



Committee: BUDGET AND PERFORMANCE PANEL

Date: TUESDAY, 22 JULY 2014

Venue: LANCASTER TOWN HALL

Time: 6.10 P.M.

A G E N D A

1. **Apologies for Absence**

2. **Appointment of Vice-Chairman**

To appoint a Vice-Chairman for the 2014/15 Municipal Year.

3. **Minutes**

Minutes of the Meeting held on 4 March 2014 (previously circulated).

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

5. **Declaration of Interests**

To receive declarations by Members of interests in respect of items on this Agenda.

Members are reminded that, in accordance with the Localism Act 2011, they are required to declare any disclosable pecuniary interests which have not already been declared in the Council's Register of Interests. (It is a criminal offence not to declare a disclosable pecuniary interest either in the Register or at the meeting).

Whilst not a legal requirement, in accordance with Council Procedure Rule 10 and in the interests of clarity and transparency, Members should declare any disclosable pecuniary interests which they have already declared in the Register, at this point in the meeting.

In accordance with Part B Section 2 of the Code Of Conduct, Members are required to declare the existence and nature of any other interests as defined in paragraphs 8(1) or 9(2) of the Code of Conduct.

6. **Corporate Performance Monitoring 2013/14 (Pages 1 - 27)**

Report of Chief Officer (Governance) and Chief Officer (Resources)

7. **Work Programme Report (Pages 28 - 32)**

Report of Chief Officer (Governance).

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Tony Anderson (Chairman), Dave Brookes, Janet Hall, Alycia James, Richard Newman-Thompson, Elizabeth Scott, Keith Sowden, Susan Sykes and one Labour vacancy.

(ii) Substitute Membership

Councillors Chris Coates, Mike Greenall, Richard Rollins, Emma Smith and Paul Woodruff

(iii) Queries regarding this Agenda

Please contact Tom Silvani, Democratic Services - telephone 01524 582132 or email tsilvani@lancaster.gov.uk.

(iv) Changes to Membership, substitutions or apologies

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

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

Published on 14 July 2014.

BUDGET AND PERFORMANCE PANEL

Corporate Performance Monitoring 2013/14**22 July 2014****Report of Chief Officer (Governance) and
Chief Officer (Resources)****PURPOSE OF REPORT**

To present the corporate performance and financial monitoring reports at Quarter 4 of the 2013/14 performance monitoring cycle.

This report is public

RECOMMENDATIONS

- (1) That Budget and Performance Panel considers this report and makes any comments or recommendations as appropriate.
- 1.0 CORPORATE PERFORMANCE MONITORING 2013/14 – QUARTER 4**
- 1.1 On 24 June 2014, Cabinet considered the attached report, the Corporate Plan Quarterly Trend Report for Quarter 4 of the 2013/14 performance monitoring cycle (*Appendix A*) and the Quarter 4 Property Group Update (*Appendix B*).
- 1.2 Budget and Performance Panel are asked to consider the Cabinet Report and Appendices in line with their Terms of Reference within the Constitution relating to the monitoring and review of the council's performance.

CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

None arising from this report

LEGAL IMPLICATIONS

None arising from this report

FINANCIAL IMPLICATIONS

None directly arising from this report

OTHER RESOURCE IMPLICATIONS: Human Resources / Information Services / Property / Open Spaces: As set out in the Appendices

SECTION 151 OFFICER'S COMMENTS

The s151 Officer has been consulted and has no further comments

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments

BACKGROUND PAPERS

Contact Officer: Performance - Bob Bailey,
Corporate Planning and Performance Manager
Telephone: 01524 582018 / 582138
E-mail: ribailey@lancaster.gov.uk
aclarke@lancaster.gov.uk
Ref: Performance Review Cycle 2013/14 Qtr 4

CABINET

**Corporate Performance Monitoring –
Quarter 4 2013/14
24 June 2014
Report of Chief Officer (Governance)**

PURPOSE OF REPORT				
To present the corporate performance reports for Quarter 4 of the 2013/14 performance monitoring cycle.				
Key Decision		Non-Key Decision		Referral from Cabinet Member
				X
Date of notice of forthcoming key decision	n/a			
This report is public				

RECOMMENDATIONS OF THE LEADER OF THE COUNCIL

(1) That Cabinet considers this report and makes any comments or recommendations as appropriate.







1.0 CORPORATE PERFORMANCE MONITORING 2013/14 – QUARTER 4

1.1 The Corporate Plan Quarterly Trend Report for Quarter 4 2013/14 is attached as **Appendix A**. This report sets out **Actual** data and commentary on the performance of each corporate plan success measure for the whole of 2013/14. Each of these measures (and any supporting sub-measures) contribute to the delivery of corporate outcomes and priorities and the overall performance of the 2013/14 Corporate Plan as a whole.

1.2 Throughout the report commentary provides an analysis of performance across the year providing commentary based on an intelligent interpretation of the data from the measures. As necessary, comparisons are made on quarter-by-quarter and/or year-on-year performance, recognising normal variations and trends (if there are any) that affords more understanding and insight on overall performance.

1.3 The **Key** below sets out the meaning of the ‘direction of travel’ of the data trending arrows against each success measure in the report dependent on whether ‘High is Good’ or ‘Low is Good’ is an indicator of performance improving.

Key:




Polarity: High is good		Polarity: Low is good	
	(Green) Actual has increased from the previous Quarter [positive trend]		(Green) Actual has decreased from the previous Quarter [positive trend]
	(Amber) Actual has not changed from the previous Quarter		(Amber) Actual has not changed from the previous Quarter
	(Red) Actual has decreased from the previous Quarter [negative trend]		(Red) Actual has increased from the previous Quarter [negative trend]

- 1.4 Subject to approval by full Council on 16 July, the priorities, outcomes and success measures in the 2014-16 Corporate Plan, as recommended by Cabinet, will be created and aligned at both a strategic and operational level within the Performance Management Information system. Combined with relevant projects and program management activities there will be an evidence base on which to manage current performance and identify opportunities for improving future performance through systematic change that will be critical to the successful delivery of the Corporate Plan.
- 1.5 Due to other work commitments, including the need to concentrate on producing the full statement of accounts for 2013/14, a Quarter 4 Corporate Financial Monitoring report is not generally produced. Instead, a full outturn update will be reported, which is now scheduled to go to the July Cabinet meeting.
- 1.6 The Chief Officer (Resources) has provided a Quarter 4 Corporate Property update, however, as attached at **Appendix B**.

RELATIONSHIP TO POLICY FRAMEWORK	
This report is a requirement of the council's Performance Management Framework in support of the council achieving its key tasks and objectives as reflected in its policy framework	
CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)	
None arising from this report	
LEGAL IMPLICATIONS	
None arising from this report	
FINANCIAL IMPLICATIONS	
None directly arising from this report	
OTHER RESOURCE IMPLICATIONS	
Human Resources / Information Services / Property / Open Spaces: As set out in Appendices A and B, as appropriate.	
SECTION 151 OFFICER'S COMMENTS	
The s151 Officer has been consulted and has no further comments.	
MONITORING OFFICER'S COMMENTS	
The Monitoring Officer has been consulted and has no further comments	
BACKGROUND PAPERS	Contact Officer: Bob Bailey Telephone: 01524 582018 E-mail: rbailey@lancaster.gov.uk Ref: 2013-14 Corporate Plan – Quarter 4
none	











Corporate Plan Quarterly Trend Report

Quarter 4 2013/2014

Measure Information		Polarity		Quarter 4 2012/2013		Quarter 1 2013/2014		Quarter 2 2013/2014		Quarter 3 2013/2014		Quarter 4 2013/2014		Comments
Outcome	Measure	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	
Clean, Green and Safe Places														
CO2 emissions from council activities are reduced	Annual reduction in carbon emissions from the council's operations of 3.4% towards 34% cut by 2020	High is good		-2.10%								2.97%		(Green) The reduction in carbon emissions at the end of 2013/14 represents a significant improvement on the previous year following a mild winter. Since 2008/09 carbon emissions have reduced by 25% so the council is well on track to reach the target of 34% by 2020.
Council's energy usage is reduced	Reduce energy usage across Lancaster City Council owned buildings	High is good		-4.20%								2.60%		(Green) Energy usage in council property during 2013/14 has reduced significantly on the previous year. Overall reduction since 2008/09 is just under 30%, well ahead of the target of 34% reduction by 2020.
	Increased average Standard Assessment Procedure (SAP) rating in council housing homes	High is good		71.50								71.60		(Green) The SAP is the Government's recommended method for measuring 'energy' (water heating; lighting and Co2 emissions) in residential dwellings. The council continues to make good progress on improving the energy efficiency of the council housing stock. This improvement will be further informed by a Stock Conditions Survey planned for 2015






Corporate Plan Quarterly Trend Report

Quarter 4 2013/2014

Measure Information		Polarity	Quarter 4 2012/2013		Quarter 1 2013/2014		Quarter 2 2013/2014		Quarter 3 2013/2014		Quarter 4 2013/2014		Comments
			Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	
Clean, Green and Safe Places													
Income generated from energy, including solar technology and climate change projects	% of household waste reused, recycled or composted	High is good	42.20%	(Red) 	40.80%	(Red) 	45.60%	(Green) 	46.40%	(Green) 	41.10%	(Red) 	The percentage of recycled household over the year has been relatively high (43.5% on average) at a time when the national trend is downwards. Seasonal fluctuations account for the reduction in the percentage waste reported in Quarter 4 where there is typically a decrease in the amount of green waste recycled.
	Increase income from energy and recycling projects	High is good	£31,339.74	(Red) 	£20,073.20	(Red) 	£39,207.24	(Green) 	£44,497.50	(Green) 	£52,764.19	(Green) 	Measure indicates the cumulative total of income generated from photovoltaic installations on municipal buildings. Compared to 2012/13 income has increased by over £21,000 following the panels at Salt Ayre Sports Centre being made operational. Across the year, seasonal fluctuations inevitably have an impact on the amount of income generated each quarter with the highest increase being during the period July to September (Quarter 2).
Renewable Energy Strategy in place and agreed by March 2014	High is good									Slightly behind target			Planned completion of the Strategy has been put back slightly to take advantage of further research that should result in more opportunities and greater benefits in the longer term. The draft strategy is now expected to be completed in the first half of 2014/15.



Corporate Plan Quarterly Trend Report

Quarter 4 2013/2014

Measure Information		Polarity	Quarter 4 2012/2013		Quarter 1 2013/2014		Quarter 2 2013/2014		Quarter 3 2013/2014		Quarter 4 2013/2014		Comments	
			Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend				
Clean, Green and Safe Places														
Our district is safe	Perception of people who live in, work in, or visit the district that streets and public spaces are safe is increased	High is good	84.5%									87.0%		(Green) This measure is informed by the 'Living in Lancashire' survey published in November 2013, where nine out of every ten respondents (87%) said that they felt 'very safe' or 'fairly safe' in their local area. This is an increase of 2.5% on the previous year.
	Increased number of diversionary activities for young people	High is good	859		2,146		(Green)	6,870		(Green)	4,704			(Red) This measure indicates the number of young people attending 'diversionary' activities at Salt Ayre Sports Centre and at outdoor facilities in the district. This measure is subject to seasonal fluctuations with Quarter 2 (July - Sept) enjoying the highest number of attendees. Data for outdoor activities was not provided in Quarter 4. Across the year, however, the varied programme of events has proved popular with young people.
Our streets and public spaces are clean	Perception of people who live in, work in or visit the district that streets and public spaces are clean is increased	High is good										62%		This measure is informed by the 'Living in Lancashire' survey published in November 2013 when almost 2/3 of residents said that they are satisfied with the cleanliness of their local streets. This data was not reported in 2012/13.
Residents have pride in their local area	Increase in the number of allotment plots in the district	High is good	0									31		(Green) Programme of allotment developments commenced in late 2013/14 and will continue in 2014/15. Cinder Lane Allotments recently opened, creating 31 plots of different sizes. Positive feedback has been received from the newly formed Allotments Association.










Corporate Plan Quarterly Trend Report

Quarter 4 2013/2014

Measure Information		Polarity		Quarter 4 2012/2013		Quarter 1 2013/2014		Quarter 2 2013/2014		Quarter 3 2013/2014		Quarter 4 2013/2014		Comments
Outcome	Measure			Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	
Community Leadership														
Better understanding of communities and needs so services that matter most to our communities are prioritised	Increase levels of engagement with local citizens	High is good										208		This was a new measure for the 2013/14 Corporate Plan indicating the number of residents who electronically sign up to the 'voice your views' panel. The council continues to develop the way it engages with its citizens, including promotion in council publications and at various council outlets/locations
	Increased number of councillors undertaking training/development in community leadership	High is good		43.00%				38.33%	(Red) 			65.00%	(Green) 	This measure indicates the cumulative number of Councillors undertaking training and development activities relating to their Community Leadership role as a Member of the Council. By the end of the year 39 of the Council's 60 members carried out some training.

Corporate Plan Quarterly Trend Report

Quarter 4 2013/2014

Measure Information		Quarter 4 2013/2014								Comments
		Quarter 4 2012/2013	Quarter 1 2013/2014	Quarter 2 2013/2014	Quarter 3 2013/2014	Quarter 4 2013/2014	Trend	Actual	Trend	
Outcome	Measure	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	
Community Leadership										
Council's operations are delivered and managed efficiently and effectively to achieve better value for money	Savings/efficiencies achieved through shared services/joint working	On target						On target		The council continues to demonstrate its ability to achieving ongoing savings and efficiencies through its financial strategy and innovative ways of working with partners and public sector organisations. In the longer term, it is accepted that there is a fundamental need to rethink, reshape and reduce service provision through collaborative working with partners and other service providers
	Council Tax as a % of Council Tax due	97.10%	(Red) 	57.50%	(Green) 	85.30%	(Green) 	96.80%	(Green) 	The percentage of Council Tax collected has fallen slightly in 2013/14 compared with 2012/13. The welfare benefit reform changes has had some impact on the ability of vulnerable customers to pay and local changes to discounts and premiums has presented new challenges in recovering outstanding amounts from some chargepayers whilst being sensitive to the needs of those who genuinely find it difficult to pay.
	Non-Domestic rates as a % of Non-Domestic rates due	98.20%	(Red) 	60.30%	(Green) 	88.90%	(Green) 	98.40%	(Green) 	The target percentage of Non Domestic Rates collected for 2013/14 has been achieved. This represents good overall performance given the economic climate which has hit small businesses ability to pay particularly hard.


Corporate Plan Quarterly Trend Report
Quarter 4 2013/2014



Measure Information		Quarter 4 2012/2013		Quarter 1 2013/2014		Quarter 2 2013/2014		Quarter 3 2013/2014		Quarter 4 2013/2014		Comments
Outcome	Measure	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	
Community Leadership												
	Robust and tested arrangements are in place for emergency planning	On target		On target		On target		On target		On target		Throughout the year the council has undertaken and participated in large scale exercises which have demonstrated that the council's business continuity plans provide a good level of resilience against major events and disasters. These have been enhanced by the introduction of an Incident Logging system (iModus) which provides an effective solution to monitoring incidents. Senior Emergency and Duty Emergency Incident Officer rotas have been reviewed to ensure that resilience is maintained.
	Balanced budget set for 2014/15 with no more than 2% increase in council tax subject to local referendum thresholds	1.99%								1.99%		Council set a balanced budget on 26 Feb 2014, with a Council Tax increase of 1.99%.
	Clean bill of health given through annual governance and audit reviews	0.00		1.00		0.50		0.50		0.50		A "clean bill of health" is demonstrated by the absence of any major governance failures or shortcomings. A major issue throughout the year has been information governance and arrangements relating to compliance with the Government Public Services Network (PSN) requirements. A programme of action was put in place during 2013/14 - this resulted in the PSN Code of Connection being approved in May 2014 and actions aimed at developing wider information governance standards will be addressed during 2014/15.

Corporate Plan Quarterly Trend Report
Quarter 4 2013/2014



Measure Information		Polarity	Quarter 4 2012/2013		Quarter 1 2013/2014		Quarter 2 2013/2014		Quarter 3 2013/2014		Quarter 4 2013/2014		Comments	
Outcome	Measure		Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend		
Community Leadership														
	Electoral reform changes implemented by 2015	High is good										On target	Work during the year has been around preparation for the introduction of Individual Electoral Registration (IER) which goes live on 12 June 2014. A 'dry run' of confirmation matches against Department of Work and Pensions (DWP) data produced a very credible score (75% match) and officers have undertaken relevant training which will be cascaded to Customer Services staff in 2014/15. The last ever "household" canvass was completed and the new Register published on the target date of 17 February 2014.	
Local communities actively working with partners to improve where they live, in ways that matter to them	Work with partners to increase income from climate change initiatives and projects	High is good	£133,044.35									£48,260.50	(Red) 	Working with our partners the council was successful in obtaining funding from Lancashire County Council's Affordable Warmth Fund. This money will maintain the continued delivery of the Warm Homes Service, providing advice and support to our most vulnerable residents and for developing staff skills in carrying out Domestic Energy Assessments. Income in 2012/13 included funding from the Primary Care Trust which was not available in 2013/14.

Corporate Plan Quarterly Trend Report

Quarter 4 2013/2014

Measure Information		Polarity	Quarter 4 2012/2013		Quarter 1 2013/2014		Quarter 2 2013/2014		Quarter 3 2013/2014		Quarter 4 2013/2014		Comments
Outcome	Measure		Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	
Community Leadership													
The Children's Trust, Community Safety and the Arts and Culture, Working Together With Families and VCFS partnerships are in place and working effectively to improve quality of life in the district	Key partnerships deliver agreed objectives and actions effectively	High is good										On target	The council continues to work with our key partners to support them in developing their efficiency and effectiveness and resilience, to protect the services that matter and to deliver the outcomes the district needs.
	Commissioned services to support the development and capacity of Voluntary Community Faith Sector (VCFS) are performing well	High is good	On target									On target	The council has successfully completed its first year of commissioned contracts with a number of Voluntary, Community and Faith sector organisations. These have supported the provision of Advice and Information, Infrastructure support and volunteering through a small grants fund from the Community Foundation for Lancashire which has helped to improve the lives of citizens in the district.
	Local people receiving advice and information through commissioned services	High is good										19,367	Commissioned services during 2013/14 has enabled the council's partners to provide advice and information on matters that have a significant impact on peoples lives including, welfare reform and benefits, debt counselling, housing issues, energy usage and provision for the elderly and disabled. In its first year, almost 20,000 people have benefited from these services.

Corporate Plan Quarterly Trend Report












Quarter 4 2013/2014



Measure Information		Quarter 4 2012/2013		Quarter 1 2013/2014		Quarter 2 2013/2014		Quarter 3 2013/2014		Quarter 4 2013/2014		Comments
Outcome	Measure	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	
Economic Growth												
Lancaster district's recognition as a visitor destination is enhanced	A future approach for the provision of a Museums service is in place and working effectively		On target	On target	On target	On target	On target	On target	On target	On target	On target	Proposals for a shared service with Lancashire County Council and Preston City Council for the future management of the Museums Service continue to be developed. The shared service will enable efficiencies and benefits to be achieved in the provision of the Museums Service in the district.

Corporate Plan Quarterly Trend Report

Quarter 4 2013/2014

Measure Information		Quarter 1 2013/2014		Quarter 2 2013/2014		Quarter 3 2013/2014		Quarter 4 2013/2014		Comments		
Outcome	Measure	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend			
Economic Growth												
Local authority partners working together to develop plans for economic growth aligned to nationally important energy and Heysham M6 transport links	Statutory requirements for the management of planning conditions are met, including Heysham M6 link, Canal Corridor and Lancaster Castle			On target		On target		On target		Throughout the year the council has provided high level advice and support on the management of planning conditions for a number of important schemes including the Heysham to M6 link; Canal Corridor development and the Beyond the Castle project as part of the Lancaster Square Routes scheme.		
										Work has now begun on the M6 to Heysham link road and associated works, with the road due to be opened to the public in the Summer of 2016. A revised scheme for the Canal Corridor is now in place and will be taken forward and Beyond the Castle - a joint project with Lancashire County Council - is working with the community and partners to develop proposals to secure investment over the next 5 - 10 years.		
	Major Government targets for determining Major Planning Applications	56.25%		57.14%		52.00%		56.00%		60.00%		Performance on the determination of major planning applications within statutory deadlines continues to be good with every quarter being significantly better than the Government's statutory target of 30%.
	Major Government targets for Special measures on Major Appeals			0.00%		0.00%		3.00%		3.45%		This is a measure of the percentage number of decisions on major development applications that have been overturned at appeal. In Quarter 4, three major decisions were lost at appeal, against 87 major applications determined. The council's performance continues to be significantly better than the target set by Government of no more than 20%.







Corporate Plan Quarterly Trend Report
Quarter 4 2013/2014



Measure Information		Quarter 4 2012/2013	Quarter 1 2013/2014		Quarter 2 2013/2014		Quarter 3 2013/2014		Quarter 4 2013/2014		Comments	
Outcome	Measure	Actual	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend		
Economic Growth												
More tourists coming to the district and tourist income is maximised	Visitor spend at council run events and attractions is increased	£331,121.10								£564,129.62	(Green) 	This measure comprises an evaluation of the economic impact and visitor income generated from council run events. In 2013/14 this included the Morecambe Sandcastle and Seaside Festivals and the Lancaster Fireworks/Light up Lancaster event. All three festivals suffered from poor weather but a stronger programme of entertainment and the broader appeal of the Light up Lancaster event resulted in a significantly higher visitor spend than the previous year.
	Number of visitors attending council run events and attractions is increased	47,500								42,850	(Red) 	This measure sets out the estimated number of people attending the Morecambe Sandcastle and Seaside Festivals and the Lancaster Fireworks/Light up Lancaster event. This years Morecambe Seaside Festival did not attract the large numbers in 2012/13 which benefitted from the Red Arrows display and poor weather affected all three festivals, but this was offset by a revised and stronger programme of entertainment and the broader appeal of the Light up Lancaster event.

Corporate Plan Quarterly Trend Report

Quarter 4 2013/2014

Measure Information		Quarter 4 2012/2013		Quarter 1 2013/2014		Quarter 2 2013/2014		Quarter 3 2013/2014		Quarter 4 2013/2014		Comments
		Actual	Polarity	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	
Economic Growth												
Visitor enquiries increased (VICs)	High is good	104,778		25,862	(Green) 	34,521	(Green) 	35,960	(Green) 	178,605	(Green) 	Overall, there has been a significant increase in the number of face-to-face, email and telephone enquiries at the Visitor Information Centres compared to 2012/13. The ongoing development of The Storey venue and a recovery in visitor numbers following the temporary re-location of the centre in Summer 2012 has had a positive impact on this. Morecambe Visitor Information Centre figures remain generally comparable to previous years, with seasonal trends clearly indicated
Number of people participating in arts, culture, entertainment and community events in the district	High is good									19,980	(Red) 	This measure currently comprises data on the footfall at the City Museums and The Platform. Following a steady increase throughout the year, Quarter 4 saw a drop in admissions. This is partly due to seasonal fluctuations but is also affected by a three week closure of The Platform for planned refurbishment works, and a better than expected performance at both venues in the previous quarters.
Visitor enquiries increased (Website)	High is good	1,144,319								1,355,608	(Green) 	The number of internet enquiries increased compared to 2012/13 despite some significant events in 2012 (i.e. Queens Jubilee and the Olympics) not being repeated in 2013. There is now a greater emphasis on the council's website being the primary channel for information.
Visitor enquiries increased (Brochures)	High is good									8,044		This is a new corporate measure in 2013/14. Overall, requests for printed brochures are declining whilst downloads of digital copies are on the increase.

Corporate Plan Quarterly Trend Report
Quarter 4 2013/2014



Measure Information		Quarter 1 2013/2014		Quarter 2 2013/2014		Quarter 3 2013/2014		Quarter 4 2013/2014		Comments
Outcome	Measure	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	
Economic Growth										
The attractiveness of the district as a place to visit and invest in is improved	Number of heritage assets improved	17	28 (Green)	8 (Red)	24 (Green)	6 (Red)				Measure shows the number of Listed Building Applications approved (excluding demolitions) that are likely to result in the asset being enhanced. As the trending analysis across the year indicates this can vary widely and is not particularly influenced by events or variances in performance In July 2013 a new Local Development Scheme (LDS) was published setting out the timetable for the Local Plan. The Local Plan will incorporate five key documents, namely Development Management Policies and Morecambe Area Action Plan due to be adopted in October 2014 and the plans for Land Allocations, AONB and Gypsy and Traveller Accommodation expected to be adopted in the spring of 2016.
	Lancaster District Local Plan adopted					On target				Occupancy has reduced in the second half of the year following the vacation of a suite of offices previously used by a large single tenant that went into administration. Efforts to address this has resulted in four new tenants taking occupancy from the beginning of May, including one taking up a previously unlettable space which has been brought back into use
	Operating targets for the Storey Institute are met				62.00%		51.50%			

Corporate Plan Quarterly Trend Report
Quarter 4 2013/2014



Measure Information		Polarity	Quarter 4 2012/2013		Quarter 1 2013/2014		Quarter 2 2013/2014		Quarter 3 2013/2014		Quarter 4 2013/2014		Comments
Outcome	Measure		Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	
Economic Growth													
The district's cultural, retail and tourism offer is maximised	Plans in place to improve the council's markets to ensure their viability in the future	High is good										On target	Significant work has been undertaken during the year to review the viability of council Markets in the future. Specifically, public realm works at the Festival Market have made it more accessible and internal works, agreed with Market Traders, have been undertaken. Longer term, options will be considered consistent with the Morecambe Area Action Plan (MAAP). A working group for the Charter Market has been established and options to 're-configure' this Market after completion of the Lancaster Square Routes project are being developed. Work is ongoing to develop a business case for the best use of the Assembly Rooms in the future
	Lancaster Business Improvement District proposals implemented as planned	High is good										On target	The council supports the Lancaster District Chamber of Commerce, Trade and Industry in the development of a Business Improvement District (BID) for the town centres at Lancaster and Morecambe. The successful BID for the Lancaster centre will mean that an extra £650k will allow a number of projects and initiatives to be brought forward that will promote and improve the centre. Discussions regarding the development and progression of a BID for Morecambe Town Centre are ongoing.









Corporate Plan Quarterly Trend Report
Quarter 4 2013/2014



Measure Information		Polarity	Quarter 4 2012/2013		Quarter 1 2013/2014		Quarter 2 2013/2014		Quarter 3 2013/2014		Quarter 4 2013/2014		Comments
Outcome	Measure		Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	
Economic Growth													
The district's local heritage is protected	Number of properties improved through the delivery of the Townscape Heritage Initiative 2	High is good										0	The Morecambe Townscape Heritage Initiative 2 - A View for Eric (THI2) launched in May 2012 is a five year Heritage Lottery Fund (HLF) programme to help improve the Victorian and art deco buildings in the heart of the town and some of the streets and spaces surrounding them. Funding of £1.248 million has been made available towards this project from the Heritage Lottery Fund and Lancaster City Council. Building improvement grants for targeted properties in the conservation areas are available and will be accompanied by a range of training opportunities including heritage education and skills workshops and sustainable business and retail training. Whilst the start of the programme has slipped, suitable projects are now coming forward for commencement in 2014/15

Corporate Plan Quarterly Trend Report

Quarter 4 2013/2014

Outcome	Measure Information		Quarter 1 2013/2014		Quarter 2 2013/2014		Quarter 3 2013/2014		Quarter 4 2013/2014		Comments		
	Measure	Polarity	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend			
Health & Wellbeing Enhanced quality of life of local residents through access to good quality housing	Number of improved homes	High is good	538	(Green) 	575	(Red) 	492	(Red) 	480	(Red) 	513	(Green) 	This measure indicates the number of owner occupied and private rented homes improved through the intervention of the Home Improvement Agency and Housing Standards teams that have enhanced the quality of life of local residents through good quality housing. Performance over the year has been good and relatively consistent with an average of 515 homes being improved each quarter (2060 in total)
	Number of new homes	High is good	177								100	(Red) 	2012/13 saw the highest number of new build (177) since the recession began but this has fallen back during 2013/14. There is no doubt that the recession has had a significant impact on new build developments over the last few years but this is expected to improve with number of significant projects now underway, including schemes at Lancaster Moor Hospital and at Luneside in Lancaster.
	Number of affordable homes	High is good	58								58		The number of affordable dwellings completed in 2013/14 includes completions at Ashbourne Road and River Street in Lancaster, Mossgate in Heysham and Strands Farm in Hornby. Work is ongoing with Registered Provider partners to establish more sites for affordable housing.
	No council houses fail to meet the Decent Homes Standards	Low is good	0								0		The council has once again managed to ensure that no council houses fail to meet strict Government standards and criteria for 'decent homes'





Corporate Plan Quarterly Trend Report
Quarter 4 2013/2014



Measure Information		Quarter 1 2013/2014		Quarter 2 2013/2014		Quarter 3 2013/2014		Quarter 4 2013/2014		Comments
Outcome	Measure	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	
Health & Wellbeing										
Health and wellbeing improved and mortality rates reduced for vulnerable people in the district	Reduction in number of homeless people in the district	21	(Red)	16	(Green)	25	(Red)	20	(Green)	This measure indicates the number of individuals that have been accepted as 'statutory homeless'. Despite the negative impact that the economy has had nationally on the number of people being made homeless, the council has been able to keep the number relatively low through varied initiatives aimed at preventing homelessness.
	Reduction in number of people sleeping rough in the district	4						3	(Green)	This is an annual measure of the number of people known to be sleeping rough. The council now subscribes to a national reporting line - Street Link - which provides a 24 hour 7 days a week service for members of the public to report rough sleepers. This and the support and advice provided by the council officers has helped to keep down the number of people sleeping rough, despite being on the increase nationally
	Increased number of vulnerable households benefiting from Warm Homes initiatives	75	(Green)	210	(Green)	321	(Green)	335	(Green)	This measure represents the number of people (both owner occupiers and private tenants) that have benefitted from interventions aimed at improving levels of warmth in homes. The number of householders receiving this benefit has increased each quarter and has totalled over 1,000 during the course of the year. These have included a wide range of initiatives, such as, the removal of excess cold in private rented accommodation, support to help vulnerable people improve the energy efficiency of their homes, replacement of boilers and assistance in the payment of fuel bills.

Corporate Plan Quarterly Trend Report

Quarter 4 2013/2014

Measure Information		Quarter 4 2012/2013		Quarter 1 2013/2014		Quarter 2 2013/2014		Quarter 3 2013/2014		Quarter 4 2013/2014		Comments
		Actual	Polarity	Actual	Trend	Actual	Trend	Actual	Trend	Actual	Trend	
Health & Wellbeing												
The health and wellbeing of local residents of all ages is improved by participation in sports and leisure activities	Increased number of people participating in sports and leisure activities	High is good	0	195,655	(Green) 	233,536	(Green) 	163,114	(Red) 	153,510	(Red) 	This is a new measure for the 2013/14 Corporate plan comprising the number of people participating in sports and leisure activities at council venues and others across the district. A wide and varied programme of activity is offered to all ages and abilities aimed at improving individuals lifestyles and wellbeing. Due to a Service review during the last quarter of the year not all data has been provided but going forward this measure will help to inform the planning of activities in the future
	A health and wellbeing strategy for the district will be in place and agreed by June 2013	High is good								On target		The Health and Wellbeing Strategy was completed and agreed with stakeholders by the revised due date of June 2013. During 2014/15 this strategy will inform projects and milestones aimed at improving health and wellbeing across the district
	Successful delivery of the Velocity Cycle race	High is good								On target		The Velocity Centre Cycle Race was held on 28th June. Planning and management of the event followed established procedures and at formal debrief, involving the council, partners and event organisers it was concluded that the event had been a success as 3000 people attended and there were no major accidents or incidents
	Successful delivery of the International Youth Games	High is good								On target		The International Youth Games 2013 was successfully organised and delivered in July 2013. The event received very favourable comments from all the teams that had entered.

Property Group Update

Quarter 4: January –
March 2014

Report from: Senior Property Officer

Appendix B

1.0 Introduction and Background

This Quarter 4 report is intended to provide an update on previously reported projects and initiatives and to highlight any significant emerging property related issues. This report is not intended to provide in depth updates on all ongoing individual property cases.

2.0 Corporate Non-Housing Property Portfolio 1st Year Delivery Programme

As explained in previous reports, projects within the 1st year delivery programme fall into three procurement groups i.e. Minor Works (MW), Intermediate Works (IW) and Projects (P). Property Group was allocated a budget of £2.402M for financial year (2013/14) to fund the implementation of the 1st year delivery programme.

It has been reported on a number of occasions and is worthy of note again here that budget flexibility between individual projects has been essential because the costs taken from the condition survey data to build up the £10.637M budget are purely indicative having been estimated based upon non-invasive surveys. As such, the levels of work required at each property have increased or decreased as detailed specification work for the procurement process has progressed.

A summary of progress to date follows:

2.1 Minor Works (MW) Project Progress

Property/Project	Total Indicative Works for Year 1	Indicative Works Brought Forward from Year 2	Total Approved Tender (AMP)
14 Buildings	£49k	£49k	£103k

Notes:

- (1) The Minor Works project has now been successfully completed and contained within the Agreed Maximum Price submitted.
- (2) This work was contained within the repair and maintenance revenue budget and therefore does not count towards the £2.402M 1st year delivery programme's capital spend.

Appendix B**2.2 Intermediate Works (IW) Project Progress**

Property/Project	Submit Design /tender	Approve Tender (AMP)	Original Indicative Works 1 st Year	Total Approved AMP & Fees	Proposed /Actual Start Date
White Lund Depot (1)	12/11/13	28/11/13	£231k	£113k	27/1/14
Lancaster Cemetery Chapels (2)	12/11/13	24/12/13	£80k	£175k	27/1/14
Lancaster Town Hall Railings (3)	23/09/13	30/09/13	£50k	£47k	02/10/13
Lancaster Town Hall Paving (4)	23/09/13	30/09/13	£30k	£28k	07/10/13
Morecambe Town Hall (5)	-	-	-	-	-
The Dukes Playhouse (6)	-	-	-	-	-
Williamson Park (Intermediate) (7)	12/11/13	27/11/13	£90k	£80k	02/12/13
Assembly Rooms (8)	14/11/13	28/11/13	£158k	£100k	9/12/13
Storey Building (9)	26/11/13	24/12/13	£233k	£323k	3/2/14
Maritime Museum (10)	25/04/14	TBA	£253k	TBA	TBA
Morecambe Intermediate General Projects; Morecambe Town Hall & Garages (60 Euston Road, Regent Road PC) Salt Ayre Sports Centre (11)	25/04/14	TBA	£100K	TBA	TBA
Lancaster Intermediate General Projects; Bridge End Depot, Ryelands Changing Rooms, Old mans Rest, Cottage Museum, King George Playing Fields. (12)	25/04/14	TBA	£60K	TBA	TBA
Intermediate Demolition Projects (Ryelands Park Pavilion, Palatine Recreation Ground. (13)	25/04/14	TBA	£50K	TBA	TBA
Totals			£1.335M	£866K	

Notes:

- (1) The work is now 50% complete.
- (2) The work is now 60% complete
- (3) Complete apart from entrance lamps programmed to be fitted 25.04.2014.
- (4) The work is now 100% complete.
- (5) AMP to be included within the Morecambe Intermediate Projects below
- (6) Project on hold as Dukes Theatre bidding for development funding.
- (7) The work is now 95% complete, additional rebuild walls works.
- (8) The work is now 100% complete Final Account stage.
- (9) Works progressing on site 30% complete.
- (10) Project has been held up due to installation of new lift.
- (11) Projects merged to gain savings AMP's to be submitted 25.4.2014
- (12) Projects merged to gain savings AMP's to be submitted 25.4.2014
- (13) AMP's to be submitted 25.4.2014

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Property/Project	Submit Design /Tender	Approve Tender (AMP)	Total Indicative Works 1 st Year	Total Approved Tender (AMP)	Proposed Start Date
Williamson Park (1)	25/04/14	TBA	£383k	TBA	TBA
The Platform (2)	06/12/13	24/12/13	£318k	£413K	03/03/14
City Museum (3)	25/04/14	TBA	£258k	TBA	TBA
Salt Ayre Sports Centre (4)	-	-	-	-	-
Mitre House Car Park (5)	05/06/13	08/08/13	£60k	£115k	30/09/13
Banqueting Suite Ceilings (6)	25/04/14	TBA	TBA	TBA	TBA
			£1.019M	£528K	

Notes:

- (1) Project delayed approval of specification Lancaster Stone paving.
- (2) The work is now 20% complete.
- (3) Project quantified now on hold due to lottery bid to improve museum facilities.
- (4) Included within Morecambe Intermediate Generals Project
- (5) The work is now 100% complete – Final Account Stage
- (6) AMP currently being finalised.

2.4 Overall Position

Currently, indicative programmes and spend profiles suggest expected capital spend in the 2013/14 financial year will be circa £700K plus £103K revenue spend on the minor works projects equating to £803K. Therefore, at this stage potential slippage of capital spend into year 2 against the approved £2.402M is estimated to be in the region of £1.702M.

This is obviously some way from where we had hoped to be at this stage but as mentioned above this is largely attributable to our decision to tackle all of the essential and urgent repairs in the first year. The first year of any new working relationship will inevitably throw up unforeseen issues and challenges. Furthermore, the need to deal with numerous projects across numerous sites and buildings has required a great deal of planning and preparatory work prior to the commencement of any physical work on site.

This has been a challenging first year but real progress has been made and all the outstanding urgent works will be rectified over the coming months. Having completed the urgent repairs we can then plan for year 2 by focussing on individual buildings rather than spreading our available resources too thinly over numerous sites.

Once Capital works have been completed on a particular building it will then be transferred to the growing planned maintenance programme. The plan for the next 4 years is to complete the required work on all council buildings, facilitating the move

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from the current emphasis on an expensive reactive approach, to a more financially sustainable planned maintenance ethos.

Finally, it should be noted that the County Council's current framework arrangement with Keepmoat comes to an end later this calendar year. The current arrangement is flexible enough to allow Keepmoat to complete the works agreed for the Year 1 delivery programme but the end of this agreement will also provide an opportunity for review and to look at how best to procure the Year 2 delivery programme. Options open to us include:

1. Continuing on the same basis with Keepmoat.
2. Entering into a new partnering arrangement with the County Council's next successful partnering contractor; or
3. Depending on what form the Year 2 delivery programme takes, a traditional tendering approach on a building by building basis may also become a viable option.

3.0 Capital Receipts

There have been no further property related capital receipts since quarter 3.

4.0 Performance of Commercial Buildings

As can be seen from the table below there have only been minor changes to the occupation of the commercial property portfolio since the Quarter 2 update.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of Properties	62	61	61	61
Occupation by Floor Area				
• Total Let (m2)	18,022	17,749	17,917	18,053
• Total Vacant (m2)	3,961	3,962	3,794	3,658
• Total Area (m2)	21,983	21,711	21,711	21,711
Income				
• Rent (£)	-955,350	-931,750	-931,750	-931,750
• Service Charge (£)	-302,750	-302,750	-302,750	-302,750
• Total Income (£)	-1,258,100	-1,234,500	-1,234,500	-1,234,500
Running Costs (£)	793,500	782,700	782,700	782,700
Annual Balance (£)	-464,600	-451,800	-451,800	-451,800
Condition Survey (£)	5,004,498	5,004,498	5,004,498	5,004,498

The current occupation across the City Council's total commercial property portfolio has benefitted from a slight improvement during the last quarter although the percentage let figure of 83% reported in Quarter 3 remains the same. The remaining 17% of vacant space now amounts to the equivalent of 3658m², the majority of which is attributable to:

- The Storey, which returned to City Council control in October 2012, currently has 51.5% of its commercial office space occupied and is therefore 48.5% vacant which equates to a vacant floor area of 698m². However, this does represent an improvement of 10m² over quarter 3.
- St. Leonard's House currently has 1862m² of vacant space which is expected

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to start rising following cabinet approval to vacate the building. Officers have now served notice on the existing tenants with the intent of clearing the building to allow progress on our plans to develop the building as student and young worker accommodation with our strategic partners. As vacant possession is gained, vacant space will clearly increase, but in due course the building will cease to be classified as a commercial property.

- The vacancy rate at Citylab is currently running at 24% (or 318m²). This represents a slight improvement over the 326m² of vacant accommodation reported in the Quarter 3 update.

Despite some progress at the Storey and Citylab the 3 buildings above still account for 79% of the total vacant commercial portfolio. As mentioned above, the recent developments at St. Leonard's House mean that the vacancy rates for this building will continue to increase although it is envisaged that the building will be completely vacated during the next 6 months or so and it can then be removed from these statistics (as it will no longer be a commercial building), which will make a dramatic improvement to the figures. The remaining 22% is made up of a small number of buildings that are currently between lets or to be sold. In general terms, while Property Group will continue in its efforts to minimise vacancy rates, it should be remembered that supply is currently outstripping demand in the commercial office rental market.

BUDGET AND PERFORMANCE PANEL

Work Programme Report

22 July 2014

Report of the Chief Officer (Governance)

PURPOSE OF REPORT

To update members regarding the panel’s work programme.

This report is public.

RECOMMENDATIONS

(1) That members note the items to be carried forward for consideration at future meetings, as detailed in Appendix A to the report.

(2) That members consider what should be included in the 2014/15 work programme.

1.0 Introduction

1.1 This report provides members with recommendations for inclusion in the panel’s work programme and advises of possible upcoming items for consideration and work in progress.

1.2 The Budget and Performance Panel is responsible for setting its own annual work programme within the terms of reference, as set out in Part 3, Section 13 of the constitution.

1.3 Members of the Budget and Performance Panel are entitled to give notice to the Chief Executive that they wish an item relevant to the Terms of Reference of the meeting to be included on the agenda for the first available meeting, and the meeting will determine whether the issue should be included in its Work Programme based on its relevance as compared to the priorities as set out in the Scrutiny Work Programme (Part 4, Section 5 of the Constitution).

2.0 Report

Members are requested to consider if they wish the items that were not considered in the 2013/14 municipal year to remain on the panel’s work programme for 2014/15. The remaining issues are as follows:

2.1 Service Level Agreements (SLAs)/Commissioning

Previously the panel has chosen to monitor SLAs, requesting reports as appropriate. At its meeting on 11 December 2012 the panel received a report regarding progress towards introducing commissioning arrangements which

would replace the current Service Level Agreements with voluntary, community and faith sector (VCFS) partners and arts/leisure partners.

The panel requested that the monitoring of VCFS contracts be added to the work programme, with appropriate dates for monitoring included once the new commissioning arrangements have been agreed.

In June 2013 the panel agreed that the monitoring of voluntary, community and faith sector (VCFS) partners, and arts/leisure partners be carried over to the work programme for 2013/14, with appropriate dates for monitoring included once the new commissioning arrangements had been agreed. It was agreed that this report be timed to coincide with Councillor Barry's attendance at the panel to discuss partnerships within his portfolio.

Members may wish to consider monitoring the performance of the council's commissioning arrangements with the Voluntary, Community and Faith Sector Partners. This process could involve drawing together common themes from the sector, as well as a review of what each commissioned partner has achieved over the last twelve months, any comments they have about their work, and their experiences of dealing with the changing needs of the district.

2.2 Building Control Trading Account

Members have previously been advised that the council was in discussions with a neighbouring authority regarding the possibility of establishing a shared service in regards to the Building Control Trading Account. In March 2013 the panel requested that members be kept informed of any developments in this area.

Members may wish to consider including this issue in its work programme for 2014/15.

2.3 Compliments and Complaints Half Yearly Report

Following the introduction of the revised Customer Comments, Compliments and Complaints policy it was agreed by Cabinet in line with the recommendations of the Council's Overview and Scrutiny Committee that Budget and Performance Panel undertake regular half yearly monitoring of the complaints procedure. Members are asked that it be noted that the Compliments and Complaints Half Yearly Report will form part of the Corporate Performance Monitoring Report.

3.0 Items Recommended for Inclusion in the 2014/15 Work Programme

3.1 Invitations to Cabinet Members

Members may wish to consider extending invitations to cabinet members to coincide with consideration of issues relevant to their respective portfolios. It is suggested that the leader and the holder of the financial portfolio be invited to an early meeting of the committee to discuss budget issues and financial matters, together with performance management issues.

3.2 Forthcoming Key Decision List

It is suggested that members could put forward financial or performance related items for pre-decision scrutiny, or which they wish to be considered by the pre-decision scrutiny champion of Overview and Scrutiny Committee to investigate.

3.3 Annual Stakeholder's Meeting

As part of the budget consultation process, the Leader of the Council is invited to present the council's budget proposals to the panel. All council members and economic stakeholders are invited to attend this meeting.

Members may also wish to consider extending an invitation to a representative of Lancashire County Council to present Lancashire County Council's budget proposals.

In previous years the Lancashire Combined Fire Authority and the Lancashire Police and Crime Commissioner have submitted reports relating to their budget proposals. Members may wish to consider requesting representatives of these organisations to present their proposals to the meeting.

3.4 Budget Overspends/Variances

In the past the panel has considered budget variances which had been identified when considering the annual outturn reports. With the agreement of the chief executive officers have previously been required to attend meetings to present the additional information requested, explain why the variances had occurred, provide an explanation of lessons learnt and whether any variances were ongoing and would impact on the year's budget's.

If there are significant variances in the current year members may wish to undertake this exercise again.

3.5 Financial Monitoring

The panel receives regular updates regarding the budget, treasury management and other financial issues throughout the year – the panel are asked to note the timetable as below:

Report	Date for consideration
2013/14 Revenue and Capital Outturn	9 September 2014
Qtr 1 Financial Monitoring (including impact from outturn)	9 September 2014
Qtr 2 Financial Monitoring (including any implications / update for Medium Term Financial Strategy)	11 November 2014

Qtr 3 Financial Monitoring (including any implications / update for Medium Term Financial Strategy)	24 February 2015
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3.6 Corporate Performance Monitoring

Reports are routinely provided to the panel throughout the year. Set out below is the draft timetable for undertaking the 2013/14 Corporate Performance Monitoring. The panel are asked to note the timetable:-

2013/14 Corporate Performance Monitoring Report	Quarter 1	Quarter 2	Quarter 3
Date for consideration	TBC	TBC	24 February 2015

SECTION 151 OFFICER'S COMMENTS

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

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

None.

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APPENDIX A

BUDGET & PERFORMANCE PANEL WORK PROGRAMME
2014/15

Matter for consideration	Officer responsible / External	Date of meeting
2013/14 Revenue and Capital Outturn	Financial Services Manager	9 September 2014
Qtr 1 Financial Monitoring Report	Financial Services Manager	9 September 2014
Qtr 1 Corporate Performance Monitoring Report	Chief Officer (Governance)	TBC
Qtr 2 Financial Monitoring	Financial Services Manager	11 November 2014
Qtr 2 Corporate Performance Monitoring Report	Chief Officer (Governance)	TBC
Treasury Management Strategy	Financial Services Manager	24 February 2015
Qtr 3 Corporate Performance Monitoring Report	Chief Officer (Governance)	24 February 2015
Qtr 3 Financial Monitoring	Financial Services Manager	24 February 2015
Budget Overspends/Variiances	As required	As required
Monitoring of Service Level Agreements with Voluntary, Community and Faith Sector Partners, and Arts/leisure Partners	Chief Officer (Governance)	TBC