



Committee: BUDGET AND PERFORMANCE PANEL

Date: TUESDAY, 30TH MARCH 2010

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. Declarations of Interest

3. Minutes

Minutes of the meeting held on 23rd February 2010 (previously circulated)

4. Items of Urgent Business authorised by the Chairman

5. Partnership Mapping and Evaluation 2009/10 (Pages 1 - 9)

Report of Corporate Director (Finance & Performance)

6. Procurement Strategy Update

Report of Procurement Manager (to follow)

7. Climate Change and Energy

Presentation by Head of Corporate Strategy and Sustainability Co-ordinator

8. Place Survey

Presentation by Head of Corporate Strategy

9. Service Level Agreement Monitoring - Thumbprint (Pages 10 - 15)

Report of Head of Economic Development and Tourism Services

10. Work Programme (Pages 16 - 19)

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 alternatively email jglenton@lancaster.gov.uk.

(iv) Changes to Membership, substitutions or apologies

Please contact Members' Secretary - telephone 01524 582170, or alternatively email memberservices@lancaster.gov.uk.

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

Published on Friday, 19th March 2010.

BUDGET & PERFORMANCE PANEL

Partnership Mapping & Evaluation 2009/2010

30 March 2010

Corporate Director (Finance & Performance)

PURPOSE OF REPORT

<p>To provide members with an overview of the work undertaken during 2009/10 to evaluate the partnerships that the council is involved in and to establish a framework for partnership performance and governance. The report also sets out a proposed work programme for 2010/11</p>

<p>This report is public</p>

RECOMMENDATIONS

1. That members consider the review of the work undertaken and lessons learned from the evaluation of partnerships during 2009/10 and the ongoing development of a framework for partnership performance and governance
2. That the proposed work programme for 2010/11 be endorsed.
3. That the Panel note that the future responsibility for partnership evaluations will be with the new Community Engagement Service

1 Introduction

- 1.1 Members are aware that partnership working is an integral part of the council's future policy development and service delivery aspirations and as such over recent years the council has increased its use of partnerships to deliver community benefits for the district and to help achieve its approved priorities and efficiency targets.
- 1.2 In recognising the importance of our partnerships since the beginning of 2009 officers have been working hard to develop our understanding of what makes a successful partnership and to improve on our own effectiveness when working in partnership with others.
- 1.3 Towards the end of 2008/09 a detailed 'mapping' exercise was completed of all the council's partnerships which identified their purpose, type and importance to the delivery of council priorities and objectives.
- 1.4 This exercise formed the basis of a work programme, approved by Budget and Performance Panel in February 2009, for the completion of two partnership assessments underway at the time, and the evaluation of a further eight of the council's major partnerships.
- 1.5 This report provides an overview of the work carried out during 2009/10 together with the main issues arising and sets out matters for consideration and agreement with a view to the ongoing work to be undertaken during 2010/11.

2 Overview of 2009/10

- 2.1 In line with the Terms of Reference of the Budget and Performance Panel relating to the performance and scrutiny of the council's partnerships members have been kept informed throughout the year on progress against the planned work programme; outcomes from completed evaluations and any issues arising from the ongoing development of the framework for partnership performance management and governance.

- 2.2 Overall, the use of the *Partnership Development and Evaluation Toolkit* to facilitate the evaluations has successfully helped to provide a consistent means of assessing the impact and effectiveness of working with individual partnerships and the council's contributions to them, although a number of practical lessons have also been learned.
- 2.3 Designed in two parts for completion by partners (Part 1) and officers/members involved in the partnership (Part 2), the toolkit has provided essential information on the main purpose/function, current funding, risk management, governance and value for money arrangements for each partnership. It has also afforded an opportunity for the partnership to assess itself against criteria covering key aspects of partnership working and for the council to evaluate its role and contribution within the partnership and the risks and opportunities of being involved.
- 2.4 The approach taken by individual partnerships undertaking the evaluation has largely been left to their discretion as experience has shown that no one approach fits all with the evaluation being equally successful when completed on behalf of the partnership by a small group of partners for subsequent consultation and agreement with the partnership as a whole, or through a series of workshops involving all partners.
- 2.5 As evaluations have been completed the outcomes and action plans arising have been reported to Budget and Performance and in all cases the evaluations have had a considerable impact in helping both individual partnerships and the council to identify strengths, address weaknesses and recognise risks and opportunities in service planning and delivery arrangements.

Progress Against Work Programme

- 2.6 Progress against the work programme has also been reported to the Budget and Performance Panel throughout the year as summarised in the following table:

Partnership	Comment	Reported
Museums Partnership	Evaluation completed - outcomes and action plan reported	14 July 2009
Community Safety Partnership	Evaluation completed - outcomes and action plan reported	14 July 2009
CCTV	Evaluation completed - outcomes and action plan reported	20 Oct 2009
Key Cultural Partnership	Evaluation completed - outcomes and action plan reported	20 Oct 2009
West End Partnership	Withdrawn from programme - no longer administered by the council	20 Oct 2009
Lancs Economic Partnership	Withdrawn from programme - evaluation being undertaken NWDA	20 Oct 2009
Lancs Supporting People	Evaluation deferred to future work programme due to changes in officer responsibility	20 Oct 2009
Luneside East Partnership	Evaluation deferred as second stage of the project has been delayed due to the economic downturn	20 Oct 2009
Shoreline Mgt Partnership (SMP)	Evaluation deferred pending the outcome of the extensive consultation on the Shoreline Management Plan	20 Oct 2009
Lancashire Waste Partnership	Evaluation completed - outcomes currently being assessed	-

Lessons Learnt

- 2.7 Experience from the completed evaluations has confirmed the view that the toolkit is most effective when evaluating those partnerships involving the delivery of common objectives and priorities arising from the Sustainable Community Strategy and the Corporate Plan, rather than 'partnering' arrangements involving contractual obligations, such as the Luneside East project, where other performance management systems are more appropriate.
- 2.8 As reported to Budget and Performance Panel last October taking this approach enables resources to be concentrated on the evaluation of key partnerships - which potentially have the highest risks and opportunities – to be built into the council's business planning process and their action planning and performance to be monitored through existing performance management arrangements.
- 2.9 In terms of developing overall governance arrangements relating to partnerships the evaluations have informed the ongoing work of officers and as a result progress has been made to:
- Encourage partnerships to be underpinned by a common vision of their work that is understood and agreed by all partners;
 - Determine how value for money is to be measured and to make sure that the council and its key partnerships have the information needed to review value for money and performance effectively;
 - Ensure that partners are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the council; there is clarity about the legal status of the partnership and partners understand and are committed to good governance principles, including protocols to ensure that standards of conduct between the council and its partners is defined and communicated;
 - Ensure that risk management processes specifically consider risks in relation to significant partnerships and provide for assurances to be obtained about the management of those risks.
- 2.10 From experience and the completed evaluations so far it is, however, clear that overall governance arrangements within partnerships are underdeveloped and/or inconsistently applied. With this in mind, the Code of Practice for Working in Partnership, as outlined in the report to Budget and Performance Panel in October, has now been drafted. A summary of the detailed guidance is attached at Appendix A. The Code of Practice has yet to be published and mainstreamed into the council's overall partnership working arrangements.
- 2.11 Throughout 2009/10, support and advice both to partners and officers of the council in undertaking the evaluations has been provided by a team of officers under the direction of the Corporate Director (Finance and Performance). A large proportion of this support has been provided by Financial Services and in particular, the Principal Auditor but this is not sustainable in the future. Consequently, arrangements for continuing the future work programmes and support for the evaluation of the council's partnerships will be addressed by the Assistant Head (Partnerships) in the new Community Engagement Service during 2010/11 who will take responsibility for partnerships evaluations.

3 Work Programme 2010/11

- 3.1 Taking into account the lessons learned from the first year of partnership evaluations, the need to firmly establish and mainstream the partnership performance management and governance framework, and with the introduction of the new Community Engagement Service, a reduced programme of evaluations for 2010/11 is proposed covering the following partnerships:
- LDLSP Health and Wellbeing Thematic Group
 - Children's Trust (incorporating LDLSP Children & Young People Thematic Group)

- Vision Board
- Arnside/Silverdale AONB

3.2 Members are asked to consider and comment on the planned work for 2010/11, subject to which a detailed work programme for the year will be drawn up.

RELATIONSHIP TO POLICY FRAMEWORK

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 has no further comments.

LEGAL IMPLICATIONS

There are no legal implications arising from this report.

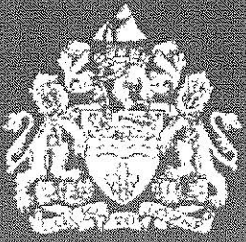
MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Partnership Mapping and Evaluation Team project documentation

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Ref: 10 03 30 B&PP report



LANCASTER CITY COUNCIL
Promoting City, Coast & Countryside

Summary Guidance to the Code of Practice for Working in Partnerships (Version 0.01)

DOCUMENT HISTORY

Reference: Summary Guide – Code of Practice for Working in Partnerships

Version: 0.01

Date: December 2009

Status: Release 1

Issue History: First Release

Project Executive: Roger Muckle,
Corporate Director (Finance and Performance)

Author: Bob Bailey – Principal Auditor

Document History

Document Title	Version	Reference/Date	Comments
Summary Guidance - Code of Practice for Working in Partnership	0.01	01/12/09	First Draft sent for review by Partnership Mapping & Evaluation Project Management Team

TABLE OF CONTENTS

TABLE OF CONTENTS

1.	Introduction	1
2.	Definition and types of partnership.....	1
3.	What makes a successful partnership?	1
4.	Assessing the need for a partnership arrangement	1
5.	Partnership Agreements	2
6.	Partnership Monitoring and Evaluation	2
7.	Other Partnership Matters	2

1. Introduction

- 1.1 This Summary Guide sets out the key elements that together should lead to a successful partnership. This guide supplements the more detailed *Code of Practice for Working in Partnerships* (the Code) which sets out detailed guidance to ensure good governance and the proper management of partnership risks as well as proper arrangements for monitoring and evaluating the effectiveness of individual partnerships. The Code **MUST** be referred to when assessing the need for a partnership arrangement and seeking approval to enter into a formal partnership.

2. Definition and types of partnership

- 2.1 Section 2 of the Code sets out the council's adopted definition of a partnership as:

'Those agreed methods of working as an integrated and co-ordinated team to achieve common objectives and shared benefits'

- 2.2 The following are the types of partnership that are encompassed by the adopted definition:

1. **Partnership arrangements to deliver joint objectives but no formal contract**
2. **Partnership arrangements to deliver key relationships**
3. **Partnerships that involve contractual arrangements**

The Code is only concerned with the first two of these, with the third type of partnership often referred to as 'partnering', being underpinned by the Council's Procurement Strategy and Contract Procedure Rules and specific guidance known as the '*Procurement Through Partnering Guidelines*'

3. What makes a successful partnership?

- 3.1 Section 3 of the Code sets out key elements that can help to achieve good working relationships and lead to successful delivery of the partnerships objectives. These are:

- **Agree a clear vision**
- **Set objectives/outcomes** – where possible these need to be SMARTER¹
- **Think strategically and have a clear management structure**
- **Have an agreed action plan or business plan** to help retain momentum
- **Introduce effective performance management arrangements**²
- **Review the partnerships performance** on a regular basis
- **Report the findings of any review** to keep all partners informed of progress

4. Assessing the need for a partnership arrangement

- 4.1 Section 4 of the Code builds on the elements in Section 3 and provides a checklist at Appendix A of matters that need to be thoroughly tested to assess that a partnership arrangement is the right course of action and, if it is, to ensure its success.
- 4.2 This Section also refers to Appendix B³ of the Code which sets out a flowchart of the steps to be take to obtain approval for entering into a partnership and a checklist of the consultation and advice received in determining the need for a partnership arrangement.

¹ Specific, Measurable, Achievable, Realistic, Time-bound, Effective and Resourced

² Include clear standard, milestones, outcomes, performance indicators and delivery dates

³ Appendix B(i) Partnership Approval Procedure and B(ii) Partnership Consultation Procedure

5. Partnership Agreements

5.1 Section 5 of the Code requires that:

All partnerships must have a written signed agreement between all partners before any commitments/liabilities are entered into

5.2 The Code makes it the responsibility of the Director/Service Head to ensure that such an agreement is in place, with advice/guidance being sought from the Head of Financial Services and the Head of Legal and Human Resources and other officers as necessary.

5.3 Appendix C to the Code sets out the key aspects that should be included within a partnership agreement including its vision/purpose, objectives, governance, financial and other agreed arrangements to ensure the proper running of the partnership, as well as the arrangements for the dissolution of the partnership.

6. Partnership Monitoring and Evaluation

6.1 Section 6 of the Code sets out the work undertaken to identify the council's partnerships and to determine their level of significance (Limited/Moderate/Major) towards the achievement of local priorities and objectives. The Code also explains the work that is currently underway to assess the effectiveness of the council's major partnerships over a three year period (commencing 2009/10) using a *Partnership Development and Evaluation Toolkit*.

6.2 As a development tool, the toolkit enables existing partnerships to take stock of how effective their partnership working arrangements are and help those experiencing difficulties to identify areas where remedial action can be taken. As an evaluation tool, it gives partnerships an opportunity to assess themselves in a consistent way against a set of criteria covering key aspects of working in partnership and provide essential information on their membership, funding, risk and performance management, governance and value for money arrangements.

6.3 With a separate Section dedicated to the effectiveness of the council's own involvement in the partnership, the toolkit provides a useful means of assessing the cost, risks and opportunities arising from our ongoing contribution and participation in individual partnerships. Appendix D of the Code sets out possible risks to consider under different risk categories.

6.4 This Section of the Code also sets out the arrangements being made to develop a framework for the monitoring and review of partnership performance including the development of a register/database of new and existing partnerships and a requirement that all the council's major partnerships complete an Annual Assurance Statement/Report on their activities and achievements during the previous year.

7. Other Partnership Matters

7.1 Section 7 of the Code covers assigning responsibility for the management and sharing of information within the partnership and the need for agreed arrangements to be documented in a Protocol deigned for that purpose, or within the agreed partnership agreement.

7.2 It also outlines the need to establish clear ground rules for publishing partnership material and dealing with the media, and the need to agree arrangements for communicating within the partnership and to the wider community/stakeholders.

7.3 Finally, the Code outlines the importance of having an exit strategy in place for the planned - or unplanned – cessation of the partnership

BUDGET AND PERFORMANCE PANEL**Monitoring of Service Level Agreements - Thumbprint
30th March 2010****Report of Head of Democratic Services****PURPOSE OF REPORT**

To present the annual review of Thumbprint as part of the monitoring of service level agreements (SLAs) undertaken by the Panel in accordance with its terms of reference.

This report is public

RECOMMENDATIONS

That Members consider the annual review of Thumbprint, attached at Appendix 1, and approve its recommendations as follows:

1. That the SLA with Thumbprint remains unchanged, subject to review in 2010/11.
2. That, subject to the approval of the Chief Executive and Member editorial team, consideration be given to including an article on Thumbprint/One Voice and other organisations that the Council funds in Your District Council Matters to publicise the City Council's support for Thumbprint, and help promote a positive image of disabled people and raise awareness of their needs.

REPORT

1. The Panel has responsibility for reviewing and monitoring of SLAs with non-housing voluntary organisations.
2. This report concerns the SLA with Thumbprint and is the work of the Head of Economic Development and Tourism.
3. The SLA with Thumbprint requires them to be monitored annually. The annual review of the service considers:
 - a copy of its examined accounts
 - an evaluation of the service
 - development plans for the forthcoming year
 - arrangements for future funding including estimated income and expenditure for the following financial year
 - any amendments required to this agreement.

4. Attached at Appendix 1 is a copy of Thumbprint's annual review for consideration by the Panel.
5. This is the first SLA review to be considered by the Panel in 2009/10. There are 12 non-housing voluntary organisations with SLAs in place. A further report will be presented to the Panel's meeting on 30th March 2010 to consider the SLA monitoring procedure.

BACKGROUND PAPERS	Contact Officer: Jane Glenton Telephone: 01524 582068 E-mail: jglenton@lancaster.gov.uk Ref: JEG
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SERVICE LEVEL AGREEMENT BETWEEN LANCASTER CITY COUNCIL AND THUMBPRINT

ANNUAL REVIEW - 2009

SLA SUMMARY

Period of the Agreement	1 st April 2008 to 31 st March 2011
Funding provision	£4,000 each year
Service aim	To enable local people with learning disabilities to create access and develop user-led opportunities for employment and training
Core services funded under the Agreement	<ul style="list-style-type: none"> • Support for local people with learning disabilities in a range of community based, practical projects • Provision on a range of opportunities for employment, volunteering, training and leisure for people with learning disabilities living in Lancaster district • Supporting statutory, private and other voluntary agencies in their work • Promoting a positive image of disabled people and raising an awareness of disabled people's needs • Actively pursuing additional sources of funding towards the operation
Contacts: Thumbprint Lancaster City Council	<p>Dave Kirsopp, Co-ordinator and Project Worker</p> <p>Bill Kindon, Principal Economic Development Officer</p>

REVIEW MEETING HELD 13 NOVEMBER 2009 AT THE CORNERSTONE

Present:

Dave Kirsopp – Co-ordinator and Project Worker, Thumbprint
Bill Kindon – Principal Economic Development Officer, Lancaster City Council

Review requirement	Comments
Annual Report of the service	2008-2009 Annual Report supplied at the meeting together with draft report outlining planned/proposed Thumbprint activities in 2010. Finalised reports subsequently submitted prior to Thumbprint AGM on 9 December 2009.
Copy of examined accounts	Copy of examined accounts submitted following the meeting and prior to Thumbprint AGM.
Evaluation of the service <i>Services provided</i>	<p>Core services provided by Thumbprint are consistent with those specified in the SLA but with an emphasis on supporting people with learning disabilities in a range of practical, community based projects.</p> <p>Thumbprint provides support to people with learning disabilities to enable them to set up and run projects with a view to increasing their confidence and developing their vocational skills. It is based in The Cornerstone in Dalton Square, Lancaster and works very closely with One Voice (also City Council supported). Current projects include:</p> <ul style="list-style-type: none"> • Fork-to-Fork – a new one year project for about 20 volunteers with learning difficulties growing fresh food for local people • Untangling the Web – an accessible internet service, charged at affordable rates, and run by volunteers with learning difficulties • Ink Again – ink and toner cartridge collecting service which has a contract with Lancaster University and is close to being self-sustaining • Mosaic house signs – an early stage project producing house signs from broken tiles <p>There is a core client group of 14, mostly working in specific projects, with a small additional flow through. The emphasis is on providing in depth support. Whilst it is based in Lancaster, there is a good geographic spread within the District of individuals supported through Thumbprint. The number of clients involved in projects will increase through the Fork 2 Fork project.</p>
<i>Breakdown of clients</i>	

Review requirement	Comments
<p>Comparison with previous year</p> <p>Evidence of user feedback and involvement/feedback from stakeholders</p>	<p>This reflects an increase from about 10 in the previous year in line with increased project activity</p> <p>Feedback is not formally gathered but the need to monitor feedback is acknowledged. Consideration is being given to the possibility of an independent assessment of the impact of the service eg by a post-graduate student.</p> <p>Following the meeting, contact was made with the Vocational Support Team in Social Services, who refer people with learning difficulties to Thumbprint, and very positive feedback was provided. Emphasis was placed on Thumbprint's approach in helping referred clients to gain confidence by giving them responsibility within a supportive and safe environment and several examples were cited. The view was expressed that Thumbprint adds value to other support services and provides support which would not otherwise be available. Reference was also made to the benefits of co-location with One Voice and the sense of belonging provided through people's involvement with activities in The Cornerstone.</p>
<p>Any income</p>	<p>Income is generated through the projects and this is used to cover projects' costs and provide some income for the clients. One example is Ink Again which generates approx £30 per week.</p>
<p>Publicity for the service</p> <p>Access to the service</p>	<p>The service is not actively publicised as support capacity is limited and potential beneficiaries can be readily identified through referral and targeted through networks. However, a basic Thumbprint website is maintained and Thumbprint was actively involved in the Social Enterprise Festival held during the year.</p> <p>Service access is consistent with the SLA. Thumbprint is open from 10 to 4 each day for project work and is accessible by telephone and by drop-in at The Cornerstone from 10 to 3. The service can also be contacted by email and via the website.</p>
<p>Evidence of service development/improvement</p>	<p>There is strong evidence that the service is innovative in identifying new project opportunities which are appropriate to the abilities and needs of its client group and which can provide some income to support project costs. Thumbprint has also provided placements for a number of social work students from Lancaster University which provides a source of additional support and significant additional income as well as providing valuable experience for the students.</p>
<p>Quality assurance</p>	<p>The SLA refers to Access Lancashire continuing to review Thumbprint in the context of quality assurance. DK was not aware of this – needs to be followed up.</p>
<p>Development plans for the coming year</p>	<p>The stated priorities for 2010 are:</p> <ul style="list-style-type: none"> • consolidating existing projects and enhancing their sustainability • ensuring core costs for the base in The Cornerstone are secure • increasing the number of paid project workers and staff with the right skills and reducing dependency on

Review requirement	Comments
	volunteers Fork 2 Fork will be a significant project over the coming year and one potential new project is a mobile phone recycling service, currently in development.
Funding received from other bodies and purpose	Lottery funding of approx £10,000 has been secured for the Fork 2 Fork project As previously noted, some income is provided through hosting several student placements.
Arrangements for future funding (including estimated income and expenditure for 2010/11)	A cash flow forecast was provided following the meeting for the period April 2009 to March 2011 Income from student placements is helping to meet projected core costs in 2010/11, including rent and other overheads at The Cornerstone. The projections would indicate that the service is adequately funded projected income from student placements is realised.
Any amendments required to the Agreement	Formal notification of the change in City Council contact officer is required. No other amendments required.
Conclusion	Thumbprint is considered to be meeting the terms of the SLA. The funding from the City Council is important in enabling dedicated staff time to co-ordinate Thumbprint's activities which comprise a number of relatively small, but broad-ranging, projects. Several projects are currently operating, including some in the development stage, which meet a local need as well as providing opportunities for people with learning difficulties. Whilst some of these projects can reach a position where income covers materials and other costs, funding for the project worker will need to be maintained to ensure clients have access to on-going support. It should also be noted that there is strong complementarity between Thumbprint and One Voice and it might be appropriate for future SLA reviews of the two organisations to be conducted in parallel.
Recommendations	<ul style="list-style-type: none"> i) that the Service Level Agreement remains unchanged subject to review in 2010/11 ii) that, subject to the approval of the Chief Executive and Member editorial team, consideration be given to including an article on Thumbprint/One Voice and other organisations that the Council funds in Your District Council Matters to publicise the City Council's support for Thumbprint and help promote a positive image of disabled people and raise awareness of their needs

BUDGET AND PERFORMANCE PANEL**Work Programme Report
30th March 2010****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

That Members note the items that will be carried forward for consideration at future meetings of the Panel.

1. Matters for future consideration by the Panel are contained in the Work Programme attached to this report.
2. At the last meeting of the Panel on 23rd February 2010, Members requested that there be reports back on the following matters:

Minute No. 41 2009/10: 2009/10 3rd Quarter Corporate Performance Review

That Officers/Cabinet Members be invited to provide briefing notes/attend future meetings of the Panel to report on progress being made to the following service/portfolio holder areas:

1. Sickness Management Absence Policy and Procedure.
2. Employment and Skills Plan and Associated Action Plans.
3. Investment of Performance Reward Grant monies in the 4 Big Ticket Issues of Lancashire –
 - Tackling Health Inequalities.
 - Affordable Housing – delivery of affordable homes.
 - The Economy.
 - Climate Change (and adapting to Climate Change).
4. Equality Framework and the Council's approach to equality, diversity and community cohesion.
5. Services with debt over half a year old.
6. Dance Strategy.
7. Late Implementation of the new Reflexions contract.

Minute No. 42 (2) 2009/10: Treasury Management Strategy 2010/11

That the relevant Officers be asked to consider Invest to Save schemes that would provide a greater rate of return than Council investments and report back to the Panel.

This information will be reported to future meetings of the Panel and details will be confirmed.

3. Monitoring delivery and effectiveness of Service Level Agreement targets was included in the work programme for consideration at the Panel's meeting on the 30th March. This will form part of the future work of the new Community Engagement Service and will come forward in the new financial year.

3. Reports from Chairs of the Lancaster District Local Strategic Partnership Thematic Groups are still in the process of being arranged by the Head of Corporate Strategy.

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

Matters for Consideration	Officer Responsible	Meeting date
<p>Briefing notes from officers on:</p> <ol style="list-style-type: none"> 8. Sickness Management Absence Policy and Procedure. 9. Employment and Skills Plan and Associated Action Plans. 10. Investment of Performance Reward monies in the 4 Big Ticket Issues of Lancashire – <ul style="list-style-type: none"> • Tackling Health Inequalities. • Affordable Housing – delivery of affordable homes. • The Economy. • Climate Change (and adapting to Climate Change). 11. Equality Framework and the Council's approach to equality, diversity and community cohesion. 12. Services with debt over half a year old. 13. Dance Strategy. 14. Late Implementation of the new Reflexions contract. <p>and attendance at Panel meetings by Cabinet Members to report on progress being made in these portfolio holder areas.</p>	<p>Head of Human Resources Head of Human Resources Head of Corporate Strategy Head of Planning Services Head of Corporate Strategy Head of Corporate Strategy Head of Corporate Strategy Head of Financial Services Head of Financial Services Cultural Services Manager</p>	<p>TBC TBC TBC TBC TBC (presentation to the Panel on 30.03.10) TBC TBC TBC</p>
<p>Report on Invest to Save schemes that would provide a greater rate of return than Council investments</p>	<p>Head of Financial Services</p>	<p>TBC</p>
<p>Monitoring delivery and effectiveness of Service Level Agreement targets</p>	<p>Head of Corporate Strategy</p>	<p>TBC</p>

<p>Reports from Chairs of the Lancaster Partnership Thematic Groups</p>	<p>District Local Strategic</p>	<p>Head of Corporate Strategy</p>	<p>TBC</p>
<p>Briefing notes from Services achieving less than an average Council performance standard of 95% on measures to improve, with a view to receiving a further monitoring note at Period 9.</p>	<p>Various</p>	<p>TBC</p>	<p>TBC</p>