



Committee: BUDGET AND PERFORMANCE PANEL

Date: TUESDAY, 20 OCTOBER 2009

Venue: LANCASTER TOWN HALL

Time: 6.00 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. Minutes

Minutes of the Meeting held on 8th September 2009 (previously circulated)

3. Declarations of Interest

4. Items of Urgent Business authorised by the Chairman

5. Cabinet Portfolio Holder Reports

Oral reports on range of options identified for making savings and efficiencies in areas of service activity from Councillor Evelyn Archer – The Economy; Councillor Jon Barry – The Environment; Councillor Eileen Blamire – Safety; and David Kerr – Health and Wellbeing

6. Void Lettings (Pages 1 - 3)

Briefing Note of Head of Council Housing Services

7. 2010/11 Revenue Budget Update (Pages 4 - 20)

Report of Corporate Director (Finance & Performance) considered by Cabinet on 6th October 2009 (Cabinet's Resolutions attached)

8. Partnership Evaluations and Governance Arrangements (Pages 21 - 27)

Report of Corporate Director (Finance and Performance)

9. Creditor Performance Indicators

Report of Corporate Director (Finance & Performance) (item to follow)

10. Work Programme Report (Pages 28 - 32)

Report of Head of Democratic Services

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Roger Sherlock (Chairman), Emily Heath (Vice-Chairman), Tina Clifford, Jean Dent, Keran Farrow, Sarah Fishwick, Bob Roe, Keith Sowden and John Whitelegg

(ii) Substitute Membership

Councillors Chris Coates, Roger Dennison, Rebekah Gerrard, Karen Leytham, Roger Plumb, Peter Robinson, Sylvia Rogerson, Morgwn Trolinger and Paul Woodruff

(iii) Queries regarding this Agenda

Please contact Jane Glenton, Democratic Services - telephone (01524) 582068 or email jglenton@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, 12th October 2009

Briefing Note to Budget and Performance Panel.

1. Average Time Taken to Relet Local Authority Housing – Definition.

Former BV212 is used to monitor housing management performance. With the present pressure on authority-provided housing it is important that re-let times are kept to a minimum.

The average time taken to re-let housing is the time in calendar days from the day after tenancy is terminated up to and date when the new tenancy agreement starts. Includes all types of letting, however, the following properties are excluded from the calculation:

- Let through mutual exchanges;
- Undergoing 'major works';
- The council intends to sell or demolish.

(A void should be classed as a 'major works void' only if an existing tenant would have had to be decanted in order for the works to take place. This definition can be applied to any void property, not just those in major works programmes – for example, if a property is handed back in such a poor state of repair that the tenant would have to have been decanted for the necessary works to take place).

2. Performance Information.

Council Housing Services are a member of the Housemark Benchmarking Club. The table below summarises the overall performance of the stock retained and ALMO landlords and housing association members in the North West for 2008/2009

HOUSEMARK North West Performance Benchmarking
Stock Retained Landlords, ALMOs, RSLs.

Former BV212	Average time taken to relet 2008/2009	
	Local Authority/ALMO	Housing Association
Upper quartile	28 days	28.1 days
Median	32.5 days	35.6 days
Lower quartile	41.5 days	45.4 days
Number in Sample	13	26

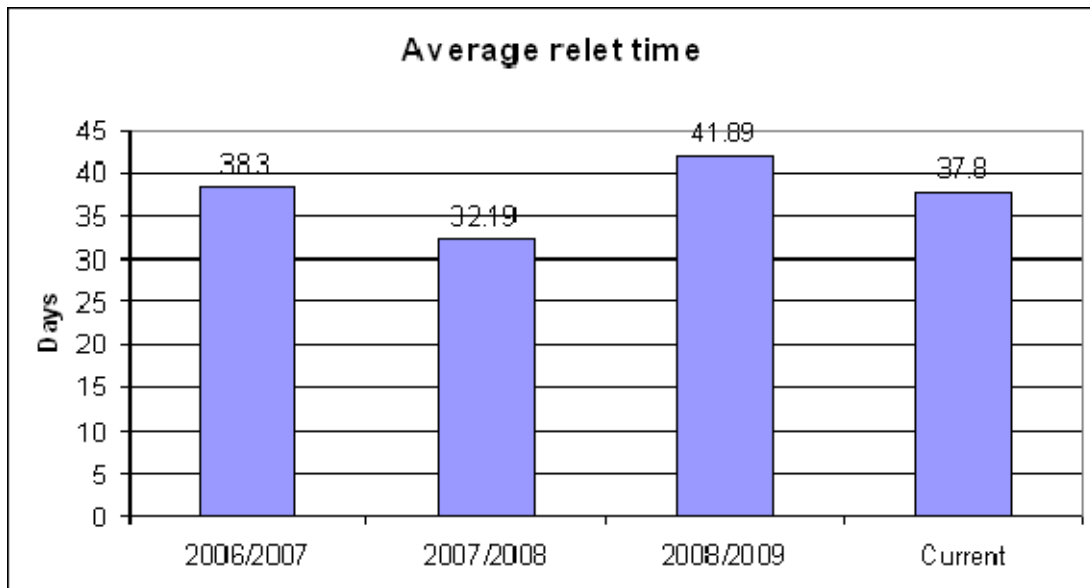
Local Performance Monitoring

Our performance against average relet time is monitored weekly and the quarterly performance profile for 2008/2009 is shown below:

Former BV212	Average time taken to relet local authority housing in days (TARGET = 32 days)				
	Year End 2007/08	Q1	Q2	Q3	Year End 2008/09
Lancaster	32.2	45.1	47.53	43	41.89

There had been deterioration in our performance over the first two quarters of 2008/2009. However during Q3 and Q4 we saw an improvement in performance with the cumulative average relet time being reduced to 41.89 days at the year end.

Historic Performance



3. Problems Experienced in 2008/2009 and Actions Taken

There are two principle reasons for the increase in relet times during 2008/2009:

i). Increase in the number of void properties. In recent years, the number of naturally occurring vacancies has been just over 300 a year. However last year, the figure increased to 375. The increase in numbers meant that both manpower resources (in terms of RMS operatives to undertake the work) and budgets (void work is funded via the responsive repairs budget) were extremely stretched.

ii). Increase in the cost of works to individual void properties. Unfortunately, council housing is, by necessity, having to be allocated to the most vulnerable members of society. In many cases properties are being allocated to applicants who have never previously successfully managed a tenancy. Without question, the condition of many properties being vacated is significantly worse than it has ever been. As a consequence, the council is having to undertake more and more work to bring properties to our "Lettable Standard" before allocation. Each year, the average amount spent per property continues to increase. In 2006/2007, the average spend was £735 per property, and for 2008/2009, that figure had increased to £1,300!

Officers needed to ensure that spending on repairs did not exceed approved budgets, and therefore it was difficult to allocate additional resources to respond to the joint problems of increase in volume and increase in work required per property until the budget issues were resolved. At the Cabinet Meeting of 20 January 2009, members approved additional spending of £185,200 for responsive repairs (with the increase also being carried forward into 2009/2010). As detailed in Section 2, the increased resources did enable performance to improve during the final months of 2008/2009, and the average relet time reduced from 47.53 days to 41.89 days. However, the performance indicator is cumulative for the whole year, and, as such, was unacceptably high.

4. The Current Situation – 2009/2010.

An officer group continues to meet regularly to monitor performance and review working arrangements. The additional resources approved by Cabinet in January 2009 has, without doubt, helped to fund the current level of activity needed for voids.

We have also reviewed the method of working within RMS to ensure the better control and allocation of work. Most importantly, we have also reviewed how we apply our Lettable Standard. Until recently, the standard has been that **all** repairs are undertaken prior to relet (we also ensure that the gardens are in a maintainable condition and, particularly for elderly tenants, that properties are in a good decorative order). These extremely high standards do of course take a considerable amount of time to deliver, which is the main reason why Lancaster's performance for average relet times appears high compared with other landlords (who don't all apply the same lettable standards). Whilst officers feel it is important to retain the "Lancaster Standard", we are now identifying those repairs which clearly need to be undertaken prior to any new tenant moving in, and those more minor repairs which can be undertaken by appointment once the tenancy has commenced.

The combined effect of these measures has been a continued reduction in average relet times. The performance for 2009/2010 to date is as follows:

April	42.4 days
May	44.7 days
June	36.9 days
July	36.1 days
August	30.1 days

Clearly, the measures now in place are delivering significantly improved performance, with the 30.1 day average for August being close to the "top quartile" performance of 28 days. However, as this particular indicator is cumulative, we need to include performance for April/May, when not all the measures were in place. The cumulative performance for the year so far is therefore 37.8 days, although this will continue to reduce over the remainder of the year provided we maintain our current performance levels.

5. Possible Future Developments.

The Council is currently investigating the possibility of introducing "Choice Based Lettings" and, at the Cabinet Meeting of 01 September 2009, officers were authorized to submit a bid for government funding to assist with implementation costs. The main principle of choice based lettings is that all vacancies are openly advertised and applicants have to "bid" for properties they are interested in. As applicants will only bid for specific properties they genuinely want, it should follow that, if someone is offered a property, it is highly unlikely that the offer would be refused. At the moment, only 58% of our vacancies are accepted by the first applicant and nearly one quarter of all vacancies have to be offered out at least three times before they are accepted. Each time a property is refused, it adds several days onto the relet time. Potentially, choice based lettings will mean that most properties are allocated on the first offer and therefore average relet times should reduce even further.

BUDGET AND PERFORMANCE PANEL**2010/11 Revenue Budget Update
20 October 2009****Report of Corporate Director (Finance & Performance)****PURPOSE OF REPORT**

To note progress so far in identifying options for savings and efficiencies for inclusion in the 2010/11 draft budget proposals. To note the programme for the budget consultation exercise and to give consideration to a request from the County Council for the City Council's preference for involvement in their (County's) consultation process. To agree the proposal to enter into a shared service with Preston City Council initially for a joint senior management arrangement for the Revenues and Benefits service, and to note the appointment of a project manager to prepare a business case for further opportunities.

This report is public

OFFICER RECOMMENDATIONS:

- 1 That Cabinet notes the progress made by individual cabinet members to identify savings and efficiency options from within their portfolios included as Appendix A and determine those that should be supported or developed further.
- 2 That Cabinet authorises officers to proceed with the establishment of a shared service on a phased basis for the Revenues and Benefits service with Preston City Council as outlined in the report, in particular approving the creation of a shared, senior management structure for the service on the basis outlined in Appendix B.
- 3 That Cabinet endorses the planned programme for the public engagement exercise attached as Appendix C in respect of its budget proposals to deliver the council's corporate priorities.
- 4 That Cabinet consider the request from the County Council attached as Appendix D as to their preference for involvement in the County Council's own budget consultation.

REPORT

1 Introduction

Since the last Cabinet meeting, individual cabinet members have continued to meet with officers to develop savings and efficiency options in line with the programme agreed on 1st September 2009 (minute 44(1) refers). Work has continued to review the variances arising from the 2008/9 closure of accounts and also those highlighted as part of the first quarter's Performance Review Team exercise.

Options that have been considered since the last meeting have now been included in the schedule attached at **Appendix A** and Cabinet are asked to identify those that they wish to support at this stage for inclusion in the list of options, and those that they would wish to be developed further.

This agenda also includes a number of reports that have financial implications for future years and these have been included in **Appendix A** on the basis of the reports recommendations.

In addition, Cabinet met informally on Sept 22nd to review the latest information on how the revenue and capital budgets were allocated across the Council's current corporate priorities, support services, and non priorities. The meeting also received information about current spending allocations from the Lancaster District Local Strategic Partnership. Cabinet members are continuing to review both sets of information.

In addition, Cabinet attended a presentation from Ipsos/Mori on Sept 28th outlining the key messages from the recent Place Survey exercise. This information will be used by Cabinet in their review of the current policy framework documents, including the Corporate Plan priorities.

2 Shared Services Programme

Officers have continued to pursue options for developing shared services with a view to bringing to the November cabinet meeting a schedule of options that could be included into a 3 year programme (minute 46(1) refers).

Work has continued to research options for a shared service for the Revenues and Benefits Service with Preston City Council which could be implemented on a phased basis. As a first step, a Project Manager has been appointed in accordance with minute 46(2) financed from the monies allocated from Team Lancashire and he has begun the process of establishing a joint, cross service project group with officers from both councils.

As part of the first stage of developing the shared service, officers from both councils have concentrated on options for creating a shared, senior management structure. The details of this proposal are included in **Appendix B** and Cabinet are asked to approve the creation of a shared, senior management structure, as recommended in the Appendix, and authorise officers to implement, in partnership with Preston City Council, a joint consultation plan, which will ensure that staff affected by the proposals, and the recognised Trade Unions, receive appropriate information in relation to the shared service project in a structured and timely manner. The joint communication plan will involve more detailed consultation with those staff who are identified as "at risk" by the proposals set out in this report.

It is anticipated that this first phase could generate future, on-going savings of approximately £160,000pa in total, although each Council's share is as yet unknown.

3 Consultation Exercise

Cabinet at its last meeting agreed the scope for a public engagement exercise as part of this year's budget process and requested officers to produce a programme of events.

This work has now been completed and **Appendix C** sets out the proposed programme of events. In particular, the exhibitions and consultation forums that will take place are scheduled for the week following Xmas and New Year to ensure maximum engagement.

Cabinet are asked to endorse the programme included at **Appendix C**.

The council has also received a request from the County Council for their preferred method on involvement in their budget consultation exercise. A note recently presented to the Lancashire Chief Finance Officers' meeting is attached at **Appendix D**. Cabinet are asked to consider the request and determine a preferred approach.

4 Options Analysis

The following options are available to the Cabinet.

4.1 Savings and Efficiency Options

- i. Consider the savings and efficiency options included at Appendix A for inclusion in the Cabinet's draft list of recommendations, highlighting those that can be supported and those that may need further work.
- ii. Consider the savings and efficiency options included at **Appendix A** but offer no view at this stage on those for inclusion in the Cabinet's draft list of recommendations

Preferred Option

The preferred option is option 1. This will ensure that officers are clear which options are to be considered further and those that require further work. This will also provide an on-going position summary of the savings and efficiencies position.

4.2 Shared Services

- i. Approve the creation of a shared, senior management structure as outlined in **Appendix B**, and authorise officers to consult with vulnerable postholders and to liaise with Preston City Council to implement the arrangements as soon as practicable

- ii. To agree an alternative approach

Preferred Option

The preferred option is option 1. This will ensure that a shared service can be developed in a phased approach and affected staff consulted. It will enable a shared senior management structure to be established prior to further options being developed. This option will generate immediate savings for both councils.

4.3 Consultation Exercise

City Council Exercise

- i endorse the planned programme of events as set out in **Appendix C** for undertaking the consultation exercise on the 2010/11 budget proposals
- ii not to endorse the proposals and request officers to prepare other options for the consultation programme.

Preferred Option

The preferred option is option 1. This will ensure that officers can prepare for the consultation exercise in good time and maximise community engagement by organising the exhibitions and forums after the Xmas and New Year period.

County Council Exercise

- i to consider the request from the County Council attached as **Appendix D** on Cabinet's preferred method for involvement in their budget consultation exercise and respond accordingly
- ii to consider the request from the County Council on Cabinet's preferred method for involvement in their budget consultation exercise but to offer no view at this stage

Preferred Option

The preferred option is option 1. This will ensure that the council can engage positively with the County Council in their budget exercise.

RELATIONSHIP TO POLICY FRAMEWORK

The report provides an update of how Cabinet are progressing in meeting the targets and timescales included in the Council's Budget and Policy Framework.

CONCLUSION OF IMPACT ASSESSMENT

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

The annual review of the budget and policy framework ensures that the Council's plans and strategies are kept up to date and compliant with the above criteria for assessing their impact on local communities. The inclusion of a public consultation exercise offers further opportunities for community engagement in determining the council's spending plans for 2010/11 and onwards

FINANCIAL IMPLICATIONS

In the main, these are referred to within the report.

The £160,000 savings associated with the first phase development of the Shared Service with Preston are estimates at this stage. There will be one-off costs arising from the establishment of the Shared Service but these will not be known until the appointments have been made. Any one-off costs attributable to the council will be met from the Restructuring Reserve.

Other savings identified in Appendix A are estimates at this stage and if supported will be worked up further as the proposals are developed and reported back in the Medium Term Financial Strategy update in November.

DEPUTY SECTION 151 OFFICER'S COMMENTS

The Deputy s151 Officer has been consulted and has no further comments to add.

LEGAL IMPLICATIONS

Legal Services have been consulted and have no comments to add.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

None.

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STATEMENT OF GENERAL FUND SAVINGS POSITION

For consideration by Cabinet 06 October 2009

APPROVED SAVINGS INCLUDED IN 3 YEAR REVENUE BUDGET

	2009/10	2010/11	2011/12
	£000	£000	£000
TOTAL APPROVED SAVINGS (Budget Council 04 March 2009)	-1,387.3	-1,108.6	-1,444.8
SAVINGS EFFECTED IN BASE BUDGET	-888.0	-567.2	-900.2
SAVINGS APPROVED BY MEMBERS TO DATE			
PERSONNEL COMMITTEE 26 MARCH 09 : Corporate Strategy Restructure	-30.0	-22.2	-23.0
Sub-Total	-918.0	-589.4	-923.2
SAVINGS STILL TO BE ACHIEVED	-469.3	-519.2	-521.6
SAVINGS STILL TO BE CONFIRMED / SUBJECT TO MEMBER APPROVAL			
Senior Management Restructure	-50.0	-50.0	-50.0
Corporate Strategy			
Service Restructure (Balance of saving to achieve)		-8.4	-8.2
Communications & Marketing Review	-41.0	-61.0	-61.0
Revenues			
Council Tax & Hsg. Benefit : (Balance of combined savings to achieve)	-21.9	-25.3	-26.6
Cultural Services			
Salt Ayre : Operational Savings	-119.0	-120.8	-122.6
Reduction in support for Festivals Innovation Fund Events	-30.0	-50.0	-50.0
Arts & Leisure Development	-54.0	-55.0	-56.0
Planning Services			
Achievement of Break-even for Building Control (reduction in staffing / increase in fees)	-143.4	-138.7	-137.2
Property Services			
Venue Hire to break even	-10.0	-10.0	-10.0
Sub-Total	-469.3	-519.2	-521.6
Cabinet Reports -6th October 2009			
Service Restructure	+0.0	+290.0	+300.0
SAVINGS APPROVED 04 MARCH 2009 STILL TO BE ACHIEVED	-469.3	-229.2	-221.6

IMPACT (SO FAR) OF OTHER APPROVALS / KNOWN OR POTENTIAL BUDGET CHANGES ON MTFs SAVINGS TARGETS

	2009/10	2010/11	2011/12
	£000	£000	£000
MTFS PROJECTED SAVINGS TARGETS	-	-1,053.0	-1,302.0
BUDGET CHANGES APPROVED AFTER BUDGET COUNCIL			
COUNCIL 29 APRIL 09 : Winter Gardens		+150.0	+150.0
PERSONNEL COMMITTEE 30 JULY 09 : Management Team PA Support	-25.0	-30.8	-31.4
CABINET URGENT BUSINESS 13 JULY 09 : Civil Parking Enforcement	-8.0	-8.0	-8.0
Additional CPE savings identified	-19.0	-38.7	-39.5
Sub-Total	-52.0	+72.5	+71.1
QTR 1 CORPORATE FINANCIAL MONITORING			
Salary Savings (Will reduce subject to other savings targets)	-195.0		
Main Service Variances	-93.0		
VAT Reimbursement	-600.0		
Provision for Icelandic Investment losses	+1,201.0		
Provisional Pay Award Savings (Subject to approval)	-200.0	-204.0	-208.0
Sub-Total	+113.0	-204.0	-208.0
* 2008/09 OUTTURN VARIANCES PROJECTED TO CONTINUE			
Health & Strategic Housing			
Radiation Monitoring	0	?	?
Democratic Services			
Democratic Representation Expenses -Overview & Scrutiny Expenses	-2.0	-2.0	-2.0
Legal & HR Services			
Law Library	-	?	?
Search Administration	-	?	?
Information & Customer Services			
Information Services	-24.0	-24.0	-34.0
Customer Services	-7.0	-7.0	-7.0
CC(D)S			
Trade Waste		?	?
Financial Services			
Software / Banking Savings (provisional estimate)		-20.0	-20.0
Procurement Savings - Printing & Stationery	?	?	?
Procurement Savings - Agency staff	?	?	?
Sub-Total	-33.0	-53.0	-63.0
* OTHER SAVINGS AND EFFICIENCY OPTIONS			
CC(D)S			
Future Provision of Public Toilets	-	?	?
Introduction of co-mingled collection for recyclates (phased)	-	?	?
Bulky Matters - sharing overheads with Blackpool Council	-	?	?
Health & Strategic Housing			
Further Review of Housing SLA (3 year agreement in place)	-	?	?
Potential Commissioning / Procurement Opportunities	-	?	?
Revenue Services			
Recovery of Legal Costs	-	?	?
Review of Printing & Despatch Procedures	-	?	?
Information & Customer Services			
Information Services Restructuring	-	?	?
Financial Services			
Provisional Staffing Savings from minor restructuring	-5.0	-15.0	-15.0
Audit Fees	?	?	?
Reduced Payroll Administration following Fair Pay	-	?	?
Review of Car Allowances	-	?	?
Payroll/HR System Replacement Project	-	?	?
Concessionary Travel	?	?	?
Corporate			
Climate Change Initiatives (Invest to Save Opportunities)	-	?	?
Sub-Total	-5.0	-15.0	-15.0
Cabinet Reports -6th October 2009			
Youth Games	0	+7.0	+7.0
Allotments	0	+8.0	+8.0
Management of Coastal defences etc	0	+1.0	+1.0
Shared Services - Revenue Services	?	-80.0	-80.0
Sub-Total	+0.0	-64.0	-64.0
REVISED SAVINGS POSITION	-23.0	-789.5	-1,023.1

* NOTE : A more detailed review of the above be undertaken as part of the Medium Term Financial Strategy review.

Options For Senior Management Structure As Part Of A Shared Revenues & Benefits Service Between Lancaster City Council And Preston City Council

Current Position

At senior management level each Council has the following:

Lancaster	Preston
Head of Revenue Services	Assistant Director (Head of Revenues & Benefits)
Benefits & Customer Services Manager	Benefits Manager
Local Taxation Manager	Revenues Manager

Beneath this level of senior management, each Council has a hierarchy of management and staff delivering their respective elements of the Revenues and Benefits function.

The 2009/10 costs of these traditional senior management structures are set out below with details attached.

Lancaster £	Preston £
172,545	167,540

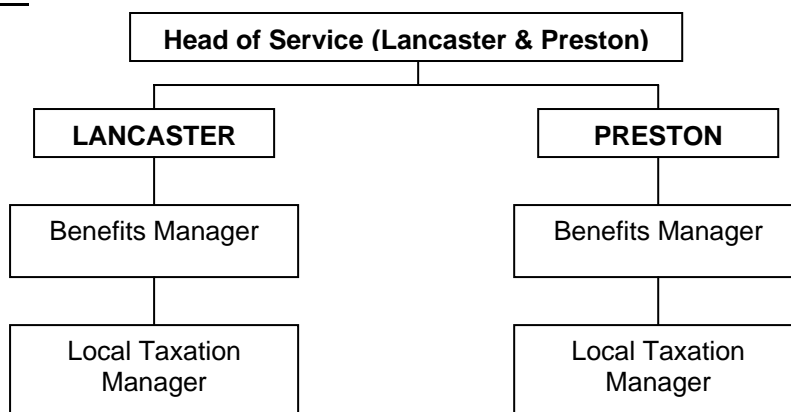
Considerations

The extent to which any shared revenues and benefits service between Lancaster and Preston is progressed will depend on the business case presented for each stage. It is recommended however that any shared service be developed on a phased approach focussing initially on the senior management structure.

The options for making immediate ongoing revenue savings from a single senior management structure as part of a phased approach are set out below :-

1. One head of service providing strategic management and co-ordination of service delivery for both Councils with two Benefit Managers and two Revenues Managers reporting to him and who provide the strategy and co-ordination role for each relative function. This would reduce the number of senior managers from 6 to 5.

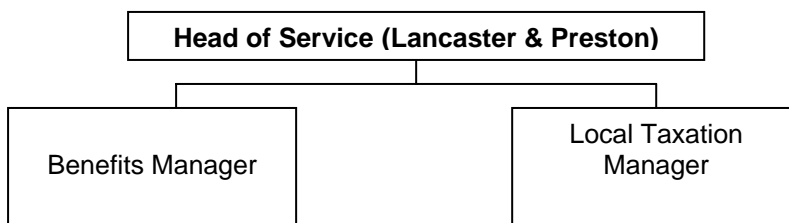
Diagram A



Estimated savings of circa £60K

2. One head of service providing strategic management and co-ordination of service delivery for both Councils with one Benefits Manager and one Local Taxation Manager reporting to the Head of Service, providing the senior management, strategy and co-ordination role for both Councils, for each relative function. This would reduce the number of senior managers from 6 to 3.

Diagram B



Estimated savings of circa £160K

These two options are considered the only realistic options that could be implemented within a relatively short timescale to produce early achievable revenue savings, although alternative solutions may develop as the project progresses.

The ability and effectiveness of managers to be shared across two authorities and geographical locations.

The ability for managers to work across two local authorities has been tested elsewhere as well as locally where the Licensing function is managed by one person operating between Lancaster and South Lakeland.

In Preston, the Fraud Service is provided successfully on a shared service basis with Fylde BC, providing ongoing savings for both authorities.

However, it is worthy of note that the full spectrum of Revenues and Benefits administration is a much larger and complex area of work with a higher impact on a wider range of citizens and stakeholders.

Where such an arrangement is in place and the staff are located in two or more geographical locations, modern and effective communication techniques are seen as highly important to reduce the impact of time lost and cost of travelling between sites.

However, the model of shared management of this function across 3 local authorities is currently in place in South Worcestershire where Worcester City Council, Malvern Hills District Council and Wychavon District Council share a senior management team for Revenues and Benefits.

More locally, the shared service arrangement for the Revenues and Benefits function being hosted by Blackpool Borough Council for Fylde Borough Council provides for a single senior management team.

The experience of other shared service's management arrangements.

The shared management arrangements in South Worcestershire and Blackpool, and to a lesser degree already in place at Preston demonstrate that such arrangements can and do work. However, it is important to stress that their success is based on there being a clear understanding of their roles and responsibilities, their objectives and their reporting and overall governance arrangements by the partners involved.

In particular, the Section 151 Officer and Monitoring Officers will need to be satisfied that the arrangements are satisfactory. More importantly, as with any senior management, there is a need to avoid duplication of decision makers and for there to be clear accountability.

Protracted periods of uncertainty from initial proposals to implementation should be avoided as this leads to inefficiency, ineffectiveness and a vacuum under which existing senior managers would find it difficult to operate.

The Human Resources issues arising from any decisions.

Appropriate application of and compliance with, current employment legislation

Decisions need to be taken at the earliest opportunity as to how the affected members of staff will be treated during any proposed changes.

The HR policies and procedures at each authority will be used to help achieve any reductions in senior managers.

The evaluation of jobs within a revised shared service structure, given that the two councils operated different Job Evaluation schemes.

There are a number of legal issues that need to be managed in relation to the joint working:

- Vires or Powers for joint management/working
- The impact of any transfer of employment from one authority to the other (TUPE)
- Practical control issues
- Risk allocation

The basis for sharing any savings and the bearing of any early retirement/redundancy costs.

Decisions will need to be taken as to the funding of any early retirement/voluntary redundancy costs and the extent of the revenue savings arising in the current and future years.

Summary

It is clear that significant revenue savings can be made from the early implementation of a shared senior management structure. **Option 2 is the preferred officer recommendation as the first phase of developing a shared service for Revenue services with Preston City Council.** This could be achieved without compromising any decision as to any further proposals to extend the shared service subject to the further consideration of the business case.

The success or otherwise of such a shared service management arrangement will depend on early, clear decisions being taken as referred to above. With due respect and consideration for the senior managers involved, Human Resources policies will need to be applied appropriately whilst ensuring that any proposals are in line with value for money principles and the strategic planning

being undertaken to manage the medium term financial and organisational challenges facing both Councils. **As a consequence, it is further recommended that both councils' HR officers work together to progress Option 2 as soon as practicable and report back to the appropriate member Committees as required .**

Budget Consultation Programme Plan

When	What
September	
	Issue press release
	Set up project group
	Reserve venues for community workshops and town centre exhibitions
	Organise equipment and refreshments (simple, healthy and local)
	Send invitations to community consultation register
	Ask CVS to put something in their email bulletin
	Look into borrowing/hiring voting kits
	Book a room for briefings
	Request for volunteers – need someone from finance
October	
	Thank you receipt
	Project group meeting including risk analysis
	Organise incentive vouchers
	Draft event evaluation form
	Draft document and format
	Review numbers for community workshops
November	
	Project group meeting
	Article in council magazine
	Issue press release
	Make sure got enough volunteers
	Draft articles/messages for Nov or Dec
	Decide exactly what going to do at community workshops and town centre exhibitions
	Draft presentations

APPENDIX C

When	What
	Start to organise community workshop materials
	Start to organise town centre exhibition materials
	Create posters
	Plan briefing for facilitators
December	
8 th December	Cabinet
9 th to 31st December	Finalise document
	Send out reminder and agenda
	Electronic version of document onto consultation and making every penny count web page
	Print 200 copies of documents (possibly 120 for discussion groups)
	Put copies of document in customer contact centres and libraries
	Issue press release
	Promote opportunities to have a say on customer contact centre screens
	Put an article in council tenants magazine
	Put an article in members newsletter
	Put an article in news and views
	Put something on message of the day
	Update latest news section of intranet page
	Project group meeting
	Finalise presentations
	Finalise and print evaluation forms
	Finalise community workshops and town centre exhibition materials
	Send invitation to Cabinet members to attend town centre exhibitions
	Issue press release
	Ask CVS to put something in their email bulletin
	Promote town centre exhibitions using customer contact centre screens
	Draft outline for budget consultation report

APPENDIX C

Budget consultation plan

4 th Jan	5 th Jan	6 th Jan	7 th Jan	8 th Jan to 11 th Jan	12 th Jan	13 th Jan	14 th and 15 th Jan	15/18 th Jan	18 th Jan	19 th Jan
2pm Briefings for exhibitions and community workshops	Carnforth exhibition (railway) 4 to 6pm	Lancaster town centre exhibition (market gate) 11am to 3pm	Morecambe town centre exhibition (Arndale centre) 9.30am to 1.30pm	Analyse information	Pull out headline Information	Cabinet briefing on headline information	Finalise main report including detail	Sign off results report	Send results report out to Cabinet	Cabinet consider results report
	Carnforth community workshop (railway) 6.30/7 to 8.30/9pm	Lancaster community workshop (town hall or city lab) 6.30/7 to 8.30/9pm	Morecambe community workshop (town hall or Poulton Children's Centre) 2.30pm to 4.30/5pm							

Lancashire Chief Finance Officers 25th September 2009

Consultation on the County Council's 2010/11 Budget

Purpose

To inform CFO's of changes to the process of consultation on the County Council's budget and seek views on how best to engage with district and unitary councils through the process.

Background

The County Council's new administration has undertaken to consult on the 2010/11 budget in two stages.

- Stage 1 (Oct to Nov 2009) – Consultation on priorities for maintaining services and spending and areas to consider for savings in 2010/11 and future years.
- Stage 2 (11/1/10 to 2/2/10) – Consultation on the draft budget agreed at Cabinet 7/1/10

In addition to this change the administration wish to formally consult with the district and unitary councils as part of both stages of the process. This is in addition to the previous range of consultees including Trades Unions, Overview and Scrutiny, the Youth Council and Lancashire Locals.

The first stage of the process will be very much at the level of broad priorities and is unlikely to include locally specific information. Part of the objective at this stage is to increase understanding of the scale of the financial challenges facing the County Council.

The second stage of the process is intended to seek views on specific proposals. These will have local implications and in order to facilitate effective consultation with Lancashire Locals and the District and Borough Councils these will need to be highlighted as far as possible.

Options

Clearly there are a range of different options for delivering the process of consultation with the district and unitary councils at each stage of the process. The more obvious options include:

- Presentations to appropriate formal meetings, for example, an Overview and Scrutiny Committee leading to a formal response on behalf of the consulted council.
- Discussion in a meeting between either political or managerial leaders from each organisation again leading to a formal response.
- Exchange of correspondence.

Different methods may be appropriate to different stages of the process and also to different types of council. For example given the different relationship between the County and the two Unitary councils where discussions will concentrate on "cross over" issues (such as the level of private care home fees paid) it may be that a less public process is appropriate. Alternatively the District Councils in exercising their community leadership role may wish, particularly at stage 2, for a more public process. Another factor for consideration is that the County Council would not wish to divert attention from unitary and district councils' own consultation processes which will be going on at the same time. However, it may be possible to encourage joint consideration of the County and District Council draft budgets which would give a more rounded picture of proposed public service provision in a locality.

It also needs to be borne in mind that the County Council has a limited number of staff available to support this process which will involve engaging with up to 14 other organisations. It is therefore unlikely, for example, that the Executive Director for Resources will be able to attend meetings in all 14 other councils over the consultation period. However, efforts will be made, as far as possible, to accommodate the specific requests of individual councils.

The expectation is that responses through this process will be comments on the policy drivers and impacts of proposals rather than a technical critique of the budget proposals.

Reciprocity

Clearly the County Council would welcome the opportunity to be consulted on the budget proposals of the district and unitary councils, whether through presentations to Lancashire Local (as has been done in some districts) or more formally.

Recommendation

CFO's are asked to indicate how they would wish their Council to be consulted at each stage of the County Council's budget process by 9th October 2009.

Gill Kilpatrick
Director of Finance
Lancashire County Council

CABINET – 6TH OCTOBER 2009

RESOLUTIONS - REVENUE BUDGET UPDATE

Resolved unanimously:

- (1) That Cabinet note the latest position in respect of identifying savings and efficiencies as set out in Appendix A to the report and that at this stage all options be retained for further consideration as the budget process progresses.
- (2) That Cabinet Members continue to meet with officers to review spending variances from outturn and Performance Review Team meetings and to identify further options for savings and efficiencies that could be considered at the November Cabinet meeting.
- (3) That Cabinet meet again informally to consider the messages from the Place Survey data presentation and to further review current spending allocations regarding Corporate Plan priorities and non-priorities.
- (4) That Cabinet approve the first phase of the establishment of a Revenues and Benefits Shared Services with Preston City Council on the basis highlighted in the report and Appendix B which would create a joint senior management structure as the first phase of the agreement.
- (5) That Cabinet endorse the schedule for the budget consultation exercise as set out in Appendix C of the report (as amended on 7th January to start the Morecambe Town Centre exhibition at 10.30am) and authorise officers to proceed accordingly.
- (6) That the Leader of the Council liaises further with the Leader of the County Council on options for engaging further with the County Council in respect of their budget consultation proposals.
- (7) That, in respect of 6 above, Cabinet request the Budget and Performance Panel to invite the County Council to present their budget proposals to a future meeting of the Panel.

Officers responsible for effecting the decision:

Corporate Director (Finance and Performance)
Head of Financial Services

Reasons for making the decision:

The Savings and Efficiencies Options decision will ensure that officers are clear which options are to be considered further and those that require further work. This will also provide an on-going position summary of the savings and efficiencies position.

The Shared Services decision will ensure that a shared service can be developed in a phased approach and affected staff consulted. It will enable a shared senior management structure to be established prior to further options being developed. This option will generate immediate savings for both councils.

The Budget Consultation decision will ensure that officers can prepare for the consultation exercise in good time and maximise community engagement by organising the exhibitions and forums after the Christmas and New Year period.

The County Council exercise will ensure that the Council can engage positively with the County Council in their budget exercise.

BUDGET & PERFORMANCE PANEL**Partnership Evaluations and Governance Arrangements****20 October 2009****Corporate Director (Finance & Performance)****PURPOSE OF REPORT**

To inform the Budget & Performance Panel of progress against the agreed work programme for the evaluation of eight major partnerships during 2009/10 and the ongoing work being undertaken to establish a performance management framework for partnerships

This report is public

RECOMMENDATIONS

1. That Budget & Performance Panel note and comment upon progress against the work programme for 2009/10 and the proposed approach for evaluating key partnerships during 2010/11 and beyond.
2. That Budget & Performance Panel note and comment upon the ongoing plans to develop and establish formal governance and assurance arrangements within partnerships as part of the Council's governance framework.

1 2009/10 Work Programme

- 1.1 Outcomes and actions arising from the evaluations of the Community Safety and Museums Partnerships, previously reported to the Performance Management Group and the Budget and Performance Panel, have now been considered and approved by each of the partnership boards. Work is currently ongoing to implement agreed actions and monitoring arrangements are in place for progress to be reported to each partnership board.
- 1.2 Outcomes and feedback from the ongoing evaluations of the eight partnerships chosen to be assessed during 2009/10 continue to be positive and indicate that the *Partnership Development and Evaluation Toolkit* continues to provide a valuable opportunity for individual partnerships to identify what they do well and areas where there is scope for further development. One partnership responded that the evaluation was '*an invaluable framework for assessing the partnerships status and a meaningful process through which we can develop*'.
- 1.3 Two partnership evaluations have so far been completed, or are nearing completion – one being a review of the CCTV arrangements in partnership with the Police and the other the Key Cultural Partnership.
- 1.4 Understandably, given that the management and operation of CCTV in the district is a partnership only between the Council and the Lancashire Constabulary, not all questions within the toolkit directly applied. Nevertheless, significant areas of development have been identified, including the need to adopt formal arrangements for reporting on, and being accountable for, the efficiency and effectiveness of the CCTV scheme. Given that the main purpose of CCTV is to reduce crime it has been proposed that arrangements should be formalised within the responsibilities of the Community Safety Partnership.

- 1.5 The evaluation of the Key Cultural partnership has identified a number of risks/opportunities, mainly around their focus, role and purpose, the need for clear objectives and a review of its membership going forward. The evaluation has enabled the partnership to assess, for the first time, its strengths and weaknesses and is considered to be extremely timely given that the strategic role of the Key Cultural Partnership is seen as being a key element in delivering the district Arts Strategy.
- 1.6 The target dates for the commencement of the evaluations of the Luneside East and Shoreline Management Partnerships have slipped due to other work commitments and are now planned to be completed between October and December 2009.
- 1.7 Arrangements for the evaluation of the Lancashire Supporting People Partnership are currently under review as officer involvement in the partnership has recently transferred from Health and Strategic Housing Services to Planning Services (Forward Planning team) the relevant posts for which are currently vacant. Once back to full capacity it is considered 'critical' that the Council re-engages with the supporting people agenda and, specifically, the partnership.
- 1.8 Budget and Performance Panel are asked to endorse the decision of the Performance Management Group to withdraw evaluations of the Lancashire Economic Partnership (LEP) and West End Partnership (WEP) from the work programme on the grounds that the Council is already contributing to an evaluation of the LEP being carried out by the North West Development Agency, and the WEP is no longer receiving administrative support from the Council. Instead of receiving our own evaluation reports on these two partnerships, the Council will receive a copy of the NWDA evaluation report on the LEP and also an end of project report in respect of the WEP.

2 Work Programme 2010 onwards

- 2.1 As has been previously reported to PMG the mapping exercise identified the number and type of partnerships the Council was involved in and provided a basis for determining the level of 'significance' of each partnership towards the achievement of council priorities and objectives and service planning and delivery. This exercise identified 23 partnerships being of 'major' significance to the council, 21 as moderate and 15 with a limited level of significance.
- 2.2 The initial intention was to undertake an evaluation of all partnerships of a major and moderate significance level - the eight partnerships selected for review during 2009/10 being the first of these. Experience from the evaluations to date together with further consideration of the ongoing development of the partnership performance management framework suggests that the most effective approach would be to evaluate **only** those partnerships that have a direct involvement in delivering local priorities arising from the Sustainable Community Strategy and the Council's corporate plan – the majority of which are, in fact, partnerships assessed as having a major level of significance in achieving the council's priorities.
- 2.3 Whilst recognising the value of partnerships that involve the Council in developing relationships and networking with other partners, the proposed approach will enable resources to be concentrated on the evaluation of key partnerships – which potentially carry higher risks - to be built into the council's business planning process and their action planning and performance to be monitored through either the Lancaster District Local Strategic Partnership's or the council's Performance Management Frameworks.
- 2.4 Budget and Performance Panel are asked to consider and comment on this proposed approach following which a revised work programme to review these partnerships from 2010 onwards will be developed. For information the list of partnerships indicating their assessed levels of significance is attached, those highlighted being the ones chosen to be evaluated during 2009/10

3 Partnership Governance arrangements

- 3.1 The requirements of Regulation 4 of the Accounts and Audit Regulations and the CIPFA/SOLACE Governance Framework make it clear that the Annual Governance Statement relates to the governance of the 'whole organisation', including its partnership activities.
- 3.2 The council has already put in place a number of basic elements needed for effective partnership governance (as defined by the CIPFA Finance Advisory Network) including:
 - A formally adopted definition of what the Council means by a 'partnership', and the;
 - Undertaking of a review of the council's partnerships to assess which are key to its operations and which are more minor (the mapping exercise) and the production of an updated list of partnerships highlighting key partners
- 3.3 The partnership evaluations undertaken to date are informing the continuing work to develop and establish effective governance standards within individual partnerships and the overall partnership framework, including the production of risk registers and the actions arising from them which are being reviewed by the Risk and Insurance Manager to assess the impact of high level risks and opportunities on service delivery.
- 3.4 The evaluations have also highlighted underdeveloped and inconsistent governance arrangements within partnerships. In view of this, the Partnership Mapping and Evaluation Team are developing a Code of Practice for Working in Partnerships which seeks to provide a corporate framework for engaging with, and entering into, new partnerships. The Code includes a checklist for assessing the need for a partnership arrangement and the elements that need to be in place to develop a successful partnership, and a suggested format/template for a formal partnership agreement that must be signed by all partners before any commitment to the partnership is entered into and a procedure for obtaining approval for the council to enter into a partnership. For existing partnerships the Code provides an opportunity for them to review their governance arrangements.
- 3.5 The Code should be completed in time to be considered by the Performance Management Group in November and will, in the future, be supported by other standard policies and processes that partnerships may adopt to save them time and concerns in developing their own and which should simplify any review of partnership governance arrangements.
- 3.6 Also under development, is a register (database) that will provide a central point of reference about partnership activities and purpose and their overall governance and performance arrangements. Once established the register should provide a process to ensure that partnerships are (and remain) relevant to the council's priorities and objectives.
- 3.7 A final element that has yet to be fully established is a mechanism for partnerships to provide assurance on their systems and processes in line with the principles of the governance framework. It is suggested that the council's major partnerships should produce an annual report on their activities and that this should incorporate assurances on their governance arrangements and, subject to the views of Budget and Performance Panel, a standard document/template will be developed for this purpose.
- 3.8 In line with their Service Business Plan it is considered that Corporate Strategy should be responsible for maintaining this register and ensuring that the council receives annual reports from its key partnerships about their activities, governance and performance. The views of Budget and Performance Panel are sought.

Effective partnership working and the Council's responsibility to provide vision and leadership to local partnerships is a key component of the Council's corporate plan. Strengthening performance management of partnerships is a corporate priority for the Council.

CONCLUSION OF IMPACT ASSESSMENT

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

None identified arising from this report

FINANCIAL IMPLICATIONS

None as a direct result of this report, although as work progresses there will be a need to develop effective links with the Medium Term Financial Strategy (MTFS) and supporting processes to ensure that key financial implications and risks arising from service delivery through working in partnership are reflected and addressed within the Council's existing financial planning arrangements

SECTION 151 OFFICER'S COMMENTS

The Deputy Section 151 Officer has been consulted and re-iterates the Section 151 Officer's previous comments that there is a need to ensure that as the partnership framework becomes established the Council's Financial Regulations and Procedures and Contract Procedure Rules will need to be updated as appropriate.

LEGAL IMPLICATIONS

There are no legal implications directly arising from this report

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Partnership Mapping and Evaluation project documentation

Contact Officer: Robert Bailey

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E-mail: rbailey@lancaster.gov.uk

Ref: 07/0735 B&PP report 091020

List of 'Significant' Council Partnerships

Title of Partnership	RSO/LCC Lead Contact	Lead Service	Partnership Type	Comments	Significance	Score
Lancashire Waste Partnership	Mark Davies	CCDS	Joint objectives/no contract	Formed to develop a Lancashire Municipal Waste Strategy.	Major	39
Lancashire Supporting People Commissioning Body	Suzanne Lodge	Health & Strategic Housing	Joint objectives/no contract	The decision making body for allocating and monitoring the Supporting People Programme (SPP).	Major	39
LD LSP (Lancaster District Local Strategic Partnership)	Tracey Jardine	Corporate Strategy	Joint objectives/no contract	A strategic forum to involve all stakeholders in production of a community strategy that articulates a vision for the future of the district.	Major	39
LD LSP Safety Thematic Group	Michelle Emery	Corporate Strategy	Joint objectives/no contract	To ensure that the district is a safe and pleasant place in which to live, work and visit.	Major	36
Parkwise/Decriminalised Parking Enforcement	David Hopwood	Property Services	Joint objectives/no contract	Lancashire wide partnership to deliver effective on-street and off-street parking enforcement.	Major	34
West End Partnership	Anne Marie Harrison	Neighbourhood Management	Joint objectives/no contract	To advise on the delivery of neighbourhood management and regeneration programmes as they relate to the West End of	Major	34
Luneside East Regeneration Partnership Advisory Board	Julian Inman	Planning & Building Control	Contractual arrangements	Implementation and development of a key regeneration project and Brownfield site using external funding.	Major	34
Lancashire Partnership	Richard Tulej	Corporate Strategy	Joint objectives/no contract	Delivery of the County Council's Sustainable Community Strategy 'Ambition Lancashire' and delivery of the Lancashire LAA.	Major	33
Critical Ordinary Watercourses	Ged McAllister	Planning & Building Control	Joint objectives/no contract	Implementation of the requirements of the Land Drainage Act in partnership with the Environment Agency.	Major	31
Local Government Association - Icelandic Bank Investments	Nadine Muschamp	Financial Services	Joint objectives/no contract	Co-ordinating Council's approach to the collapse of Icelandic Banks.	Major	31
Closed Circuit TV	Graham Cox	Property Services	Joint objectives/no contract	Provision and management of CCTV in the district as a contribution to reducing crime and the fear of crime.	Major	30
Shoreline Management Plan 2	Andrew Dobson/Ged McAllister	Planning & Building Control	Joint objectives/no contract	Integration of the way in which coastal defences are managed. Lead partners are Blackpool Unitary Authority.	Major	30
Young Persons Protocol Partnership	Suzanne Lodge/Patricia Preston	Health & Strategic Housing	Joint objectives/no contract	Group to assess housing and support the needs of vulnerable young people.	Major	29
Key Cultural Partnership	David Owen/Richard Hammond	Cultural Services	Joint objectives/no contract	Co-ordinating and developing forum for local Art and Culture. This group is assisting in the development of the district's arts strategy and will be responsible for implementing, monitoring, reviewing it.	Major	28
Lancashire Economic Partnership	Bill Kindon	Economic Development and Tourism	Joint objectives/no contract	Lancashire wide steer the economic development of the sub regions.	Major	28
Arnsdale Silverdale AONB	Andrew Dobson	Planning & Building Control	Joint objectives/no contract	Implement and lead on responsibilities/requirements under the Countryside Rights of Way Act 2000.	Major	26
Children's Trust (incorporating LD LSP Children & Young People Thematic Group)	Richard Tulej	Corporate Strategy	Joint objectives/no contract	Now replaced by Children's Trust Acting Under LD LSP Children & Young People Thematic Group.	Major	26
Lancashire and Blackpool Tourist Board	Jim Trotman	Economic Development and Tourism	Joint objectives/no contract	To take a strategic lead on tourism in the county, providing thematic marketing and providing a credible conduit for significant external funding.	Major	26
Lancashire Sport Partnership	Richard Hammond	Cultural Services	Joint objectives/no contract	Delivers sports and recreation activities across Lancashire.	Major	26
LD LSP Economic Thematic Group	Anne Marie Harrison	Economic Development and Tourism	Joint objectives/no contract	Deliver the economic themes of the Sustainable Community Strategy.	Major	26
NW ERDF Programme Management Committee	Anne Marie Harrison	Economic Development and Tourism	Joint objectives/no contract	Management of ERDF competitiveness for the North West.	Major	26
Forest of Bowland AONB	Andrew Dobson	Planning & Building Control	Joint objectives/no contract	Implement responsibilities/requirements under the Countryside Rights of Way Act 2000, under the leadership of Lancashire County Council.	Major	25
Storey Board	Anne Marie Harrison	Economic Development and Tourism	Contractual arrangements	Management of the Storey building as a centre for creative industries in a commercial and sustainable way.	Major	25

List of 'Significant' Council Partnerships

Title of Partnership	RSO/LCC Lead Contact	Lead Service	Partnership Type	Comments	Significance	Score
LD LSP Environment Thematic Group	Andrew Dobson	Planning & Building Control	Joint objectives/no contract	Adapt to the consequences of Climate Change; protect air, water and land quality and use resources sustainably.	Moderate	24
Museums Partnership	David Owen	Cultural Services	Joint objectives/no contract	Delivery of the Museums Service.	Moderate	24
North Lancashire Local Action Group	Bill Kindon	Economic Development and Tourism	Joint objectives/no contract	Deliver the rural development plan for England within the North Lancashire area.	Moderate	24
Yorkshire Purchasing Organisation (YPO) Contract	Geoff Jackson	Property Services	Contractual arrangements	Energy procurement arrangement.	Moderate	24
Lancashire County Council SLA for Morecambe VIC	Jim Trotman	Economic Development and Tourism	Contractual arrangements	A partnership agreement until March 2010, annually renewable, for the operation of Morecambe Visitor Information Centre. The County Council supplies two members of staff	Moderate	24
District Play Partnership	Richard Hammond	Cultural Services	Joint objectives/no contract	Co-ordinating and developing play activity in the district in accordance with the district-wide Play Strategy. Originally formed as a sub-group of the Children & Young People Building block (now replaced by the C&YP Thematic Group).	Moderate	23
Bulky Matters	Mark Davies	CCDS	Joint objectives/no contract	Delivers a bulky household waste service.	Moderate	23
Homelessness Strategy and Review Steering Group	Suzanne Lodge	Health & Strategic Housing	Joint objectives/no contract	To deliver and monitor the Homelessness Strategy.	Moderate	23
Sports & Physical Activity Alliance	Richard Hammond	Cultural Services	Joint objectives/no contract	Co-ordinating & developing sports & physical activity at a district level, reporting directly to the Lancashire Sports	Moderate	22
LD LSP Health and Wellbeing Thematic Group	Suzanne Lodge	Health & Strategic Housing	Joint objectives/no contract	Promote wellbeing and reduce health inequalities within the district.	Moderate	22
LD LSP Valuing People Thematic Group	Richard Tulej	Corporate Strategy	Joint objectives/no contract	Improve community cohesion; improve capacity of voluntary and faith sector and enable older people to contribute to life.	Moderate	22
LD LSP Education, Skills & Opportunities Thematic Group	Bill Kindon	Economic Development and Tourism	Joint objectives/no contract	Increase provision and opportunities to encourage all people to self develop; engage Not in Education, Employment & Training (NEET's) and help the long term worklessness get back into work.	Moderate	21
MARAC (Multi Agency Risk Assessment Conference) Partnership	Patricia Preston	Health & Strategic Housing	Joint objectives/no contract	Group to assess domestic violence offenders risk profile and assign action to agencies.	Moderate	21
White Lund Plant and Training Centre	Mark Davies	CCDS	Joint objectives/no contract	Training opportunities for vulnerable people and those with learning difficulties.	Moderate	21
Lancs LAA Economic Thematic Group	Anne Marie Harrison	Economic Development and Tourism	Joint objectives/no contract	Officer group aimed at steering implementation of the economic element of the Lancashire LAA.	Moderate	20
Gas Servicing Contract	Keith Hawcard	Council Housing	Contractual arrangements	Maintain gas appliances within housing stock and renewal programme.	Moderate	20
Lancashire EU Steering Group	Anne Marie Harrison	Economic Development and Tourism	Joint objectives/no contract	Steering a sub-regional approach to EU Funding.	Moderate	19
Parksafe	Graham Cox/David Hopwood	Property Services	Joint objectives/no contract	Long term (10 year) partnering arrangement to manage the Mitre House Car Park.	Moderate	18
Rota Painting Contract	Keith Hawcard	Council Housing	Contractual arrangements	External painting of housing stock.	Moderate	18
North West E Government Group	Jane Alder	Information Services	key relationships	Delivery of transformational change in the North West.	Moderate	17
Social Housing Liaison Group	Suzanne Lodge	Health & Strategic Housing	Key relationships	To provide a forum through which the City Council can develop its partnership with Registered Social Landlords (RSLs) in the district.	Moderate	17

List of 'Significant' Council Partnerships

Title of Partnership	RSO/LCC Lead Contact	Lead Service	Partnership Type	Comments	Significance	Score
Morecambe Bay Strategy Partnership	Andrew Dobson	Planning & Building Control	Key relationships	Economic partnership at a sub-regional level to deliver single tourism branding and approach to regeneration projects and integration of strategic planning objectives. The significance of this partnership will evolve over the next few years.	Limited	16
Team Lancashire Partnership	Nadine Muschamp	Financial Services	Key relationships	Achieve better value for money for all citizens in Lancashire by pooling resources, sharing responsibilities and learning from Sub-regional partnership (Wyre, Fylde and Lancaster) promoting wellbeing and reduction in health inequalities.	Limited	16
NW Teaching PCT Health & Well Being Group	Peter Loker	Management Team	Joint objectives/no contract		Limited	16
Partnership Plus	David Hopwood	Property Services	Key relationships	Crime and safety initiative sharing best practice and developing relationships between NCP, Police and the Council.	Limited	14
Housing & Mental Health Forum	Suzanne Lodge	Health & Strategic Housing	Joint objectives/no contract	To allow statutory and voluntary agencies to address strategic housing issues affecting those with mental health issues.	Limited	13
Lancashire Rural Steering Group	Bill Kindon	Economic Development and Tourism	Joint objectives/no contract	Monitoring of the Rural Strategy and identification of rural issues as part of the overall Lancashire Economic Partnership policy development.	Limited	13
Lancaster Canal Restoration Partnership	Jim Trotman	Economic Development and Tourism	Joint objectives/no contract	To re-instate the Lancaster Canal as a navigable waterway as far as Kendal for Leisure and Tourism purposes - in particular supporting the rural tourism economy.	Limited	13
Leeds/Morecambe Community Rail Partnership	Jim Trotman	Economic Development and Tourism	Joint objectives/no contract	21% of visitors to the District come from W Yorkshire, this partnership exists to enhance the rail connections between W Yorkshire and Morecambe for Leisure and Tourism.	Limited	13
Business Link	Bill Kindon	Economic Development and Tourism	Key relationships	Memorandum of understanding with Business Link NW to co-ordinate and co-operate in the delivery of business development.	Limited	12
Green Partnership Awards	Richard Tulej	Corporate Strategy	Key relationships	Fund environmental projects in the Lancaster district.	Limited	12
Lancashire LA European Advisory Group	Anne Marie Harrison	Economic Development and Tourism	Joint objectives/no contract	Officer structure aimed at advising Chief Executive on European regeneration.	Limited	12
NW Regional European Partnership	Anne Marie Harrison	Economic Development and Tourism	Joint objectives/no contract	Lead the regions European policy agenda.	Limited	12
Benefits Inter-Agency Partnership Group	Richard Mason	Revenues & Benefits	Key relationships	Meets with other agencies in the district i.e. PCT's; DWP; Pensions to share common issues/best practice.	Limited	11
Vision Board	Anne Marie Harrison	Economic Development and Tourism	key relationships	Economic visioning.	Limited	11
Lancashire Association of Local Councils (LALC)	Richard Tulej	Corporate Strategy	Key relationships	Liaison with Parish & Town Councils to promote, share and understand local issues of shared interest.	Limited	9

BUDGET AND PERFORMANCE PANEL**Budget and Performance Panel
20th October 2009****Report of Head of Democratic Services****PURPOSE OF REPORT**

To provide Members with an update of the Budget and Performance Panel Work Programme.

This report is public

RECOMMENDATIONS

- (1) That Members note the items that will be available for consideration at the meeting of the Budget and Performance Panel scheduled to take place on 24th November 2009, as detailed in the report.
- (2) That Members be invited to attend the three scheduled training sessions.
- (3) That Members note that proposals for a work programme, structured in-line with the Panel's Terms of Reference, will be presented to the November meeting of the Panel.

1. The following items will be considered at the Panel's meeting on the 24th November 2009:

- Report of the Head of Health and Strategic Housing Services on the Monitoring of the Contract for Homelessness Prevention Services

At the meeting of the Panel on 24th February 2009 (Minute No. 51 2008/09), it was resolved that the monitoring of the Contract for Homelessness Prevention Services be added to the Budget and Performance Panel's Work Programme (following the recommendation of Overview and Scrutiny Committee on 29th January 2009).

- Update Report of the Corporate Director (Finance & Performance) on the Evaluation of the Council's Major Partnerships

- Cabinet Portfolio Holders' Reports on the Range of Options Identified for Making Savings and Efficiencies in Areas of Service Activity

At the meeting of the Panel on 8th September 2009, it was resolved that the Panel's Work Programme be amended to include an item to receive future reports from Cabinet portfolio holders on the range of options identified for making savings and efficiencies in areas of service activity (Minute No. 14 (5) (b) 2009/10 refers). The second presentation of Cabinet portfolio holder reports, including the report of the Leader, will be given in the areas of Children and Young People, Education, Skills and Opportunities, Valuing People, Internal and Finance.

- Chairs of the Lancaster District Local Strategic Partnership's Thematic Groups

At the meeting of the Panel on 8th September, it was resolved that the Budget and Performance Panel include in its Work Programme regular invites to its meetings of the Chairs of the LDLSP Thematic Groups (Minute No. 14 (1) 2009/10 refers). At this stage, details are to be confirmed.

2. In addition to the items to be considered at the meeting, training for Budget and Performance Panel Members has been arranged on

- Risk Management – 3rd November 2009, commencing at 6.00 p.m. at Lancaster Town Hall - Stephen Moger
- Scrutiny Training – 19th November 2009, commencing at 3.00 p.m. at Lancaster Town Hall - Frances Taylor
- Treasury Management Training – 24th November 2009, commencing at 4.00 p.m. at Lancaster Town Hall - Head of Financial Services

Programmes for the Risk Management and Scrutiny Training are attached.

3. Members are asked to note that the creation of a Work Programme, structured in-line with the Panel's Terms of Reference, has taken longer than anticipated and proposals will be presented to the November meeting of the Panel.

BACKGROUND PAPERS	Contact Officer: Jane Glenton Telephone: 01524 582068 E-mail: jglenton@lancaster.gov.uk Ref: JEG
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BUDGET AND PERFORMANCE PANEL
WORK PROGRAMME

Matter for consideration	Officer Responsible	Meeting date
Homelessness Prevention Services Contract	Head of Health and Strategic Housing Services	24 th November 2009
Update on the evaluation of the Council's major partnerships	Various	24 th November 2009
Reports from Cabinet Portfolio Holders on the range of options identified for making savings and efficiencies in areas of service activity: Councillor Stuart Langhorn – Leader of the Council Councillor June Ashworth – Children and Young People Councillor Abbott Bryning – Education, Skills and Opportunities Councillor Jane Fletcher – Valuing People Councillor Roger Mace – Internal Councillor Malcolm Thomas – Finance		24 th November 2009
Report of Chair from one of the Lancaster District Local Strategic Partnership Thematic Groups (Members to be notified of details)		24 th November 2009

Training		
Topic	Date/Time	Venue
Risk Management Training	3 rd November 2009 at 6.00 p.m.	Lancaster Town Hall
Scrutiny Training	19 th November 2009 at 3.00 p.m.	Lancaster Town Hall
Treasury Management Training	24 th November 2009 at 4.00 p.m.	Lancaster Town Hall



RISK MANAGEMENT TRAINING

AIM: To increase understanding and have a better knowledge of Risk Management and its practical application within the Council.

Training Outline:

- Basic Definitions
- Types of Risk
- Drivers for Risk Management
- Benefits of Risk Management
- The Importance of Striking a Balance
- Members, Management and Employees
 - Roles
 - Responsibilities
- The Risk Management Process
- Group Exercises
- Summary and putting it into practice

DURATION: approximately 3 hours

Draft programme for Lancaster City Council

Workshops for Members

Date: Thursday November 19th 2009

Chairing skills 3 – 5 pm followed by Questioning skills 6 – 8 pm

Venue: Banqueting Suite - Lancaster Town Hall

Facilitator: Frances Taylor

CHAIRING SKILLS

- 3 pm Welcome and Introductions
- 3.10 pm What makes an effective Scrutiny chair? – pair work or small group discussion
- 3.30 pm Feedback in whole group
- 3.50 pm Effective chairing - Presentation - Frances Taylor
- 4.05 pm Putting this into practice – skills exercise with scenarios
- 4.50 pm Drawing conclusions
- 5 pm Close

Interlude – refreshments - networking

QUESTIONING SKILLS

- 6 pm Questionnaire – individual completion followed by discussion
- 6.30 pm Presentation on Questioning
- 6.45 pm Introducing the scenarios and skills practice exercise
- 6.50 pm Choosing a scenario, identifying the questions and planning a strategy - small groups
- 7.15 pm 'Doing it for real' – in small groups with observers
- 7.50 pm Drawing conclusions
- 8 pm Close