
Private sector housing	5	0.9
No show for appointment	4	0.7
Client found own accommodation.	4	0.7
Referred to specialist support agency	4	0.7
Inappropriate referral	4	0.7
Refused options	4	0.7
Unable to provide help	3	0.5
Found hostel accommodation	2	0.3
Referred to Citizen's Advice	2	0.3
Refused offer of accommodation.	2	0.3
Returned to family home	2	0.3
Application declined	1	0.2
Housing Assoc tenancy offered	1	0.2
Income raised	1	0.2
Referred out of the area	1	0.2
Referred to Health Authority	1	0.2
	581	100.0

From the table it can be seen that the most common real outcome is for support to be provided to an individual, which was usually an outcome if the individual had been in contact with an agency such as LHDAS or LDWA and it was not felt appropriate to refer on to the Homeless Officer. Referral to the Homeless Officer was the outcome in just under 7% of contacts, suggesting that the participating voluntary agencies are only referring onto the Homeless Officer where it is felt that there is a good likelihood that the individual will be accepted as being owed a full duty. Housing advice had been given in nearly 5% of cases and 4% of contacts resulted in individuals being assisted to retain their own accommodation, thereby acting to prevent a homeless presentation being made. Of concern was that only just under 6% of contacts resulted in an individual being accommodated in some way. Due to the large number of contacts where the outcome is unknown it is not clear whether this is an accurate reflection of the situation. The P1E Return statistics would suggest not, and that this figure is an underestimate.

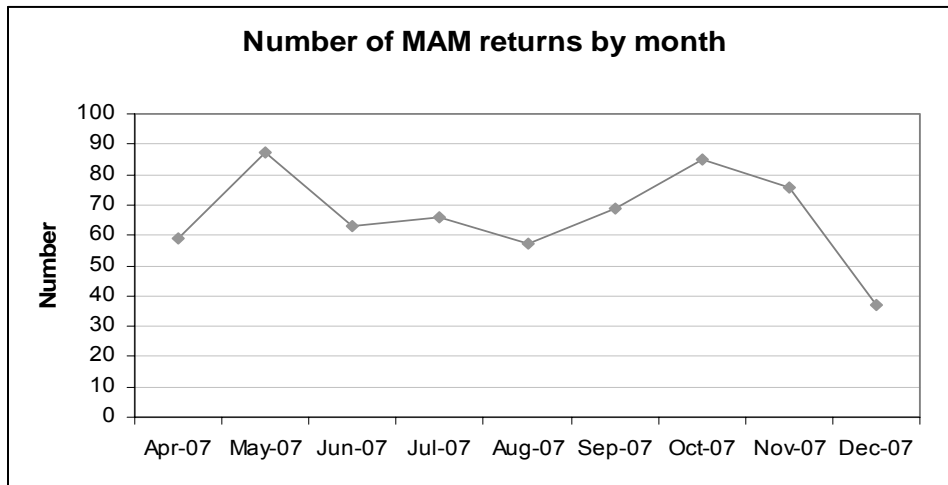
As a result of the earlier differences identified between the number of MAM contacts and P1E Returns recording domestic violence as a contributory factor the outcomes from the LDWA MAM returns were further examined.

Where LDWA was the 1st and only contact, the following outcomes were achieved:

Outcome	Number of contacts	% of contacts
Support provided	35	37%
Referred to Homeless Officer	18	19%
Assisted to retain own accommodation	16	17%
Referred to Solicitor	10	11%
Found refuge / safe house	6	6%
Referred to Housing Assoc.	2	2%
Housing Advice given	1	1%
Referred internally	1	1%
Referred out of the area	1	1%
Section not completed	1	1%
Private Sector Housing	1	1%
Returned to family home	1	1%
Refused options	1	1%
	94	100%

From this it can be seen that a great deal of work is done with clients by LDWA to minimise the number of individuals who present to the Homeless Officer. Indeed in 81% of cases during this period preventative work has been undertaken. It is not clear what the outcome was in the cases of the 18 women who were referred to the Homeless Officer as, as yet, there are no MAM records showing them as a contact for Strategic Housing.

Finally an analysis was conducted to look for any monthly variations in the data. The following graph illustrates the trend of returns for the period April – December 2007.



N.B. Averages were used to complete missing data (excluding nil returns).

This indicates a levelling off of contacts to participating agencies during the summer months with an increase again into autumn with a clear reduction during December. The decrease in December can perhaps in part be accounted for by the participating agencies being open for fewer days during that month and also by the presence of the Christmas shelter run by LDHAS. It will be interesting to see in the future whether these trends are replicated.

The MAM system gives an indication of the level of homelessness and housing need in the District that cannot be illustrated in its entirety by the P1E statistics. With the continued cooperation of all six of the participating agencies future analysis should be able to provide a clearer picture of the routes and outcomes for individuals experiencing homelessness in the District.

Neighbourhood Task Force
ES/6 2 2008

Budget and Performance Panel**Parking Permits Authorised by the Council****26th February 2008****Report of Head of Property Services****PURPOSE OF REPORT**

To provide Members with information regarding all free and subsidised parking permits authorised by the City Council.

This report is public

RECOMMENDATIONS

- (1) That the report be noted.

1.0 Introduction

1.1 At its meeting of 15th January 2008 the Budget and Performance Panel resolved:-

- (1) That the Budget and Performance Panel recommends that SLAs do not include elements of free parking and further that Cabinet consider ending the system of free parking permits to outside bodies.
- (2) That a report be brought back before the Budget and Performance Panel regarding all free and subsidised parking permits authorised by the City Council. (Minute No. 43 refers)

Following this Cabinet resolved at its meeting on 22nd January 2008:-

- (1) That the system of free parking permits to outside bodies be terminated from the end of the existing permit period. (Minute No. 94 refers)

2.0 Details

2.1 The table below illustrates the estimated 2008/09 income following Cabinet's decision to terminate free parking permits currently authorised by the Council, of which both Citizens Advice Bureaux, Relate and the Samaritans were subject to SLA grant applications:-

Organisation	Permits	Price	Total
Citizens Advice - Lancaster	4	770.00	3080.00
Citizens Advice – Morecambe	1	475.00	475.00
Relate – Lancaster	2	770.00	1540.00
Samaritans	1	770.00	770.00
Age Concern - Lancaster	3	770.00	2310.00
WRVS - Morecambe	1	475.00	475.00
Totals	12		8650.00

2.2 There are only two other arrangements and these are linked to land and property issues:-

6 permits on the Library Car Park for Morecambe Library - 6 permits approved by the Council's Transportation Committee in 1986 linked to a land conveyance going back to June 1969 that allocated 6 spaces on the newly constructed Library Car Park.

3 permits on the West View Car Park via a long standing agreement linked to blocking a right of way in the Northumberland Street area when the car park was constructed.

In these two cases where the parking permits are part of a land transaction, the Council cannot unilaterally remove these permits without negotiating appropriate compensation with the other parties involved.

The City Council does receive free parking requests from time to time and these are refused as the only free parking approved by the Council is for Christmas and the recently approved Remembrance Sunday arrangement.

3.0 Conclusion

3.1 Members are requested to note the information which they requested at their meeting on 15th January 2008. As stated above, Cabinet has agreed to terminate any agreements of free parking permits to outside bodies from the end of the existing permit period and the remaining agreements cannot be removed without compensation costs being incurred on the City Council.

SECTION 151 OFFICER'S COMMENTS

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

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

N/A

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Ref: JS/DSO

Budget and Performance Panel**Parkwise Finance and Performance
26th February 2008****Report of Head of Property Services****PURPOSE OF REPORT**

This report is intended to provide the Panel with information on the finance and performance of the Parkwise partnership arrangements.

This report is public

RECOMMENDATIONS

(1) That the report be noted

1.0 Introduction

- 1.1 Parkwise is the county-wide parking enforcement arrangement that operates within 12 district councils in partnership with Lancashire County Council. The initial arrangements operate for 5 years until September 2009 and are managed under an Agency Agreement with the County Council for both on-street and off-street parking enforcement operations.
- 1.2 The Panel has requested a report on car parking pricing, the cost of enforcement and the possible introduction of car park barriers. Cabinet considers car park pricing in an Annual Review of Parking Fees report that is aimed at achieving both parking policy and budgetary objectives. The review for 2008/09 was determined by Cabinet in January and the approved amended charges will be introduced in April.
- 1.3 This report is primarily concerned with the finance and performance of parking enforcement (known as DPE) operating under the Parkwise partnership arrangements. A separate report has been included within this agenda on pay on exit car parks or car parks with barriers, both of which are known as Pay on Foot car parks.

2.0 Details

2.1 The Panel has previously requested information about the cost of enforcement and information on whether the current method of operating pay and display car parks patrolled by Parking Attendants is providing value for money. As previously mentioned the advantages and disadvantages of operating pay and display and pay on foot car parks is covered by a separate report included within this agenda. However, it is worth mentioning in this report that Pay on Foot has substantial capital investment requirements and is very difficult to install into existing multi-storey and surface car parks due to the design and space requirements that are required to successfully operate the system.

2.2 The City Council operates two parking enforcement accounts in respect of on-street and off-street parking. Should there be a surplus on the on-street account, this is payable to the County Council as the highway authority. Should the off-street be in surplus, it is initially used to offset any on-street deficit (should there be any), then any remaining surplus is then retained by the City Council.

DPE is considered as part of the Corporate Financial Monitoring and Performance Review Team meetings (PRT). A copy of the latest monitoring statement (Quarter 3) is attached at Appendix A. This shows a favourable variance on the on-street account of £5,194 and this is likely to be sustained throughout Q4.

2.3 Lancaster's DPE operation is performing well compared with the other 11 Lancashire districts. A comparison of DPE costs for overheads, enforcement and total costs based on every penalty charge (PCN) issued in all districts is included in Appendices B, C and D, respectively.

2.4 The current enforcement arrangements through the Parkwise partnership are considered to be cost effective for the Lancaster district. Flexible Parking Attendant deployment through the county-wide enforcement contract is also an advantage. This allows the City Council to either increase or decrease deployment resources at relatively short notice. The combination of Parking Attendants and pay and display is also beneficial where there are numerous car parks with fairly low maximum parking capacities covering two main town centres.

2.5 The county-wide DPE financial position has been considered by Lancashire Chief Executives and Lancashire Chief Financial Officers (LCFOs). A statement of total projected income and expenditure across all districts over the initial five-year agreement is attached at Appendix E.

In view of the overall projected deficit the County Council, through LCFOs, is currently reviewing the existing five year agreement and has commissioned a full financial and operational audit of the Parkwise arrangements. This is to ensure consistency of approach and reasonableness of cost.

The County Council is also considering options for a suitable partnership model after September 2009. LCFOs have agreed that the options should be fully evaluated in order to determine the best approach and to present a report to Lancashire Chief Executives. This work has already been commissioned and a report to the Chief Executives is expected in late Spring/early Summer.

2.6 In January the County Council's Sustainable Development Overview and Scrutiny Committee also considered a report on the Parkwise Financial and Communications arrangements.

This report provides additional background information and can be accessed via <http://www3.lancashire.gov.uk/council/meetings/displayAgendas.asp?meetid=5076>

3.0 Conclusion

- 3.1 The current method of deploying Parking Attendants for car park enforcement through the Parkwise partnership arrangements until September 2009 is considered to be cost effective. However, Members should await the outcome of the review currently being undertaken by the County Council that will determine the preferred service delivery option beyond 2009.

CONCLUSION OF IMPACT ASSESSMENT

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

DPE has community safety impacts in terms of improving road safety, and vehicle and personal security. It also has sustainability impacts in terms of reducing traffic congestion and operating in financial balance.

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 further comments.

LEGAL IMPLICATIONS

None arising directly as a result of this report.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Budget and Performance Panel Minutes and Action Sheet 27/11/07.

Overview and Scrutiny Committee 5/9/07.

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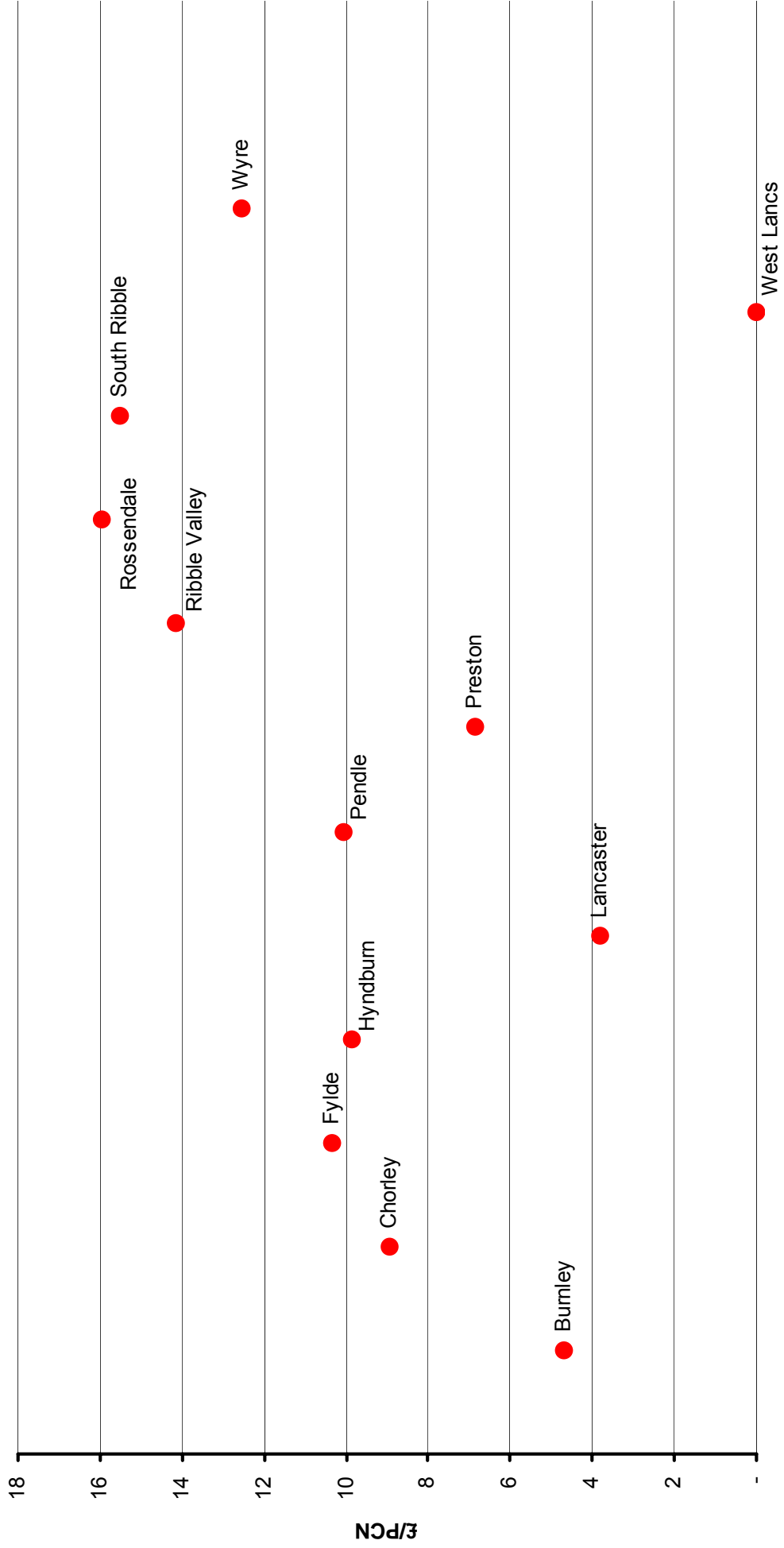
dhopwood@lancaster.gov.uk

DPE Monitoring 2007/08 Periods 1-9

	Profiled Budget		On-Street		Off-Street (Marginal)		TOTAL			
	£	£	Actual to P9	Variance	Profiled Budget	Actual to P9	Variance	Budget	Actual	Variance
	£	£	£	£	£	£	£	£	£	£
Income										
Estimated PCN Payments relating to PCNs issued	(359,850)	(376,719)	(16,869)	(198,503)	4,972	(563,325)	(11,897)			
Debtors										
Less Provision for Bad Debts	105,600	110,571	4,971	(1,438)		165,300				
Dispensations	(3,075)	(3,028)	47	-		(3,075)				
TOTAL INCOME	(257,325)	(269,176)	(11,851)	3,534	(140,241)	(401,100)	(8,317)	(409,417)	(575,222)	(11,897)
Expenses										
Contracted Services (Enforcement)	148,500	153,994	5,494	(287)	57,538	206,325	5,207			
SLH - Premises & Miscellaneous	10,021	10,355	334	-	-	10,021	334			
Parkwise Back Office Levy	47,775	49,577	1,802	580	27,580	74,775	2,382			
TEC Registration & NPAS Fees	12,825	11,852	(973)	(640)	5,625	18,450	(1,612)			
Service Support Recharge	39,675	39,675	-	-	27,975	67,650	-			
TOTAL EXPENSES	258,796	265,453	6,657	(346)	118,079	377,221	6,310	383,531	(23,879)	(2,007)
(Surplus) / Deficit	1,471	(3,723)	(5,194)	3,188	(25,350)	(23,879)	(2,007)	(25,886)	(23,879)	(2,007)
No. of PCNs Issued	9,011	9,432	421	(125)	5,095	14,106	296	14,402	14,106	296

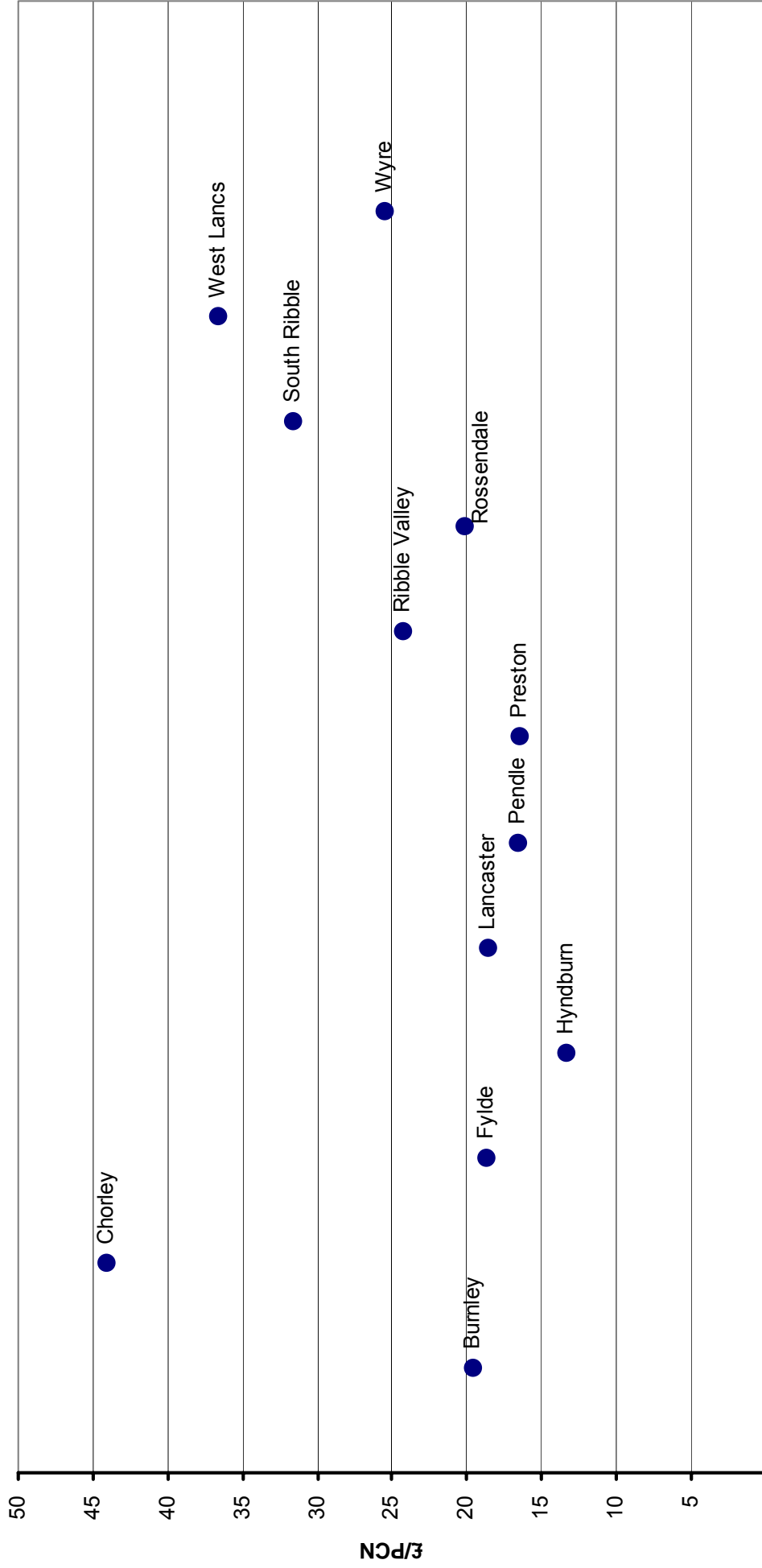
Appendix B

On-street District Council Overhead Cost per PCN
(over the Five-Year Agreement)



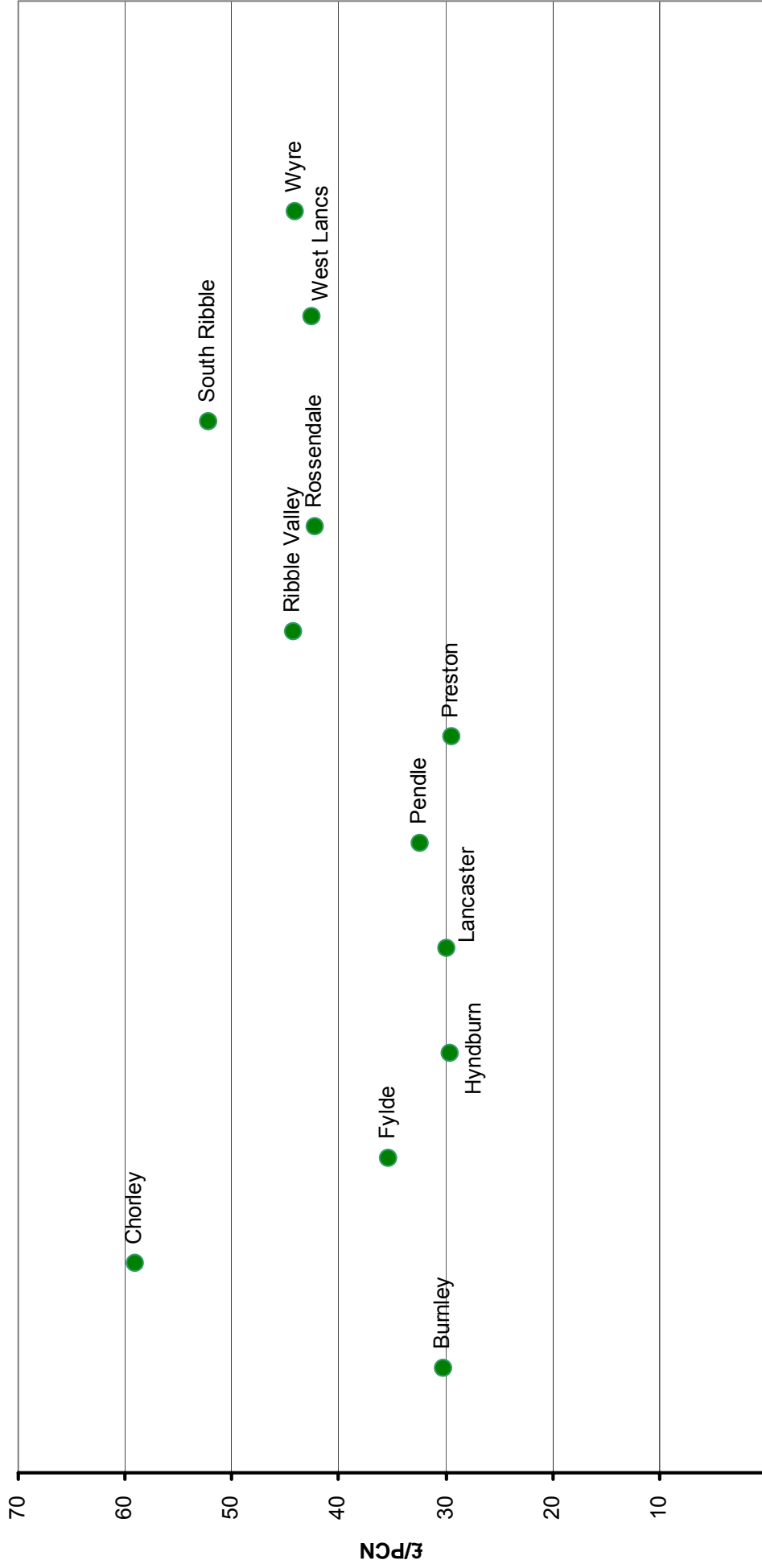
Appendix C

On-street Enforcement Cost per PCN (over the Five-Year Agreement)



Appendix D

On-street Total Cost per PCN
(over the Five-Year Agreement)



APPENDIX E
DE-CRIMINALISED PARKING ENFORCEMENT (DPE)

TOTAL INCOME & EXPENDITURE OVER THE FIVE-YEAR AGREEMENT

	On-street Enforcement Cost £000	On-street District Council Overheads £000	On-street Ticket Processing Costs £000	On-street Total Costs £000	On-street Total Income £000	On-street Net Surplus/ (Deficit) £000	Repayment of on-street deficit to date from Pay & Display £000	Marginal off- street Net Surplus/ (Deficit) £000	Total DPE Net Surplus/ (Deficit) £000	On-street PCN Numbers
Burnley	1,192	285	360	1,837	1,628	(209)		193	(16)	60,694
Chorley	948	192	131	1,271	603	(668)		368	(301)	21,509
Fylde*	246	136	83	465	351	(115)		2	(113)	13,176
Hyndburn	312	231	151	694	676	(18)		(12)	(30)	23,383
Lancaster	1,194	245	478	1,918	1,671	(246)	232	121	107	64,232
Pendle	358	218	125	701	615	(86)		(83)	(170)	21,646
Preston	1,948	811	715	3,474	3,485	11	48	(2)	57	118,188
Ribble Valley	183	107	44	334	233	(101)		38	(63)	7,548
Rossendale	220	174	66	460	328	(132)		57	(75)	10,894
South Ribble	293	144	48	486	277	(209)		3	(206)	9,291
West Lancs	294	0	48	341	213	(129)		453	324	8,012
Wyre	357	176	84	617	397	(219)		11	(208)	13,996
Total All Districts	7,546	2,718	2,335	12,599	10,476	(2,123)	281	1,148	(695)	372,569

* no projections for the period 2007/08 to the end of the Agreement provided by Fylde BC

Budget and Performance Panel

**Pay On Foot Parking Systems
26 February 2008**

Report of Head of Property Services

PURPOSE OF REPORT
The report provides information on the operational implications of Pay and Display and Pay On Foot parking systems.
This report is public

RECOMMENDATIONS

(1) That the report be noted.

1.0 Introduction

1.1 This report covers the possibility of installing barriers on Lancaster City Council car parks. The Council operates 37 public access car parks across Lancaster and Morecambe that currently use a Pay and Display revenue collection system. These car parks vary in size, location and customer usage so there are many factors to consider. These factors are explained in detail within this report. The two main types of system to consider are known as Pay on Foot and Pay & Display revenue collection systems. The report highlights the advantages and disadvantages of each system.

For clarity the systems are now defined in the following paragraphs.

1.2 Pay on Foot Systems

Most Pay on Foot systems have five principal components;

- Entry lane sets each comprising a ticket dispenser and traffic control barrier
- Automatic and/or manned pay stations or pay points
- Exit lane sets each comprising a ticket reader and traffic control barrier
- A communications network linking all of the above equipment
- A central control computer and management station

A driver entering a 'Pay on Foot controlled' car park takes a machine readable ticket from a ticket dispenser in the entry lane and the traffic control barrier then opens to allow entry. The ticket allows the date, time and lane of entry to be identified. The driver parks, keeps the ticket and goes about his/her affairs. When these are complete the driver returns to the car park finds a pay point and presents the entry ticket. The parking fee due is automatically calculated at the pay point from data on the ticket and advised to the driver. Upon payment the information on the ticket is modified and returned to the driver or a new exit ticket is issued. The driver returns to the car and drives it to the exit lane where the modified/new ticket is presented to the ticket reader which verifies that payment has been made and then opens the traffic

control barrier to allow exit.

Regular users may purchase some form of season ticket that will operate the entry and exit barriers under strictly controlled circumstances - these users do not use the pay points.

Pay on Foot systems control vehicle movements by use of physical barriers.

1.3 Pay & Display systems

A Pay & Display system may have one or three components;

- Pay & Display ticket machines
- A central control computer and management station (optional, but Lancaster has this component)
- A communications network linking all above equipment (optional, but Lancaster has this component)

A motorist entering a 'Pay & Display controlled' car park drives in, finds a parking space and walks to the nearest ticket machine, decides how long a parking period to purchase and uses coins (or credit card or mobile phone) to buy a ticket.

He/she then displays that ticket in the car so that it can easily be read from outside. The driver then goes about his/her affairs. When these are complete the driver returns to the car and drives out of the car park.

Pay & Display systems control motorists by the threat of financial penalties for contravention of the car park regulations. Contraventions are detected by patrolling Parking Attendants.

2.0 Details

2.1 Systems and the Car Park

Both systems have their strengths and weaknesses and they are not necessarily interchangeable in any given car park.

In assessing whether a system is appropriate the car park characteristics should be considered.

2.2 Power sources - if no mains power is available Pay & Display ticket machines which can use solar or battery power is the only option. Rural car parks only exemplify this situation.

2.3 Small size - Installation and operation of a Pay on Foot system will cost considerably more than Pay & Display in a very small car park and the space needed by the entry and exit lanes will be disproportionately high. Pay on Foot is rarely installed in car parks below 100 spaces.

The Council only operates 11 car parks with in excess of 100 spaces.

2.3.1 Limited vehicle access - A car park entry lane with no parking barrier can admit up to 15 cars per minute - place a ticket dispenser and barrier in the lane and that flow is reduced to 6 cars per minute (and occasionally too much less). If a car park has periods of high inflow (e.g. a commuter car park at 8.30am) this can be critical.

2.3.2 Limited vehicle exit lanes - A similar argument applies. Car parks that serve theatres, cinemas and sports facilities often have high peaks of exit flow. These peaks often pass without comment, where there are no exit ticket readers and

barriers to restrict the flow. Introduce these Pay on Foot features when there are insufficient pay stations or exit lanes and long queues may form at both.

- 2.3.3 'Grace periods'** - An essential feature of Pay on Foot systems is the 'grace period'. This is the time period allowed to the driver, who has just paid for his/her ticket, to return to the car, to drive to the exit and to present the paid ticket to the exit ticket reader. Commonly this period is set at 10 or 15 minutes. If a driver takes longer to present the exit ticket it will not open the barrier. A further payment will be required to achieve exit.

If a queue has already delayed the driver in reaching the exit a demand for further payment will be unacceptable. Furthermore the driver who is held up by this demand simply lengthens the following queue and subsequent drivers become increasingly likely to exceed their grace periods. This is a potentially explosive situation. It is normally avoided by prompt system intervention by car park staff - but that means that staff must be in attendance at all times.

- 2.4 Traffic on local roads** - If there is heavy traffic on the roads adjacent to the car park vehicles may not be able to exit the car park freely. In this case exit queues may form within the car park and, if a Pay on Foot system is operational, some drivers may not reach the exit within the grace period. The presence of highway traffic signals immediately 'downstream' of a car park exit can cause this problem. It is probable that some drivers will wrongly attribute these delays to the barrier system.

2.5. Internal layout and structure

- 2.5.1 Car park dynamics** - Car park dynamics are good when vehicles and pedestrians are able to move freely and easily to their intended location in the car park without obstruction from others or from the physical characteristics of the car park. This freedom from obstruction is particularly important at times when high levels of entry and exit coincide and there is considerable vehicular and pedestrian traffic.

Wide aisles and parking stalls, sensible turning radii and ramps, good sight lines and coherent signage, uniform lighting levels and well designed search and exit routes all facilitate good vehicle dynamics. The vehicle dynamics are particularly relevant to the payment system near to the vehicle entry and exit points. The optimal flow rates of 15 vehicles per minute (no barriers) and 6 per minute (with barriers) mentioned above can only be achieved if vehicles can move freely towards and away from the entry and exit points.

- 2.5.2 Driver considerations** - In a Pay & Display car park payment for parking time begins after the car has been parked and it effectively ends when the driver returns to the car. If no space is found there is no question of payment no matter how long the search.

A driver who enters a Pay on Foot car park starts to pay for time as soon as he/she takes an entry ticket and is paying for time whilst searching for and occupying a parking space. Although payment for time ends when the departing driver reaches the Pay on Foot pay point and pays there is still a time pressure to exit within the 'grace period'.

The point of the previous two paragraphs is to indicate that good car park dynamics gain extra importance when a Pay on Foot system is installed.

- 2.5.3 Pedestrian Considerations** - Every driver parking in a Pay on Foot car park makes two pedestrian movements across the car parking area - to and from the exit or

stairs/lift. Every Pay & Display car park user makes two more - to and from a the ticket machine which is located on the car parking area.

Good pedestrian routes to and from Pay & Display machines are important. They should be short and should keep clear of the main vehicle entry and exit routes. Drivers do not want a 50 metre plus walk to and from the ticket machine because this can easily take two minutes. This means that the provision of Pay & Display ticket machines should be greater than one per 80 spaces in a regularly laid out car park and with greater provision in unusually shaped car parks.

Other features in the siting of Pay & Display ticket machines include high visibility, clear signage, good lighting levels, CCTV coverage and consideration for the costs of cabling and conduiting to the location.

- 2.5.4 Structural Considerations** - Before considering the installation of Pay on Foot entry and exit lanes on the suspended deck of an established multi-storey car park, you need to ensure that the design and the weight of the equipment islands and the fixing of detector loops have the written approval of a structural engineer.

In the case of a new build car park these matters should be incorporated in the design at the start, rather than added as an afterthought. Experienced architects and designers who are unfamiliar with car park design can overlook this and give rise to serious problems.

- 2.6. Pedestrian Routes** - Once a driver has placed the Pay & Display ticket in the car the payment for parking is complete. The route by which he/she leaves the car park and returns to the car has no relevance to the payment process. Pay & Display suits car parks where there are many possible pedestrian routes.

In an ideal Pay on Foot installation returning pedestrians do not have to deviate from their chosen return route to pay for their parking because at least one pay point is available on every pedestrian return route to the car park. In a car park where there are few possible return routes this is quite practical.

In car parks with many pedestrian return routes such provision of pay points may prove too expensive. The less popular pedestrian return routes may therefore have no pay points while the more popular require two or more. It may even be appropriate to close off the least popular return routes - but care must be taken that such action does not interfere with fire escape routes.

Pay on Foot specifics need to ensure that the public will still be reasonably served by pay points when one of the units is out of service - this is particularly important where a small number of units (say less than 5) are to be installed. Machines, even the most reliable, do have periods out of service and this is most likely to happen during busy periods.

Siting Pay on Foot pay points in established car parks is not always easy - in addition to being adjacent to an established return route each site needs to be highly visible, well signed, well lit and easily covered by CCTV and it also needs to be large enough.

The machines themselves have quite a small foot print (say 1.0m x 0.5 m). Public space around pay points needs to accommodate all types of users including single car groups of 3 or 4 people, some with pushchairs, some with bags or supermarket trolleys or other bulk, and there must be space for others to queue and for yet others

to pass by. Proper provision must also be made for disabled drivers to access the equipment easily. Occasionally sufficient suitable locations for pay points are not available.

3.0 **Systems and the users**

3.1 **Types of User**

3.1.1 Commuters and other very regular users of a car park will probably pay by purchase of a season ticket - whether they then display a windscreen permit in a Pay & Display car park or use a pass card to operate the barriers on a Pay on Foot car park. If however this class of user is the main occupant of the car park, the provision of a Pay on Foot system for the minority users may be hard to justify.

3.1.2 Shoppers who use a car park for a regular weekly purpose probably know how long they will park for and may be content with Pay & Display. They will normally come with the right coins available to pay for their expected stay. Shoppers who do not wish to predetermine their length of stay or who have no suitable change prior to shopping (to purchase a Pay & Display ticket) will probably prefer the Pay on Foot system.

3.1.3 Business visitors - will probably not wish to predetermine their length of stay and therefore prefer Pay on Foot. At Pay & Display they may well pay for longer than they expect to need.

3.1.4 Recreational/social - regular users may seek a season ticket or concessions related to the recreational facility that they visit. Occasional users may prefer Pay & Display if the tariff is simple and unlikely to require change giving (e.g. 50p for up to 4 hours and £1.00 for all day).

If the tariff is complex and/or high then Pay on Foot may be preferable because parking stay need not be predicted, payment need not be calculated and note payment and change giving facilities can be made available.

3.1.5 Blue Badge Holders may be accustomed to free parking and any change to this will require political endorsement and the provision of pay points that are universally accessible. However if free parking is to continue this may also require special arrangements to open barriers for disabled drivers.

3.1.6 Shop Mobility schemes are often located in town centre car parks and may be affected by the introduction of a change in parking control system.

3.1.7 Motorcyclists may be permitted to use car parks where there are no traffic control barriers but it is not advisable for them to travel through barrier controlled entry and exit lanes. The induction loops that control the barriers may not operate reliably for motorcycles and this presents a safety hazard. If barriers are to be introduced alternative arrangements will be required for motorcyclists.

3.1.8 Permit Holders may be people who are permitted to use the car park outside normal operating hours - for example local residents. Will their concessions be continued and if so what system changes will be needed to ensure their entry and exit movements.

3.1.9 Service providers may need to bring vehicles to the car park to carry out a service in or adjacent to the car park - for example, delivery vehicles in a shopping centre car

park, buses in a park and ride car park, AA and similar breakdown services. The system must accommodate their needs

3.2 Local custom and practice

Introducing a local population to a new type of parking system can require some determination - particularly with a barrier controlled system like Pay on Foot where the system imposes a precise performance on every user from day one. Every user has to learn and it is advisable to have plenty of personnel on hand to teach in the early days.

4.0 Management Matters

4.1 Pattern of occupancy, 4.2 Hours of use and 4.3 Parking Attendants

It is desirable for revenues to exceed costs for every day when the car park is open and therefore daily revenues and operating costs must be considered.

Modern parking systems of either type can provide very detailed information about patterns of occupancy and hours of use and management can use this data to develop pricing and marketing strategies that will optimise revenues.

Many car park operating costs (such as lighting, lifts and cleaning) will not be affected by the choice of revenue collection system - however equipment and personnel costs will be.

Equipment costs per 100 spaces will be higher for Pay on Foot than for Pay & Display.

Personnel needs for enforcing Pay & Display systems and for operating Pay on Foot do vary. It should be noted that staff on a Pay on Foot car park tend to be dedicated to that one car park and cannot be easily deployed to other locations.

Pay and Display systems justify a high level of patrolling when parking activity is high so as to maintain revenues. When activity is low patrolling can be reduced to match. Patrol resources required will be closely related to the car park capacity.

Pay on Foot systems require a minimum operator level during all opening times regardless of activity but operator level increases more slowly with rising activity levels and car park size.

Thus Pay and Display may be more appropriate for car parks which are open for long hours with low activity levels whilst Pay on Foot may be more appropriate for car parks which are generally busy.

4.4 Security

Security has four important components

- the feeling of security for users of the car park
- the risk of vehicle theft
- the risk of theft from vehicles
- the risk of damage to vehicles

Good lighting, CCTV cover, help points, smart uniformed patrols and a clean and tidy environment are all important components of the user's perception of security. The type of payment system chosen has little effect on these characteristics.

The Pay on Foot system barriers may slightly diminish the risk of car theft, however well placed CCTV cover is also a strong deterrent to vehicle theft regardless of which payment system is installed.

Entry and exit barriers do little to affect theft from and damage to cars in the car park. It can be argued that CCTV, lighting and uniformed patrolling (which is an essential part of Pay & Display parking control and an increasing component of Pay on Foot) is a bigger deterrent to these 'in car park' crimes.

4.5 Tariffs

4.5.1 High and low Tariffs - A tariff of more than £1.50 per hour might currently be considered as high and 50p or less per hour as low.

High tariffs will mean that many users wish to pay by notes or credit/debit cards. This probably means that high tariff car parks will need the note and card readers with change givers that a Pay on Foot system provides.

Low tariffs often mean that the parking vend can be achieved exactly with a single or multiple coins which favours Pay & Display equipment.

4.5.2 Change giving - Change giving equipment is complex, expensive and space consuming. It also provides extra challenge for accurate auditing of the system (see 4.7.1 below).

The virtues of Pay & Display equipment include compact dimensions and relatively low price. These two statements indicate that Pay & Display and change giving are incompatible. If change giving is needed Pay on Foot will generally be required.

4.5.3 Simple and Complex tariffs - The simplest tariff might be £1.50 per visit whether that is all day or for 30 minutes. The driver has absolutely no difficulty deciding how much should be paid at the time of arrival.

Examples of complex tariffs will include non-linear hourly charge rates, free or fixed rate overnight parking, and different rates at weekends and Bank holidays. These tariffs even challenge management to define them comprehensively and it is unreasonable to expect a driver to evaluate and pay the parking fee in advance.

These two extreme examples strongly favour Pay & Display and Pay on Foot respectively.

Most tariffs will fall between and the balance of advantage for one system or the other will vary along the scale.

4.5.4 Discounts - Parking discounts are sometimes given to particular categories of users. These are easily given to Pay on Foot users by modifying their machine-readable ticket so that it qualifies for a reduced tariff when presented at the automatic pay station. The full process is accurate to audit within the system.

Pay & Display users may also receive benefits by various methods such as the issue of a two-part ticket - one part for display in the car and the other to be exchanged for

cash or discounts on goods or services at local shops, cafes etc. Audit arrangements and cost allocation may be difficult to manage.

- 4.6 Cash less Payments** - Parking equipment is generally installed with a view to use over 7 to 10 years so in choosing equipment today it is important to consider the level of charges which may be common in the future.

Coin only payment was almost universally acceptable 10 years ago but this is less often the case now. Note handling is complex and expensive not least because it must be accompanied by change giving capability - hence the pressure for cash less payment systems.

Credit and debit card payment facilities are now fairly commonplace for Pay on Foot systems and increasingly available for Pay & Display. Practical mobile phone payment systems are already in use on some Pay & Display ticket machines and are increasingly popular.

4.7 Control Information

- 4.7.1 Audit Information** - All systems have audit information and it is a vital part of management control of the cash collected. Pay and Display is straightforward because a machine starts a working period with an empty coin box and all coins accepted by the machine should go straight to it. The machine records and totals coins accepted and when the coin box is removed it locks automatically and the machine automatically prints out the amount that is in the box. Management must ensure that cash and print out reconcile or fully investigate discrepancies.

Pay on Foot is more complex because it accepts notes and coins and gives change in coins.

The note safe follows similar procedures to the Pay & Display coin box – every note accepted should go straight to the note safe – this locks automatically on withdrawal and a print out of contents is generated for reconciliation.

The change giving mechanism always gives a variable cash float of coins of different denominations (typical total value of £200 per automatic pay point). Coins accepted by the pay point may go to top up the change reservoirs or, if these are at the required level, they go to the coin box. The amount in the coin box at the end of the shift should match the amount printed out by the pay point and this gives a basic control. If a full audit is required then an exact count of the value in the coin box and note safes being removed and in the change giver is needed.

- 4.7.2 Management Information** - Modern Pay on Foot and Pay & Display systems record details of all system transactions and many other events. These can be assembled in many different report formats that help management fully to understand the pattern of use of the car park, to spot trends and abuses and to identify the impact of local events and changes. These in turn provide the basis for management action and future business plans and forecasts.

- 4.8 System Costs** - Pay on Foot systems will prove more expensive to own and maintain than the Pay & Display systems.

Appendix - Some Frequently Asked Questions

Which system collects more money?

Motorists who use Pay on Foot always pay the calculated amount for their parking – however many who use Pay & Display pay more than the correct amount (either they overestimate their stay for safety or because they do not have the coins needed to pay exactly) and this may offset those who underpay or do not pay.

With Pay on Foot there are no penalty charges to collect so this income is lost.

Which system do motorists prefer?

It depends, amongst other things, on which system they are used to, the nature of their reason for parking, and the frequency with which they park and the location of the pay points or Pay and Display ticket machines. There may be no strong preferences for either system.

What are the staffing implications of each system?

The purpose of uniformed Parking Attendants patrolling is increasingly regarded as a necessary feature for security and customer comfort, in addition to enforcement.

When considering revenue collection only, the desirable patrol pattern (and hence staffing) for Pay & Display car parks depends on the nature of the car park (short term/long term) and the size and tariffs. A large short-term car park with high tariffs will require frequent patrols during charging hours. A small long-term car park will require just a few minutes per day. The occasional absence of any staff on either is of little consequence.

Pay on Foot systems tend to be automatic and if they are reliable, in theory, they too can operate without staffing. However they cannot accommodate some of the incorrect actions and unusual circumstances of the users. Examples of these are;

- Attempting to insert a folded ticket in the ticket slot
- Attempting to insert a banknote in the coin slot
- Presenting an unpaid ticket at the exit ticket reader
- Having a mutilated ticket which the automatic pay station can not process
- Having insufficient funds to pay the amount required.

When the user/machine interface fails for any reason the user will not be able to drive out of the car park, and may obstruct others from doing so. Rapid human intervention is then necessary.

If 1% of drivers have a problem there can be 20 or 30 daily events in a busy car park which is one every 20 minutes. Each event can quickly become unmemorable (or even a positive score for customer service) if it is tactfully and quickly resolved by a member of staff. However if it is not tackled because the car park is unmanned it soon escalates to a crisis - because somebody's car is impounded and the departure of many others may be delayed.

Which system represents the future?

Pay on Foot has been around for more than twenty years - its origins were with airport car parking which is a 24/7 operation and it has been widely taken up in shopping centres. There have been many product developments. These include note readers, credit/debit/smart card readers, improved change givers, better ticket systems, better networking, and better management information.

Pay & Display has been around for longer and has also achieved most of these developments plus solar power and now payment by mobile phone technology.

5.0 Conclusion

- 5.1** There are only eleven car parks in excess of 100 spaces operated by the Council. Six of the car parks (Battery Breakwater, Coastal Road, Heysham Village, Festival Market, Telephone Exchange and the Town Hall) are located in the Morecambe area. These car parks are predominantly used either seasonally or by permit holders.

The criteria in the report indicates they are best suited to the Pay and Display system. The remaining car parks are located in Lancaster. Three of these car parks (Auction Mart, Edward Street and Upper St Leonardsgate) are again, predominantly used by permit holders so are best suited to a Pay and Display system.

The remaining two car parks (Nelson Street and St Nicholas Multi-storey) have a different class of user, but would appear unsuitable for Pay on Foot when considering traffic on local roads (proximity to the one way system), driver considerations and car park dynamics.

- 5.2** The estimated cost of a Pay on Foot system per car park would be in the region of £100,000 plus installation and staffing. A Pay and Display ticket machine currently costs £2,600 plus installation and staffing.
- 5.3** Therefore when considering all the factors mentioned in this report there appears to be no car parks currently operated by Lancaster City Council that would benefit from a change of the current Pay and Display revenue collection system.

CONCLUSION OF IMPACT ASSESSMENT

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

Both Pay and Display and Pay on Foot payment systems could potentially have community safety implications through vehicle and personal security. Pay on Foot systems could increase traffic congestion if car park entry lanes are incorrectly positioned near the highway.

FINANCIAL IMPLICATIONS

To purchase a Pay on Foot System would cost in the region of £100,000 per car park, whereas each Pay and Display machine costs £2,600 to purchase. A detailed feasibility study would be required to accurately quantify the installation, staffing and other operating costs for each car park. The same feasibility study would be required to accurately predict increases or decreases in income from changing the existing system.

SECTION 151 OFFICER'S COMMENTS

The Section 151 officer has been consulted and has no further comments

LEGAL IMPLICATIONS

None arising directly as a result of this report.

MONITORING OFFICER'S COMMENTS

The monitoring officer has been consulted and has no further comments.

BACKGROUND PAPERS

Budget and Performance Panel Minutes
27/11/07
Morecambe, Retail, Commercial and
Tourism Cabinet Liaison Group 03/12/07
Lancaster and District Liaison Group
04/12/07
Comments from Morecambe and District
Chamber of Trade and Morecambe Hotel
and Tourism Association on parking fees and
policies 04/12/07
Comments from Lancaster District Chamber
of Commerce, Trade and Industry on parking
fees and policies 06/12/07
BPA Parking Practice Notes December 2004

Contact Officer: Iain Wishart
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E-mail: iwishart@lancaster.gov.uk
Ref:

Budget and Performance Panel**Storey Creative Industries Centre Construction Contract
26th February 2008****Report of Head of Economic Development & Tourism****PURPOSE OF REPORT**

To provide an update on the contractual status of the Storey Creative Industries Project, as requested at the Panel's meeting on 29th January 2008

This report is public

RECOMMENDATIONS

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

1.0 Introduction

1.1 At its previous meeting, Budget & Performance Panel requested an update on the position concerning completion of the construction contract for the Storey Creative Industries Centre project.

2.0 Details

2.1 Work on the Storey Creative Industries Centre commenced on site in October 2007. Because of pressures of time to meet deadlines for external funding, it had been necessary to allow the contractors, Conlon Construction, to proceed with the works under a Letter of Intent. Members have expressed concern about the length of time it has taken to follow this up with formal execution of a detailed contract.

2.2 I am now able to report that final contract documentation has been completed and signed by the contractors, and was passed to the Council for counter signature on Friday 9th February. At the time of drafting this report (15th February) a minor amendment is being requested from the contractor in relation to an insurance issue, and the document is expected to be formally executed within a few days.

2.3 Members should note that the delays in completing the documentation have been partly due to the need to adopt a specific form of contract (NEC3 Main Option B 'Priced Contract with Bill of Quantities' with Secondary Option Clause X12 'Partnering'). This was on the advice of the Council's cost consultants and quantity surveyors, Messrs James and Hague, and required a number of bespoke, project specific, contract conditions and amendments to be agreed and incorporated in the contract documentation. The contract documentation has therefore taken longer to prepare than would otherwise have been the case and has required input from a number of Council Services before it could be completed.

2.4 All the outstanding issues were primarily technical ones (eg levels of insurance cover) and there has not been any fundamental dispute with the contractor over the content of the document. The fundamental principles of the project had been agreed and established in the letter of intent and bill of quantities, including the agreed maximum price for the works (£3,243,270 plus professional fees). The letter of intent also placed an upper limit of £250,000 on expenditure that could be claimed by the contractors.

3.0 Conclusion

3.1 Members are asked to note that the construction contract has now been signed by the contractors and is expected to have been formally executed by the Council by the date of this meeting.

CONCLUSION OF IMPACT ASSESSMENT

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

Nothing arising from this report

FINANCIAL IMPLICATIONS

This is an information only report and there are no financial implications arising directly from it.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

The execution of the contract will have removed the potential risk associated with the commencement of construction works relying solely on the contractors letter of intent.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Previous report to Budget & Performance
Panel 27th November 2007

Contact Officer: Peter Sandford

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Ref: PWS

BUDGET AND PERFORMANCE PANEL**Work Programme Report****26th February 2008****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 Members note the upcoming report regarding the Council's funding to external bodies, with particular attention on the Duke's Theatre.
- (2) That Members note additional information regarding referrals from Overview and Scrutiny will be circulated to Members prior to the next meeting on 1st April 2008.
- (3) That Members note the upcoming Overview and Scrutiny training event taking place at Lancaster Town Hall on Monday, 10th March 2008, and forward confirmation of attendance to Democratic Services.

1.0 Introduction

This report provides Members with recommendations for additions to its Work Programme for consideration and advises of upcoming items to be dealt with by the work of the Panel.

1.1 Upcoming Reports to the Panel

The Panel is requested to note that following scrutiny of the Council's funding to Williamson's Park there will be further investigation of City Council Funding to external bodies with the completion of the budget process for 2008/09. It is intended for a report to be available for the Panel's consideration regarding funding to the Duke's Theatre the next meeting on 1st April 2008.

1.2 **Referrals from Overview and Scrutiny Committee**

At the last meeting of the Budget and Performance Panel Members requested additional information on some referred items from the Overview and Scrutiny Committee regarding Housing issues. The Panel should note that the additional information relevant to non-priority repairs in Council Housing; budgetary issues of building conversions in the West End and the adequacy of social rented housing provision in the district will be available prior to the next Panel meeting on 1st April 2008.

1.2 **Scrutiny Training Event**

Members should be advised that Francis Taylor will be providing a training session on 10th March 2008 that will deal predominantly with issues of Local Authority budgets and performance management. Confirmation of attendance should be sent by Panel Members to Democratic Services

BACKGROUND PAPERS Current Work Programme	Contact Officer: Jon Stark Telephone: 01524 582132 E-mail: jstark@lancaster.gov.uk Ref:
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ISSUE	NOVEMBER 27 TH	JANUARY 15 TH	JANUARY 29 TH	FEBRUARY 26 TH	APRIL 1 ST	APRIL 29 TH	JUNE 10 TH
STAR CHAMBER							
B&P FRAMEWORK PROPOSALS			Report of the Leader				
PERFORMANCE MANAGEMENT MONITORING	Leader's 2 nd Quarterly Corporate Performance Monitoring report			3 rd Quarterly Corporate Performance Monitoring report		Leader's 4 th Quarterly Corporate Performance Monitoring report	
PARTNERSHIP MONITORING		Final report of SLA Grants Funding					
EXETER BENCHMARKING							
BEST VALUE AND PERFORMANCE PLAN (ANNUAL REPORT)							
VALUE FOR MONEY/EFFICIENCY STRATEGY							
HOUSING SLA's				Interim report of Review and Monitoring Form Review			

ISSUE	NOVEMBER 27 TH	JANUARY 15 TH	JANUARY 29 TH	FEBRUARY 26 TH	APRIL 1 ST	APRIL 29 TH	JUNE 10 TH
DISCUSSIONS WITH SERVICE HEADS (ONGOING)							
SCRUTINY OF FUNDING TO EXTERNAL BODIES					Council Funding to Duke's Theatre		
CAR PARK PRICING AND ENFORCEMENT AND THE POSSIBILITY OF ADDING BARRIERS TO CAR PARKS				Car Park pricing and enforcement and potential barrier use			
RECHARGING INHOUSE COSTS BETWEEN SERVICES				Report from CC(D)S and IS			
PROGRESS AND SUCCESS OF CUSTOMER SERVICE CENTRES							Report of Head of I&CS
LOCAL ENVIRONMENT QUALITY PILOT STUDY RESULTS						CC(D)S and Corporate Strategy	

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.