



Committee: BUDGET AND PERFORMANCE PANEL

Date: WEDNESDAY, 11TH MARCH 2026

Venue: LANCASTER TOWN HALL

Time: 6.00 P.M.

A G E N D A

1. **Apologies for Absence**

2. **Minutes**

To receive as a correct record the Minutes of the Meetings held on 3rd and 11th February 2026 (previously circulated).

3. **Items of Urgent Business authorised by the Chair**

4. **Declaration of Interests**

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

Councillors 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 9 and in the interests of clarity and transparency, Councillors 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, Councillors 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.

5. **Projects and Performance Q3 2025-26** (Pages 3 - 17)

Report of the Chief Executive.

Councillor Tim Hamilton-Cox, Cabinet Member with Responsibility, has been invited to attend for this item.

6. **Strategic Risk Management** (Pages 18 - 35)

Report of Chief Executive.

Councillor Tim Hamilton-Cox, Cabinet Member with Responsibility, has been invited to attend for this item.

Whilst this report is public, Appendix B is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972, and notice is hereby given that the meeting is likely to move into private session if it is necessary to refer to the exempt appendix.

7. Work Programme (Pages 36 - 42)

Joint report of Chief Officers Finance and Governance.

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Chris Hanna (Chair), Ross Hunter (Vice-Chair), Keith Budden, Ruth Colbridge, Isabella Metcalf-Riener, Hamish Mills, Sue Penney, James Sommerville and Jackson Stubbs

(ii) Substitute Membership

Councillors Suhir Abuhajar, Joanne Ainscough, Dave Brookes, John Livermore and Jason Wood

(iii) Queries regarding this Agenda

Please contact Stephen Metcalfe, Democratic Support - email sjmetcalfe@lancaster.gov.uk.

(iv) Changes to Membership, substitutions or apologies

Please contact Democratic Support email democracy@lancaster.gov.uk.

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

Published on Tuesday, 3rd March 2026.

Budget and Performance Panel**Projects and Performance: Q3 2025-26
11 March 2026****Report of Chief Executive****PURPOSE OF REPORT**

To provide members with an update on Strategic Projects and Corporate Performance, during quarter three 2025/26 (October – December 2025).

This report is public.

RECOMMENDATIONS

- (1) Budget and Performance Panel considers the quarterly updates for Strategic Projects and Performance as show in the appendices, making any comments considered necessary.

1.0 Introduction

- 1.1 The purpose of this report is to present information relating to the council's Strategic Projects and Performance from October to December 2025, which can be found within the appendices.

2.0 Performance Reporting

- 2.1 Guidance on how to read appendix A.

- 2.1.1 The majority of indicators should be compared to the previous quarter. Those marked with an asterisk comparing to the like quarter from the previous year is advised.
- 2.1.2 Our KPI (Key Performance Indicator) data is typically shown using a blue line. Where measures have targets or bench marking figures, they are shown on the using an orange or green line. Each chart contains a key for ease of reading.
- 2.1.3 The comments provided by KPI owners give further explanation on each indicator.
- 2.1.4 Within the 'Comments' column it is either marked 'Low is good' or 'High is good'. This is included to guide the reader on the preferred direction of travel.
- 2.1.5 Due to delays in the availability of the data, some measures report one quarter behind. These are clearly marked.

2.2 Summary of key changes in performance report.

2.2.1 For the indicator “Number of families in hotel accommodation over 6 weeks”, a note has been added to the title of the chart, to explain more about the definition of a family. The scale has changed since the previous report. In this report the snapshot figure is nil, which is good.

2.2.2 For the indicator “Number of disabled facilities grants completed”, an explanation as to why this is a good measure to use has been included in the title of the chart.

2.2.3 The indicator “Number of properties improved” has been renamed to “Number of properties improved in the private rented sector”, to make it clear what is being shown.

2.2.4 The indicator “Average number of days’ sickness per full-time equivalent” now has a line showing the comparator to the previous years figure, for ease of reading.

2.2.5 The indicator “Occupancy rates for commercial properties” has been renamed to “Occupancy rates for council owned commercial properties across the district (%)”, to make it clearer what is being shown. The scale has also been changed, so it starts at 50% to improve the readability.

2.3 At the B&PP meeting on 14th January, under the Q2 Projects and Performance item, a question was asked regarding “understanding more about the actions being taken to improve the occupancy rates for commercial properties as they have clearly declined in recent years.” As a result, the Chief Officer has been invited to join the meeting to provide more information on the topic.

3.0 Strategic Projects Reporting

3.1 Guidance on how to read appendix B.

3.1.1 The Programmes and Projects highlight report shows a short narrative and “Red – Amber – Green” status updates for three elements of the project, these being Plan, Cost and Scope.

3.1.2 The ‘Update’ column shows a summary of the projects progress over the last quarter. Where projects are ‘on hold’ a short explanation as to why the project has this status is included.

3.1.3 The ‘Updated’ column shows the date when the update was received. This is included as some projects progress quickly, so it is useful to understand when the update (a snapshot of progress) was taken.

- 3.2 Key points on the progress of strategic projects. Fifteen projects have provided full update reports. Of these:
- 3.2.1 The Housing Systems Project is new to the strategic projects reporting process, although it was started as a service project in November 2024.
 - 3.2.2 Eight projects are reporting 'amber' (minor) delays with the progress of their project plans.
 - 3.2.3 One project is reporting 'red' (major) delays with the progress of their project plan.
 - 3.2.4 Five projects are reporting 'amber' (minor) deviations to the cost of the project.
 - 3.2.5 Six projects are reporting 'amber' (minor) concerns with the scope, meaning it is anticipated that one or more benefits of each project may not be realised.
 - 3.2.6 Two projects have recently closed, and we are awaiting project review reports for these (this is unchanged from the previous quarter).
 - 3.2.7 All other statuses are either green or have not been able to provide an update this quarter.
- 3.3 At the B&PP meeting on 14th January, under the Q2 Projects and Performance item, several questions were raised that the Projects and Performance Manger was unable to answer as the questions were outside of the scope of the information collected. The questions were:
- 3.3.1 As a result of planning consent not being granted at the Story for the Public Sector Decarbonisation Scheme Phase 3c, are there any steps which can be taken to improve the carbon efficiency of the building?
 - 3.3.2 Would like to understand how the MyMainway project can have a green indicator for cost and plan, when other reports suggest otherwise.
 - 3.3.3 Would like to know more about the next steps for Williamson Park café.
 - 3.3.4 Would like a more detailed update on Frontierland.

The appropriate Chief Officers have been invited to attend to provide more information.

**CONCLUSION OF IMPACT ASSESSMENT
(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing):**

None directly identifiable, due to the high-level nature of this report.

LEGAL IMPLICATIONS

There are no legal implications directly arising.

FINANCIAL IMPLICATIONS

There are no financial implications directly arising.

OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces

There are no further implications directly arising.

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 comments.

BACKGROUND PAPERS

None.

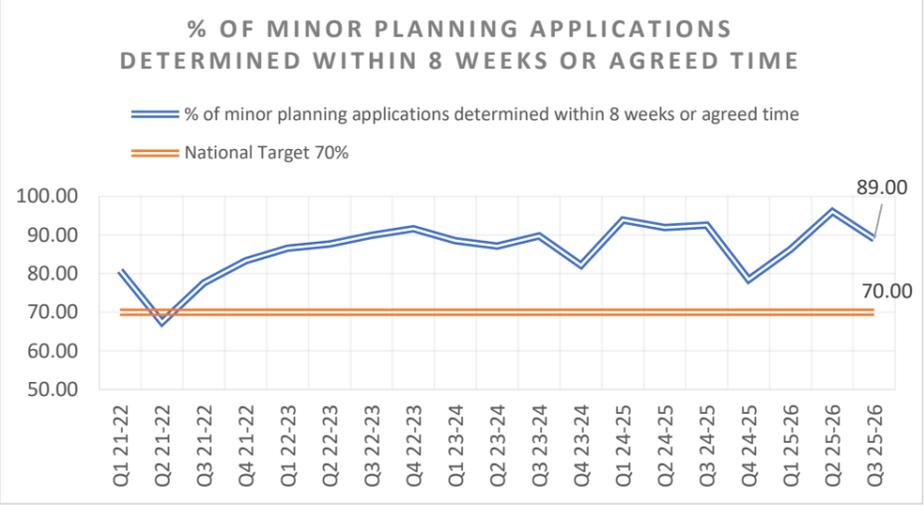
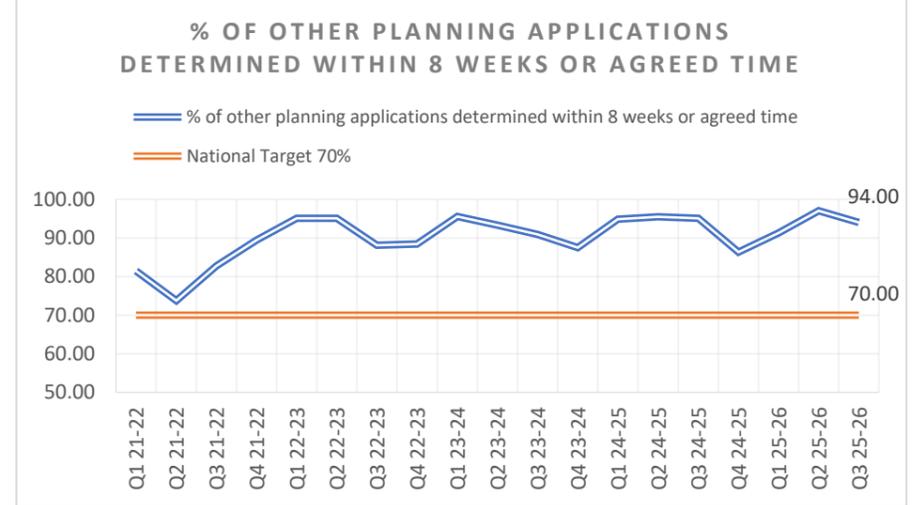
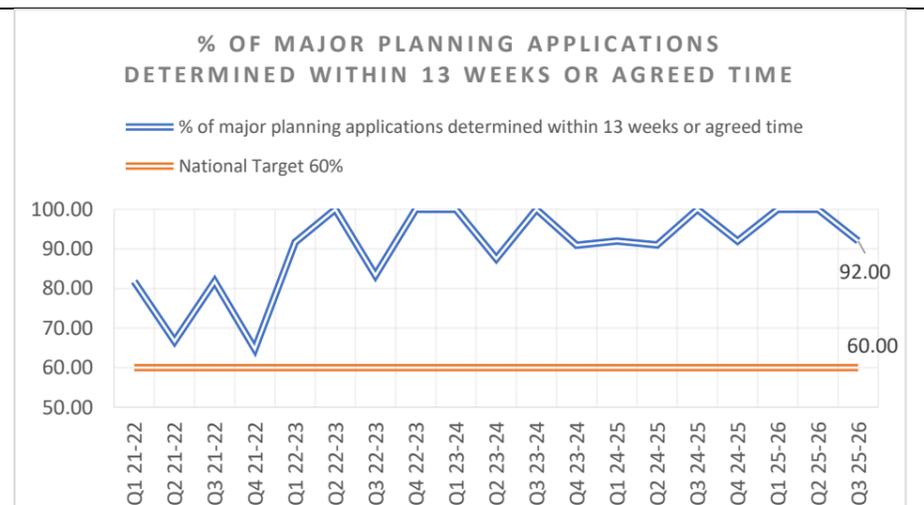
Contact Officer: Claire Dubelbeis, Projects and Performance Manager
Telephone: 01524 582504
Email: cdubelbeis@lancaster.gov.uk
Ref:

Council Priorities Key

I	An inclusive and Prosperous Local Economy (Economy)
S	A Sustainable District (Environmental)
H	Healthy and Happy Communities (Social)
R	A Co-operative, Kind and Responsible Council (Governance)

Measures marked with a * are usually compared to the same quarter from the previous year.

An Inclusive and Prosperous Local Economy (Economy)

Priority	KPI Measure and Direction of Travel	Comments provided by KPI Owners																																																												
I	<p style="text-align: center;">% OF MINOR PLANNING APPLICATIONS DETERMINED WITHIN 8 WEEKS OR AGREED TIME</p>  <table border="1"> <caption>Data for % of Minor Planning Applications</caption> <thead> <tr> <th>Quarter</th> <th>% of applications determined within 8 weeks</th> <th>National Target</th> </tr> </thead> <tbody> <tr><td>Q1 21-22</td><td>80.00</td><td>70.00</td></tr> <tr><td>Q2 21-22</td><td>68.00</td><td>70.00</td></tr> <tr><td>Q3 21-22</td><td>78.00</td><td>70.00</td></tr> <tr><td>Q4 21-22</td><td>82.00</td><td>70.00</td></tr> <tr><td>Q1 22-23</td><td>85.00</td><td>70.00</td></tr> <tr><td>Q2 22-23</td><td>86.00</td><td>70.00</td></tr> <tr><td>Q3 22-23</td><td>88.00</td><td>70.00</td></tr> <tr><td>Q4 22-23</td><td>90.00</td><td>70.00</td></tr> <tr><td>Q1 23-24</td><td>88.00</td><td>70.00</td></tr> <tr><td>Q2 23-24</td><td>86.00</td><td>70.00</td></tr> <tr><td>Q3 23-24</td><td>89.00</td><td>70.00</td></tr> <tr><td>Q4 23-24</td><td>82.00</td><td>70.00</td></tr> <tr><td>Q1 24-25</td><td>92.00</td><td>70.00</td></tr> <tr><td>Q2 24-25</td><td>91.00</td><td>70.00</td></tr> <tr><td>Q3 24-25</td><td>91.00</td><td>70.00</td></tr> <tr><td>Q4 24-25</td><td>78.00</td><td>70.00</td></tr> <tr><td>Q1 25-26</td><td>88.00</td><td>70.00</td></tr> <tr><td>Q2 25-26</td><td>95.00</td><td>70.00</td></tr> <tr><td>Q3 25-26</td><td>89.00</td><td>70.00</td></tr> </tbody> </table>	Quarter	% of applications determined within 8 weeks	National Target	Q1 21-22	80.00	70.00	Q2 21-22	68.00	70.00	Q3 21-22	78.00	70.00	Q4 21-22	82.00	70.00	Q1 22-23	85.00	70.00	Q2 22-23	86.00	70.00	Q3 22-23	88.00	70.00	Q4 22-23	90.00	70.00	Q1 23-24	88.00	70.00	Q2 23-24	86.00	70.00	Q3 23-24	89.00	70.00	Q4 23-24	82.00	70.00	Q1 24-25	92.00	70.00	Q2 24-25	91.00	70.00	Q3 24-25	91.00	70.00	Q4 24-25	78.00	70.00	Q1 25-26	88.00	70.00	Q2 25-26	95.00	70.00	Q3 25-26	89.00	70.00	<p>There has been a slight drop in performance compared to our last reporting, but the number of applications determined have been akin to the previous quarter. However, there has been some change within the team including a new Planning Applications Manager who started in late summer, together with the promotion of internal staff alongside additional external resource. This has brought new ideas, creative thinking, and direction, and critically seeking to make more timely decisions and taking an earlier view on applications. The team have adapted well to the change, and it is fully expected that the positive progress made since January-March 2025 where the figure was 78% will continue to be made.</p> <p>High is good</p>
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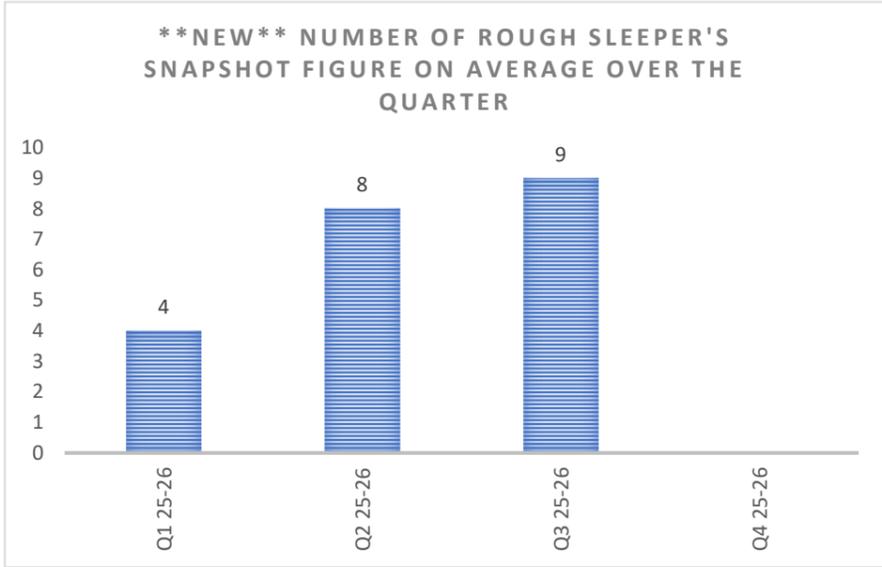
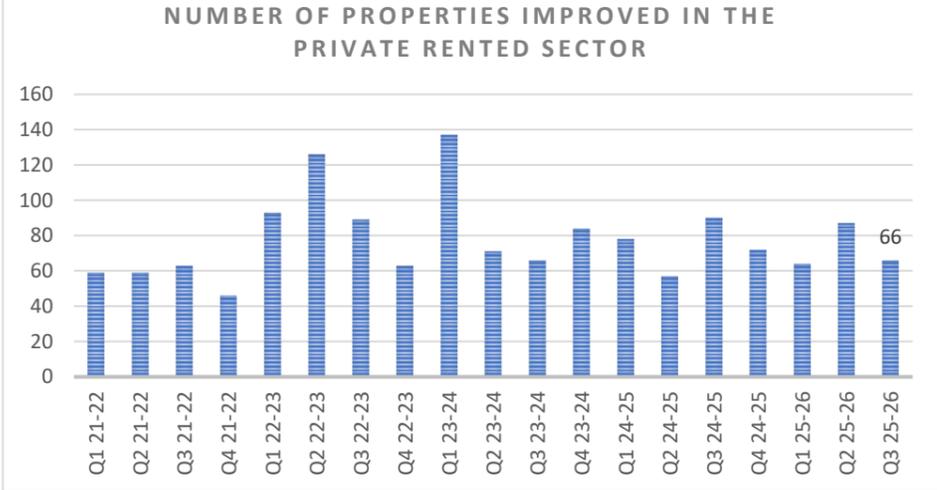
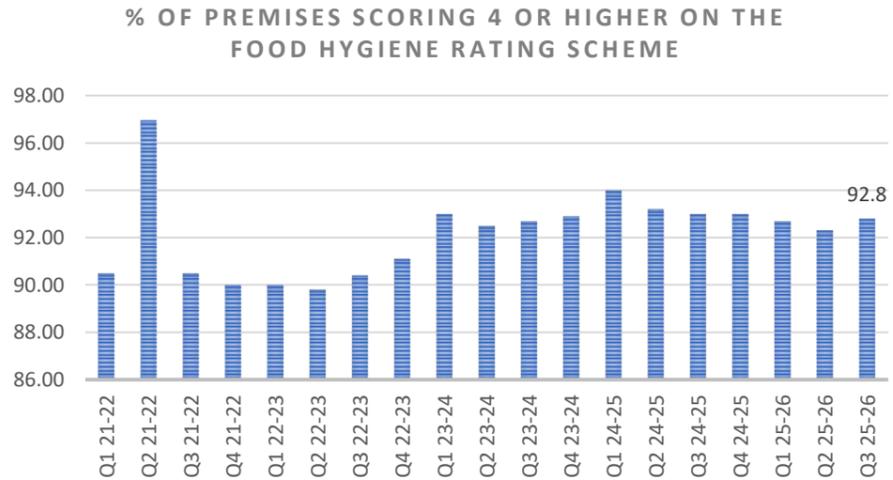
A Sustainable District (Environmental)

Priority	Measure and Direction of Travel	Comments																																								
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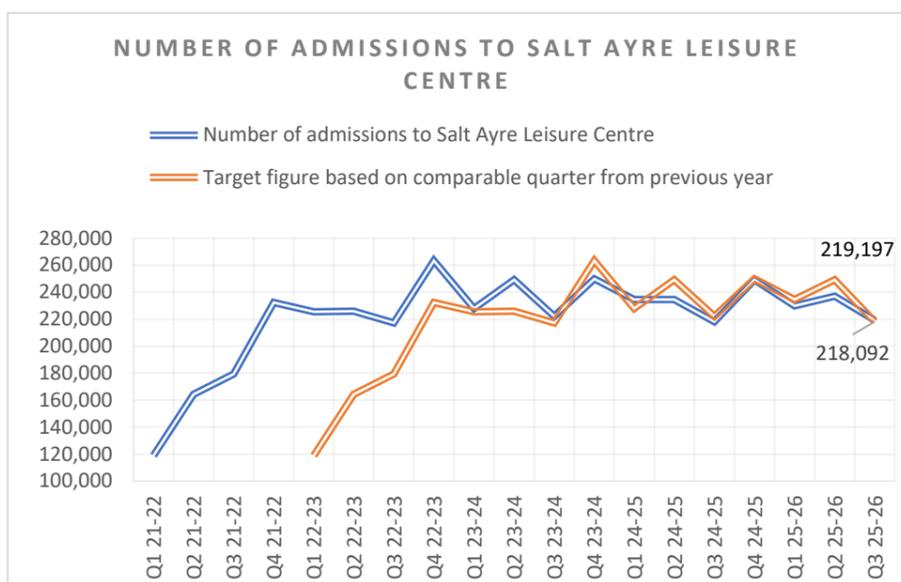
S		<p>Full electricity data is not currently available. This measure will be updated at the next Quarter.</p> <p>Low is good</p>
S		<p>Full electricity data is not currently available. This measure will be updated at the next Quarter.</p> <p>With regards to the gas data, comparison with the same period from the previous year shows that consumption has reduced. Further analysis would be required to determine the cause for this change.</p> <p>Low is good</p>

Healthy & Happy Communities (Social)

Priority	Measure and Direction of Travel	Comments
H		<p>The figure and comment are not available this Quarter.</p> <p>Low is good</p>
		<p>The number of families in temporary accommodation over 6 weeks has remained at Nil.</p> <p>Low is good</p>

		<p>The snapshot figure '9' is an average for October and November, the December figure was not available on submission. No further comment available.</p> <p>Low is good</p>
<p>H</p>		<p>At the end of Q3 the total number of completed Disabled Facilities Grants was 236 with no delays or waiting lists for grant applicants. The ring-fenced grant allocation for Lancaster in 2025/26 is £2,660,701 the total spend at the end of Q3 was £1,881,174. Any unspent allocation is carried forward and added to the following years allocation enabling the council to operate a rolling programme without the need to introduce waiting lists.</p> <p>High is good</p>
<p>H</p>		<p>No comment available.</p> <p>High is good</p>
<p>I</p>		<p>97.4% scored 3 (generally satisfactory) or higher</p> <p>Note - 3* = generally satisfactory, 4* = good</p> <p>High is good</p>

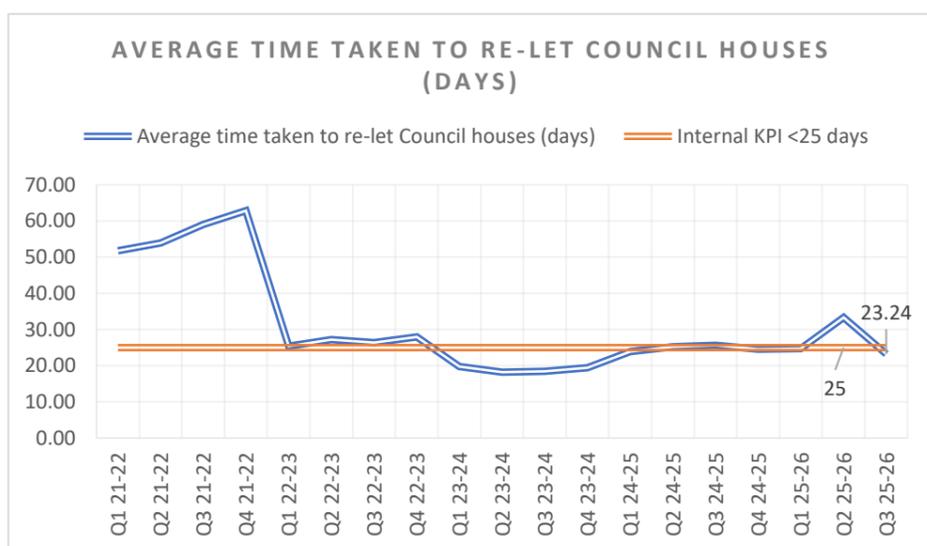
H



Sessions and usage have continued to improve over the previous quarter, with children’s swimming lessons and energy soft play sessions seeing a decrease, however this could be due to the impact of holidays during Q3. Year on year we have seen improved growth in Spa services, gym memberships and additional events hosted in the main hall.

High is good

H



There were 52 Empty Homes Relet in Quarter 3. The year to date average relet time is 23.94 calendar days.

Low is good

A Co-operative, Kind and Responsible Council (Governance)

Priority	Measure and Direction of Travel	Comments																																																																																
R	<p style="text-align: center;">AVERAGE NUMBER OF DAYS' SICKNESS PER FULL-TIME EQUIVALENT</p> <table border="1"> <caption>Average Number of Days' Sickness per Full-time Equivalent</caption> <thead> <tr> <th>Quarter</th> <th>Average number of days' sickness per full-time equivalent</th> <th>Comparator to last year</th> </tr> </thead> <tbody> <tr><td>Q1 23-24</td><td>2.90</td><td>2.90</td></tr> <tr><td>Q2 23-24</td><td>2.75</td><td>2.75</td></tr> <tr><td>Q3 23-24</td><td>2.90</td><td>2.90</td></tr> <tr><td>Q4 23-24</td><td>1.85</td><td>2.90</td></tr> <tr><td>Q1 24-25</td><td>1.60</td><td>2.90</td></tr> <tr><td>Q2 24-25</td><td>2.35</td><td>2.85</td></tr> <tr><td>Q3 24-25</td><td>2.35</td><td>2.95</td></tr> <tr><td>Q4 24-25</td><td>2.45</td><td>1.85</td></tr> <tr><td>Q1 25-26</td><td>2.10</td><td>1.65</td></tr> <tr><td>Q2 25-26</td><td>2.00</td><td>2.35</td></tr> <tr><td>Q3 25-26</td><td>2.65</td><td>2.35</td></tr> </tbody> </table>	Quarter	Average number of days' sickness per full-time equivalent	Comparator to last year	Q1 23-24	2.90	2.90	Q2 23-24	2.75	2.75	Q3 23-24	2.90	2.90	Q4 23-24	1.85	2.90	Q1 24-25	1.60	2.90	Q2 24-25	2.35	2.85	Q3 24-25	2.35	2.95	Q4 24-25	2.45	1.85	Q1 25-26	2.10	1.65	Q2 25-26	2.00	2.35	Q3 25-26	2.65	2.35	<p>Short term absence rates from Q2 to Q3 have increased. The data suggests that there has been an increase of 36 entries from the last quarter of absence due to infection, chest and respiratory and COVID-19. We would expect that this is due to the time of the year, where people are more susceptible to winter illnesses, which has caused our absence figure to increase for this quarter.</p> <p>In comparison to 24/25 Q3 which was 2.36, there has also been an increase.</p> <p>Low is good</p>																																												
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<p>H R</p>	<p>COUNCIL TAX COLLECTION RATES (CUMULATIVE % MONTH ON MONTH)</p> <p>Legend: Council Tax Collection Rates (cumulative % month on month) (blue line), Target (orange line)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual Rate (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q1 23-24</td><td>~28</td><td>~28</td></tr> <tr><td>Q2 23-24</td><td>~65</td><td>~65</td></tr> <tr><td>Q3 23-24</td><td>~82</td><td>~82</td></tr> <tr><td>Q4 23-24</td><td>~95</td><td>~95</td></tr> <tr><td>Q1 24-25</td><td>~28</td><td>~28</td></tr> <tr><td>Q2 24-25</td><td>~55</td><td>~55</td></tr> <tr><td>Q3 24-25</td><td>~80</td><td>~80</td></tr> <tr><td>Q4 24-25</td><td>~95</td><td>~95</td></tr> <tr><td>Q1 25-26</td><td>~28</td><td>~28</td></tr> <tr><td>Q2 25-26</td><td>~55</td><td>~55</td></tr> <tr><td>Q3 25-26</td><td>80.8</td><td>~80</td></tr> </tbody> </table>	Quarter	Actual Rate (%)	Target (%)	Q1 23-24	~28	~28	Q2 23-24	~65	~65	Q3 23-24	~82	~82	Q4 23-24	~95	~95	Q1 24-25	~28	~28	Q2 24-25	~55	~55	Q3 24-25	~80	~80	Q4 24-25	~95	~95	Q1 25-26	~28	~28	Q2 25-26	~55	~55	Q3 25-26	80.8	~80	<p>Annual target for collection rate is 95%</p> <p>High is good</p>
Quarter	Actual Rate (%)	Target (%)																																				
Q1 23-24	~28	~28																																				
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Q3 23-24	~82	~82																																				
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<p>H R</p>	<p>BUSINESS RATES COLLECTION RATES (CUMULATIVE % MONTH ON MONTH)</p> <p>Legend: Business Rates Collection Rates (cumulative % month on month) (blue line), Target (orange line)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual Rate (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q1 23-24</td><td>~28</td><td>~28</td></tr> <tr><td>Q2 23-24</td><td>~65</td><td>~65</td></tr> <tr><td>Q3 23-24</td><td>~82</td><td>~82</td></tr> <tr><td>Q4 23-24</td><td>~100</td><td>~100</td></tr> <tr><td>Q1 24-25</td><td>~28</td><td>~28</td></tr> <tr><td>Q2 24-25</td><td>~55</td><td>~55</td></tr> <tr><td>Q3 24-25</td><td>~80</td><td>~80</td></tr> <tr><td>Q4 24-25</td><td>~100</td><td>~100</td></tr> <tr><td>Q1 25-26</td><td>~28</td><td>~28</td></tr> <tr><td>Q2 25-26</td><td>~55</td><td>~55</td></tr> <tr><td>Q3 25-26</td><td>78.3</td><td>~80</td></tr> </tbody> </table>	Quarter	Actual Rate (%)	Target (%)	Q1 23-24	~28	~28	Q2 23-24	~65	~65	Q3 23-24	~82	~82	Q4 23-24	~100	~100	Q1 24-25	~28	~28	Q2 24-25	~55	~55	Q3 24-25	~80	~80	Q4 24-25	~100	~100	Q1 25-26	~28	~28	Q2 25-26	~55	~55	Q3 25-26	78.3	~80	<p>Annual target for collection rate is 98%</p> <p>High is good</p>
Quarter	Actual Rate (%)	Target (%)																																				
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 Promoting City, Coast & Countryside	Corporate programmes and projects updates – 16th January 2026 (Q3)	Status Key – Projects		
		R Red – The project has experienced some major issues. Plan – the go-live date has slipped, Cost – over or under budget by more than 20%, Scope – several of the expected benefits may not be realised.	C Complete or Closed	
Priorities Key		A Amber – The project has experienced some issues. Plan – has slipped but won't affect go-live date, Cost – over or under budget by less than 20%, Scope – one or more benefits may not be realised.	N Not Started	
I An inclusive and Prosperous Local Economy (Economy)	S A Sustainable District (Environmental)	G Green – The project is on track (within the project tolerance)	H On hold	
H Healthy and Happy Communities (Social)	R A Co-operative, Kind and Responsible Council (Governance)	X No data available / data not requested due to stage	* Projects in the Concept stage will not usually have updates	

An Inclusive and Prosperous Local Economy (Economy)									
Priority	Project Name	Update	Due Date ** = To be confirmed	Stage	Updated	Status			
						Plan	Cost	Scope	
I	Heritage Action Project	Project review report to follow.	N/A	Complete	N/A	C	C	C	
I S	Canal Quarter Phase 3 (part of Canal Quarter programme)	<p>Phase I Housing Schemes Planning approval for Nelson St has been approved.</p> <p>Cooper's Field: Officers have completed pre-market engagement exercise. Report was submitted to Cabinet. Officers have begun to design the elective tender process – aim is to have this go live by March 2026. Subject to separate corporate report.</p> <p>Phase II Northern Gateway Officers were not successful in securing resources for Phase 2 Public Realm feasibility following their proposal to Cabinet. Project area will be on hold until future opportunities are identified.</p> <p>Phase III Heron Works and Canalside LCC officers are deep into the legal dialogue on the land swap of the Heron Works site.</p> <p>Phase IV Stonewell Courtyards and Former Mitchell's Brewery Officers have held initial meetings with Axis– re and are setting up a liaison group between officers, member and the development group. Axis-re have moved to demolish the derelict site buildings and establish their temporary car parking site. Officers will keep a watching brief on how this progresses as the Council continue to consider how it affects or complements our new city Centre Car Parking Strategy.</p> <p>Phase V Heat Network– The Expression of Interest submitted to the Heat Network Development Unit Round 15 funding was successful. An MOM for the funding has been signed and we will be working with planning and climate change colleagues on further studies to get to pre-market stage for a heat network provider.</p> <p>As per the newly approved, Officers have continued to assist the parking team in progressing with the first phase interventions as set in the new City Centre Car Parking Strategy. A design team has been appointed for an initial feasibility study to work towards full business case at Kingsway and Edward St.</p>	Phase 3 – Q2 26/27 (Sep 26) Phase 4 – Q4 26/27 (May 27) Phase 5 – Q2 28/29 (Apr 28)	Delivery	14/01/26	G	G	G	
I S	Our Future Coast	No deployment over the winter. MRes Research student appointed and monitoring of the installations is taking place. Plans to hold engagement events this later this year are under discussion.	** Q1 27/28	Delivery	16/01/26	G	G	G	
I	Fair Work Charter	Version B of the Fair Work Charter has been approved by Cllrs Peter Jackson, Martin Bottoms, Sally Maddocks and Jason Wood. In January 2026 a launch event will be organised to highlight the first organisations who have signed up. The event will take place before the end of March 2026.	Q4 25/26	Delivery	17/12/25	G	G	G	
I	1 Lodge Street Urgent Structural Repairs	This quarter has seen the continuation of the implementation of M&E services predominantly to the ground floor.	** Q3 27/28	Delivery	19/01/26	A	A	A	
I	Centenary House (formerly reported on as Morecambe Co-op Building Renovation)	Secured Cabinet approval to alter the delivery route after the withdrawal of the developer partner. Procurement documentation has been drafted but is not yet complete and pending legal work to finalise the procurement contract documentation. Until these are finalised the procurement cannot start. Alongside this, officers are exploring other routes forward that avoid procurement risks.	TBC Timescale being revised	Delivery	15/01/25	A	A	A	
I	Frontierland	Following the receipt of Interim Tenders, the Invitation to Continue Dialogue was issued. Detailed dialogue sessions worked to refine the proposal and the legal agreements to best meet the council's objectives.	Current phase – Q4 25/26	Delivery	15/01/26	A	A	G	

				The Interim Tender Feedback Dialogue session was productive, and progress was made to address risks and concerns that the Project Board had with the aspects of the interim proposals. This has led to delays in legal drafting of the Detailed Heads of Terms needed for the next stage. However, this is the advantage of Competitive Dialogue, it enables solutions to be developed that meet both parties' requirements and will deliver the best outcome.						
I			Heysham Gateway	Regeneration Services Manager submitted a formal request to County for further funding. An outcome is expected by end of January 2026. Project activity is otherwise on hiatus until further funding is secured.	Current phase – Q1 26/27	Detailed Design	16/01/26	A	A	A
I	H		Canal Quarter - Coopers Fields	The route to the St Leonardsgate car parks release for the "Coopers Fields" housing proposal has been outlined in the Lancaster City Centre Car Parking Strategy 2025-2028 adopted by the council in July 2025. While dependent on mitigating strategic car parking space delivery actions to be completed within the strategy period, the council has agreed the overarching strategic route to housing delivery on the site and retains its original ambition under the Canal Quarter Masterplan. The scheme had originally intended to be delivered directly as a Council Housing-led scheme, the cost being predominantly financed through borrowing via the using Revenue Account (HRA), grant aid from Homes England's Affordable Housing Programme and the available BLRF2 funds. However, due to urgent prioritising of the Mainway housing proposal, viability and delivery capacity concerns, the scheme will now require the introduction of a strategic developer partner to assist the council in meeting its objectives. Officers have completed a Preliminary Market Engagement (PME) exercise and a report with the outcome of the exercise was submitted to Cabinet. Work has now begun on designing the elective tender process for a strategic developer partner. The objective is to have the tender go live by end of Q3 25-26.	TBC – Unknown due to current stage	Detailed Business Case	16/01/26	X	X	X
I	H		Eden Project Morecambe	Work is continuing on RIBA stage 3, GFA amendment has been signed.	** Q2 28/29	Detailed Design	28/01/26	G	G	G
I	S		Lune Flood Protection, Caton Road	Project (as is) has been brought to a close pending discussions with developer and development of mutual benefits at this location. We have reasonably completed all works to gateway 1 and closed down this project with the consultant. We are now working with the developer to deliver outcomes required of this project. This is the aspect of bringing forward the attenuation and storage to manage surface water.	Unknown due to current stage	Feasibility	16/01/26	G	G	G
I	H		Williamson Park (Café and Play Development)	Cabinet have now been appraised of the work undertaken to date and additional procurement routes are being investigated to understand the best route to deliver the project moving forward. Conversations are continuing with Procurement on this work, and an update will be offered to Cabinet in due course.	Unknown due to current stage.	Feasibility	16/01/26	X	X	X

A Sustainable District (Environmental)										
Priority	Project Name	Update	Due Date	Stage	Updated	Status				
						Plan	Cost	Scope		
S	Burrow Beck Solar Farm (part of Carbon Neutral Programme)	Mechanical works for PV units is complete with all panels now installed. Focus is now moving to completing electrical works to link them all and connecting the system. Most invertors and isolators are in place and the site will soon progress to earthing. The site has been being prepared for ENW as ICP contractors, and they have commenced building the substations and the required concrete plinths. Due to weather conditions of the last 2 months these works have been delayed. Currently it is expected that this will delay energisation by around 6 weeks and has been reflected in the updated project plan. The project team continued to work with Baker's ecologists to update the habitat management and monitoring plan and with colleagues in Planning and Policy to enter into a section 106 agreement with Chorley to register the site as habitat bank.	Q1 26/27 (Jun 26)	Delivery	16/01/26	A	G	G		
S	Public Sector Decarbonisation Scheme Phase 3c (part of Carbon Neutral Programme)	Planning approval was received for Williamson Park site. Work continued with the Williamson Park Board to ensure old café structure will be demolished and site is prepared for contractor Alternative Heat's work to commence 27 January 2026. Planning application for the Storey was denied, 8 votes to 7. The impact of	Q2 26/27 (Aug 26)	Delivery	13/01/25	G	G	A		

			<p>this is that the site must now be dropped from the project. A change request will be submitted to SALIX finance with revised costings for the remaining site.</p> <p>Unfortunately, there is no scope to redirect the funds elsewhere or to retain the underspend of the external funding that was allocated for the Storey. All decarbonised alternatives have been explored; the only viable solution was the one put forward to planning committee which leaves the Council with no other option to replace the end-of-life heating system at the Storey with a gas boiler and associated supporting works.</p> <p>Cabinet may wish to also carry out some fabric improvement works to the building which could include secondary glazing, LED lighting, insulation and BEMS upgrades to improve the overall energy efficiency of the building, however, there will be no external funding for these measures alone and the Council would need to cover all of these costs. A separate report is being developed to outline the costs vs energy savings for each measure. This would need to be undertaken as a separate project outside of the Energy and Sustainability Team (decarbonisation).</p>						
S	R	Salt Ayre Data Centre	<p>Additional designs for major electrical and civil works for new data centre location have been tendered for with award process ongoing.</p> <p>Mechanical designs for heat recovery are ongoing with the plan to present to stakeholders in February for initial approval.</p> <p>Tender packs for room works are being built with the above designs being fed in where relevant.</p> <p>Initial meetings for CEEDA Design award have started. We are on track for the Gold award.</p>	Q1 26/27 (Mar 26)	Detailed Design	31/12/25	G	G	G
S		Roof Mounted Solar Array – Gateway, White Lund (part of Carbon Neutral Programme)	<p>Q3 saw long-lead procurement items ordered and a series of positive meetings with Property, Insurance, subcontractors to the previous roofing work, management agents and tenants held with the view of construction stage of the project starting early in Q4.</p> <p>However, at the end of Q3 several outstanding defects with the existing roof coating were identified by Property colleagues, in addition to issues with the guttering around the building which meant the proposed edge scaffolding plan during PV installation was no longer plausible.</p> <p>As a result of this development, the project team have liaised with colleagues to de-risk the proposed PV installation and the roof-works needed to repair the defects. It is proposed now to design and install a full walking platform scaffolding from the ground up, which will be over 260m in length around the building. This is a considerable change but is kept within existing budgets and will require liaising with tenants.</p> <p>A dilapidation report by Anderton Gables will also be completed once the scaffolding is erected but before any PV installation occurs. This, along with continued engagement with tenants and site-walk throughs, will lead to the creation of an agreed upon finalised list of existing snags and defects with the roof prior to PV installation.</p> <p>A post-installation inspection of the roof by roof-coating (Gryomax) contractors will also be undertaken, with the aim of them re-issuing the warranty for the roof. It is hoped that through these steps it will make it clear to whom and where responsibilities and liabilities lie should any issues be found.</p> <p>It is estimated that these steps will delay the project build by about 2 months, with project completion and energisation now due mid-May 2026.</p>	Q1 26/27 (Jun 26)	Delivery	19/01/26	A	G	G

Healthy & Happy Communities (Social)									
Priority		Project Name	Update	Due Date	Stage	Updated	Status		
							Plan	Cost	Scope
S	H	My Mainway (part of Homes Programme)	<p>Key progress milestones for Q3 were submission to cabinet of a preferred first stage procurement strategy through a Preliminary Market Engagement (PME), maintaining the dialogue with Homes England and continuing engagement events with residents.</p> <p>Cabinet subsequently approved a twin-track approach exploring alternative partnering and funding arrangements alongside a direct delivery. Good progress has been achieved, with the PME drafted and published, and initial responses assessed. Follow-up engagement is underway with leading respondents. Revised direct delivery costs will be brought forward in the same timeframe. Market response has been</p>	** Q4 27/28	Detailed Business Case	22/01/26	G	G	A

				<p>positive. However, the PME is not a selection process, but will inform future recommendations to Cabinet to shape future procurement strategy.</p> <p>MIAA continue to progress the Project and Overall Business Case for Skerton and Mainway, now nearing completion and will be informed by the PME.</p> <p>The new Affordable Homes Programme (AHP) programme has been announced. A 10-year horizon for inclusion aligns with our plans for long term phased regeneration. A further round of Brownfield Land Release Fund (BLRF) funding has opened, but a bid for Council Housebuilding Support Fund monies for procurement stage consultancy was not successful, thus stretching internal project resources to maintain progress. However, further engagement with MHCLG has leveraged in some been successful in levering in limited targeted support from the Council Housebuilding Support Service.</p> <p>We continue a popular programme of resident engagement through the Tenants Voice, and Mainway residents Groups. Events included a well-attended staff & residents Christmas Lunch.</p>						
		H	R	<p>NEW - Housing System Project</p> <p>The Housing One project aims to replace multiple legacy housing systems with a single all-in-one platform.</p> <p>The instigating factor for this change revolves around two legacy systems both going end of life in March and May 2026, respectively. These two systems cover 80+% of all housing and repairs functions across the organisation. The project formally commenced in November 2024 and whilst it was expected to go-live in January 2026, this is now scheduled for Sept 2026, whilst maintaining legacy systems till this point.</p>	Phase 1 Q2 25-26 Phase 2-4 timescales TBC	Delivery	22/01/26	R	A	A

A Co-operative, Kind and Responsible Council (Governance)										
Priority	Project Name	Update	Due Date	Stage	Updated	Status				
						Plan	Cost	Scope		
		R	<p>Outcomes Based Resourcing (OBR) / Fit for the Future (FFTF)</p> <p>There are currently 19 open projects within the FFTF programme. Financial savings for three projects are in the process of being realised. Financial savings have been identified and are expected from 13 of these projects. Other benefit types due to be realised by the projects include: efficiency, satisfaction / morale, compliance and reduced carbon footprint.</p> <p>Note: The waste management projects are counted and reported on as one in the above figures, but can be broken down into five separate projects.</p>	Phase 1 & 2 from Q3 24/25 to Q4 26/27	Delivery	21/01/25	A	G	G	
I		H	R	<p>UK Shared Prosperity Fund (UKSPF)</p> <p>Report to follow.</p>	** Current Phase – Q4 25/26	Delivery	N/A	X	X	X
		R	<p>High-Capacity Fibre Cable Network Provision (part of Digital Programme)</p> <p>Project review report to follow.</p>	N/A	Complete	N/A	C	C	C	
	S	R	<p>White Lund Depot</p> <p>Wernick buildings currently undergoing snagging works. Demolitions fully completed, RMS Annexe Offices completed, currently completing front gate/ barrier and RMS Annex entry and front Old Canteen. Grand Plan required for WLD from Senior Management.</p>	Demolition Q2 25/26	Delivery	23/01/26	A	G	G	

BUDGET AND PERFORMANCE PANEL**Strategic Risk Management****11 March 2026****Report of Chief Executive****PURPOSE OF REPORT**

To provide the Committee with an update on the authority's progress in updating the Strategic Risk Register.

This report is public, with appendix B being exempt by virtue of paragraph 3 of Schedule 12A the Local Government Act 1972.

RECOMMENDATIONS

- (1) The Budget and Performance Panel note the Strategic Risk Register, as shown as appendix A (public report) and appendix B (restricted report).

1 Report

- 1.0 Quarterly Strategic Risk Report as updated by Leadership Team to be seen by Budget and Performance Panel Committee to be noted.
- 1.1 There are currently 25 Strategic Risks open on the register.
- 1.2 There is one red risk (SR29 LGR, score 15) with 6 amber risks across the restricted and unrestricted risk registers. The only risk outside of the Council's risk appetite is SR29.
- 1.3 The attached appendices show the changes to the council's Strategic Risk Register made during the reporting period 6th November 2025 to 16th February 2026. Changes are highlighted using red text. A summary of the main changes is as follows:
- Risk reviews have been run against 18 Strategic Risks.
 - Action plan due dates have been updated for risks SR01, SR02, SR06, SR19 and SR22.
 - Action plan descriptions have been updated or added for risks SR01, SR02 and SR06.
 - Control measure details have been updated or added for risks SR01, SR02, SR03, SR07, SR16, SR29.
 - A control measure has been closed for risk SR02 as it is no longer relevant.

- The gross, residual and target risks scores for SR29 have been increased. The 'likelihood' score being 5, the highest rating. It is the only strategic risk that sits above our risk appetite.

CONCLUSION OF IMPACT ASSESSMENT

(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing):

No direct impact arising from this report, which provides an updated copy of the authority's Strategic Risk Register.

LEGAL IMPLICATIONS

No direct legal implications arising from this report.

FINANCIAL IMPLICATIONS

No direct financial implications arising from this report.

OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces

No direct resource implications arising from this report.

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has contributed to this report in his role as Chief Officer Resources, including responsibility for Internal Audit.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no comments.

BACKGROUND PAPERS

N/A

Contact Officer: Claire Dubelbeis, Projects and Performance Manager

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Email: CDubelbeis@lancaster.gov.uk

Ref: N/A

Strategic Risk Register - Risk Map 16.02.26

Impact	Catastrophic (5)					
	Major (4)		6			
	Moderate (3)	12 13	2 3 4 7 8 10 14 16 19 20 22	5 11 24		25
	Minor (2)		1 15 18	17 23		
	Insignificant (1)					
		Remote (1)	Unlikely (2)	Possible (3)	Highly Likely (4)	Almost Certain (5)
		Likelihood				

NOTE 1: All risks have been reviewed in the run up to 16th February 2026.
 NOTE 2: The numbers shown on the risk map relate to those on the next page in the first column, not the Strategic Risk (SR) numbers.
 NOTE 3: Only risks which are unrestricted are shown.

Risk No.	Risk & Owner	Risk Description	Residual Risk Score (Impact x Likelihood)	Risk Category	Existing Control Measure	Existing Control Measure Description	Target (Retained) Risk Level (Impact x Likelihood)	Action Plan Title	Action Plan Description	Action Plan Owners	Action Plan Due Date	Review Date	Review Comment
1	SR01 Central Government Mark Davies Paul Thompson	Central Government funding and/or revenues collected are insufficient to provide the current level of service leaving the council unable to deliver the financial resilience initiative and achieve financial stability. Link to Council Plan 24-27: 4.1 Value for Money	4 (2x2)	Financial	Officer/Member Working Groups	Capital Assurance Group (CAG) and Financial Resilience Group (FRG)	2 (2x1)	Outcomes Based Resourcing / Fit for the Future	Two in-delivery phases, with phase three currently being scoped.	Mark Davies Claire Dubelbeis Alex Kinch	31/03/2027	16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and new control measure added
					Council Strategies	Outcome Based Resourcing (OBR), Investment Strategy, Reserves Strategy and Medium Term Financial Strategy							
					Monthly income monitoring by applicable services	Monthly income monitoring by applicable services							
					Quarterly reporting	Formal quarterly reporting to Cabinet and Budget and Performance Panel							
					Commercialisation	Development of other alternative service delivery vehicles to deliver efficiencies and/ or operational surpluses which can be reinvested into Council Services.							
					Business Plans for Investments	Develop business plans for investment particularly in relation to decarbonisation and renewable energy generation.							
					Fees and Charges Income Monitoring	Regular monitoring and forecasting by services of all fees and charges. To be undertaken by Heads of Service and Managers.							
					Fit for the Future Strategy	The Strategy contains a number of principles to achieve Financial Stability.							
					Balanced Budget	To be presented to Council on 25th Feb. 26/27							
2	SR02 The Council Mark Davies Paul Thompson	The Council fails to meet the 2026/27 funding gap as a result of ineffective delivery of the efficiency programme and failure to deliver on key projects. Link to Council Plan 24-27: 4.1 Value for Money	6 (3x2)	Financial	Reserves Policy	Reserves Policy	2 (2x1)	Outcomes Based Resourcing / Fit for the Future	Two in-delivery phases, with phase three currently being scoped.	Mark Davies Claire Dubelbeis Alex Kinch	31/03/2027	16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and new control measure added
					Project Managers	Project Managers - suitably skilled PMs assigned to lead strategic projects							
					Programme Managers	Programme Managers in place for specific programmes							
					Programme Delivery Board	Programme Delivery Board							
					Cabinet	Cabinet							
					Portfolio Holder	Portfolio Holder							

				Outcomes Based Resourcing for 23/24, 24/25 and 25/26 financial years.	Outcomes Based Resourcing for 23/24, 24/25 and 25/26 financial years						
				Project Delivery Board	Project Delivery Board - Consisting of Leadership Team to monitor delivery via quarterly reports and provide support and challenge to each project as required.						
				Projects and Performance Manager	Established to provide a central co-ordination point for all the Council's projects and performance. Responsible for co-ordination and monitoring.						
				Delivering Our Priorities Quarterly Monitoring Reports	Delivering Our Priorities Quarterly Monitoring Reports - Monitoring report linking Projects, Performance and Resources presented to Cabinet and Budget & Performance Panel.						
				Quarterly Cabinet Meetings	Quarterly Cabinet Meetings - Project and Financial information present to Cabinet/ Portfolio providing an opportunity for review and discussion of performance. As part of the Funding the Future Strategy, the Outcomes Based Resourcing exercise is commencing July 2022 to identify revenue savings for 2023/24 and beyond.						
				Outcomes Based Resourcing / Fit for the Future	Outcomes-Based Resourcing (OBR) approach focusing on where resources can have maximum impact on strategic priority areas.						
				Balanced budget for 26/27	To be presented to Council on 25th Feb.						
3	SR03 The Council fails to recruit and retain competent / key staff resulting in ineffective leadership, increased costs and failure to deliver	The Council fails to recruit and retain competent / key staff resulting in ineffective leadership, increased costs and failure to deliver effective services, projects and council priorities. Link to Council Plan 24-27: 4.3 Investing in Our Skills and Facilities	6 (3x2)	People	New 3-year People Plan (2023-2026) with key deliverables to mitigate this risk Annual Appraisal Process Pay and Grading Structure Recent experience suggests that this assisted in attracting applicants with the desired skills and values. Workforce planning exercise being rolled out cross-service	New 3-year People Plan (2023-2026) with key deliverables to mitigate this risk. 25-26 is year 3 of the People Plan. Annual Appraisal Process embedded Pay and Grading Structure - The pay and grading structure and 2019 job evaluation process ensures that all posts are objectively evaluated and then placed on a new pay and grading scale.	6 (3x2)			16/01/2026 Reviewed on instruction from Alex Kinch. Scores unchanged but new control measure added.	
4	SR04 The use of council assets is not maximised leading to insufficient funding to meet the funding gap and deliver	Future capital investment is dependent on capital receipts from the sale and utilisation of council assets. Link to Council Plan 24-27: 4.5 Innovative Public Service	6 (3x2)	Property Financial	Use of Council Assets Use of Council Assets	Capital Strategy Group Ongoing OBR workstream reviewing assets	4 (2x2)	Council Assets	To progress with disposals of council assets as outlined through 22/23 OBR process.	Joanne Wilkinson 31/03/2026 02/07/2025	Limited change. Ongoing review of assets being undertaken and presented to OBR assets. Information

capital projects.
Joanne Wilkinson

Use of Council Assets	Performance monitoring of leases implemented
Use of Council Assets	Budget Monitoring
Use of Council assets	Implemented active asset management inc. financial modelling for stock rationalisation.
Use of Council assets	Appointed Eckersleys to support the council in asset disposal.
Use of Council Assets	Stock Condition Surveys for property group completed
Use of Council Assets	Asset Management Strategy in place,
Use of Council Assets	Officer energy fit for the future group completed recommendations and report produced presented at OBR Assets
Use of Commercial Assets	Commercial Manager post recruited to.
Use of Commercial Assets	Estates Improvement Plan developed
Use of Council Assets	10 year capital programme developed and fed through the budget
Use of Council Assets	Energy Officer recruited to support reductions in utility costs awaiting start date.
Use of Council Assets	Project Officer recruited to - to support delivery of increased capital / revenue projects for next three years.
Council Assets	Climate Statement finalised and published with clear actions around improvements.
Use of Council Assets	Utilising external support through HPA
Use of Council Assets	Repairs Service Improvement plan for property portfolio

Council Assets	Updated Asset Management Strategy to be developed to incorporate property performance, as well as Estates and FM areas.	Paul Mackie Joanne Wilkinson Dan Wood	31/03/2026
Council Assets	Upgrade Asset Management system to CPM this should assist with better property management - fully interfaced system	Paul Mackie Joanne Wilkinson Dan Wood	31/03/2026
Council Assets	Consideration of commercialisation Plan - aligned with with Estates Imp Plan	Paul Mackie	31/03/2026
Community Resilience	The Council supports community resilience through CEPGs and FLAG groups etc. The local CEPG own and update their own plans in liaison with the Resilience Officer	Alex Kinch	31/08/2026

presented to B+P in Q1. New CPM system being implemented and this will further assist with better property management functionality.

5	SR05 Council services are disrupted and / or additional services are required and costs are incurred as a result of local and national emergencies.	Council services are disrupted and / or additional services are required and costs are incurred as a result of local and national emergencies.	9 (3x3)	Financial	Resourcing the emergency response function	The Council continues to adequately resource its emergency planning function, including maintaining its team of out of appropriately trained emergency response officers.	6 (3x2)	Community Resilience	The Council supports community resilience through CEPGs and FLAG groups etc. The local CEPG own and update their own plans in liaison with the Resilience Officer	Alex Kinch	31/08/2026	16/02/2026	Routine review - no changes at this time
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emergencies.

Kirstie Banks-Lyon
Alex Kinch

District emergency	Lancaster District Emergency Plan and LRF (Lancashire Resilience Forum) plans that cover site or incident specific risks, including for example: an incident at Heysham Power Station, or a flooding/weather event.
Business Continuity Plans	Business Continuity Plans
National Emergency (such as a pandemic)	LRF plans.
Financial Planning	Financial Planning - Adequate non earmarked reserves are maintained to allow for the impact of long term emergencies like the pandemic.
Business Resilience	Business Resilience - The Council continues to invest in resilience measures eg technology to facilitate remote working.
Partnerships	Partnerships - The Council continues to allocate resource to developing its key partnerships LRF, CSP (Community Safety Partnership) and local resilience partners.
County wide emergency (such as widespread loss of power and extreme weather events)	The LERP (Lancashire Emergency Response Plan) and plans as required from box 2 and box 3 plans, held in resilience direct.
Financial Planning	Adequate non earmarked reserves are maintained to allow for the impact of long term emergencies like the pandemic.
Corporate Resilience Exercises - January 2025	The LGA held two corporate resilience exercises with managers w/c 20th January 25.

Adaptation Schemes
The Council appraises and potentially invests in schemes and activities that provide adaptation (eg Lune river defence). This will be undertaken through the emerging Our Future Coast programme.
Paul Blakeley
Jonathan Noad
01/07/2026

6	SR06 The Council fails to reduce its direct Co2 emissions to 'net zero' by 2030. Mark Cassidy	In January 2019 the Council declared a 'climate change emergency' and have now sought endorsement of an approach to reduce the Council's direct Co2 emissions to 'net zero' by 2030. Whilst an action plan is in place, costs associated with implementing the actions are considerable and are constantly under review. Link to Council Plan 24-27: 1.1 Carbon Zero	8 (4x2)	Strategy Project / Programme	Delivery plan in place	Climate Change Action Plan - the Climate and Nature Strategy will supersede this	8 (4x2)	(i) Climate and Nature Strategy (pending) (ii) Annual Climate Report (published December 2025)	(i) The Council continues to work on the delivery of its CaNS. (ii) the Annual Climate Report was presented to Cabinet and subsequently published.	Mark Davies	01/04/2026	05/01/2026	Risk score remaining unchanged. Recent positive planning decision to decarbonise Williamson Park is a positive; but the refusal at The Storey will require alternatives to be found to ensure the 2030 target can still be met. The recent (initial) Annual Review of our Journey to Net Zero and Energy
					Peoples Jury	Peoples Jury - The Council considers the recommendations of the Peoples Jury and builds recs that can be delivered directly by the Council into its plans		(ii) Local Area Energy Plan	The LAEP has set out a long-term vision for decarbonising the district by 2040 and	Mark Cassidy	01/04/2026		

				Development of the Local Area Energy Plan and the emergence of the Climate and Nature Strategy	Local Area Energy Plan (LAEP)has been adopted by Cabinet (Oct 2024) and it set out the district's most cost-effective pathways to net zero. Climate and Nature Strategy (CaNS) is funded by a UKSPF award and will be the Council's Climate and Nature Action Plan, bringing together all climate and biodiversity workstreams under one document with realistic ambitions that align with the Council Plan.							looks beyond the council's own 2030 target for its direct activities. The LAEP sets out the changes required to transition the Lancaster district energy system and built environment to net zero while also addressing fuel poverty. It details what changes are required, where, when and by whom. The LAEP has been formally adopted. Implementation via individual projects is ongoing.	Local Area Energy Self-Sufficiency indicates that we are currently on track.
7	SR07 The Council fails to deliver its key priorities due to the lack of an underpinning strategy setting out expected delivery / outcomes. Mark Davies Luke Gorst Paul Thompson	On the 29 January 2019, Full Council approved the Council's strategic priorities for the purpose of informing budget decisions for 2020-21 and future years. Link to Council Plan 24-27: Whole document.	6 (3x2)	Strategy Operations Financial	Carbon Zero + Medium Term Financial Strategy (MTFS) Programme Management Fit for the Future Council Plan 2024/27	More details can be found on our website: https://www.lancaster.gov.uk/sites/climate-emergency/new-and-updates MTFS - in place to set out how the council proposes to manage its financial resources in line with corporate priorities. Programme Management - in place to ensure strategy is followed and monitored on a regular basis. Fit for the Future is a strategic programme that assists in the balance of Council plan and MTFS Being refreshed in spring 2026 to include recent progress, following its creation and approved in January 2024.	4 (2x2)	Priority Policies 24-27	Council Plan	Mark Davies	31/03/2027	16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies), new control measure added regarding the Council Plan and old control measure closed.
8	SR08 The Council fails to deliver its key projects due to the lack of capacity and resources. Mark Davies	The Council has a number of key projects (Canal Quarter, Eden Project Morecambe, OBR, My Mainway, Heysham Gateway, Frontierland etc) all of which have detailed strategies for implementation. In order to deliver these key projects it is essential they are properly prioritised and resourced. Link to Council Plan 24-27: 4.5 Innovative Public Services	6 (3x2)	People Financial	Local Plan Medium Term Financial Strategy (MTFS) Investment Strategy Capital Programme The Council continues to resource key service teams in	Local Plan Medium Term Financial Strategy (MTFS) Investment Strategy Capital Programme The Council continues to resource key service teams in Planning, economic development, regeneration, property investment and facilities management	3 (3x1)	Local Plan	Local Plan, due to be adopted in June 28	Mark Cassidy Mark Davies	30/06/2028	16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and no changes required.
								Reserves	Adequate reserves are maintained to allow, due diligence of property investment, regeneration projects and key strategic planning strategies.	Mark Davies Paul Thompson	30/01/2026		

				service teams in management. Planning, economic development, regeneration, property investment		People Plan	3-Year People Plan in place and being delivered, which includes emphasis on upskilling and staff development, as well as initiative to support recruitment and retention.	Alex Kinch	31/03/2026
				Collaborative Working	We work in collaboration with other stakeholders. For example, on the Eden Project we are working closely with the County Council.				
				Partnership Working	Many of our projects involve working in collaboration with other partners. For example, working with the County Council for the Eden Project Morecambe.				
				Capital Programme	Ensure capital programme is prioritised to facilitate match funding leverage and maximise the potential to attract external funding.				
				Funding the Future Strategy	Funding the Future Strategy				
10	SR10 Changes in Government policy impact on our ability to deliver major projects and programmes that would benefit our communities. Mark Davies	SR10 Changes in Government policy impact on our ability to deliver major projects and programmes that would benefit our communities. Link to Council Plan 24-27: 4.1 Value for money	6 (3x2)	Strategy Governance Operations People Project / Programme Financial	Continued monitoring and horizon scanning of Government policy	Continued monitoring and horizon scanning of Government policy	6(3x2)		16/02/2026 Reviewed in conjunction with the risk owner (Mark Davies) and no changes required.
					Clear and focused Council strategy to maximise alignment with Government policy and resourcing	Clear and focused Council strategy to maximise alignment with Government policy and resourcing			
					Strategic Plans	Strategic Plans - Continue to develop Council strategic plans and documentation in light of emerging Government policy			
11	SR11 International and national issues rapidly impact on the strategic and financial context of the Council and / or partners, businesses and communities. Mark Davies	SR11 International and national issues rapidly impact on the strategic and financial context of the Council and / or partners, businesses and communities. This risk is outside of the control of the Council. It can not be fully mitigated against but should still be recorded on the strategic risk register.	9 (3x3)	Strategy Operations Technology Security Financial	Retention of in-house expertise to provide agility and resilience in rapidly-emerging issues	Retention of in-house expertise to provide agility and resilience in rapidly-emerging issues	9 (3x3)		16/02/2026 Reviewed in conjunction with the risk owner (Mark Davies) and no changes required.
					Strategic responsiveness through continued risk management review	Strategic responsiveness through continued risk management review			
					Agility and Resilience	Agility and Resilience - Continue to develop agility and resilience across the organisation			

				Strategic risk management approach	Strategic risk management approach									
12	SR12 Budgetary proposals are brought forward / agreed that are then challenged, causing delays or changes to implementation. Mark Davies Paul Thompson	SR12 Budgetary proposals are brought forward / agreed that are then challenged, causing delays or changes to implementation. Link to Council Plan 24-27: 4.5 Innovative Public Service	3 (3x1)	Strategy Financial	Budget Development	Comprehensive, robust and transparent approach to budget development and service delivery. OBR / Fit for the Future	Outcomes-Based Resourcing (OBR) approach to focusing on where resources can have maximum impact on strategic priority areas.	3 (3x1)				16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and no changes required.	
13	SR13 The Council's reputation is damaged through its own actions or actions of others in the District. Mark Davies	SR13 The Council's reputation is damaged through its own actions or actions of others in the District. Link to Council Plan 24-27: 3.4 Community Engagement	3 (3x1)	Strategy People	Communications	Pro-active communications and transparency	Strategic Management of Activities	3 (3x1)				16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and no changes required.	
					Delivery of Services	Delivery of Services - Continue to manage and deliver services in a way that supports the authority's reputation as a Co-operative, Kind and Responsible Council.								
					Strategic communication	Strategically communicate and engage with residents, partners and stakeholders to ensure actions align with reputation								
14	SR14 Major, sudden unforeseen expenditure or income reduction arises, necessitating significant change or reduction to services. Mark Davies Paul Thompson	SR14 Major, sudden unforeseen expenditure or income reduction arises, necessitating significant change or reduction to services. Link to Council Plan 24-27: 4.1 Value for money	6 (3x2)	Operations Financial	Budget and Performance Panel Reserves Policy	Budget and Performance Panel Reserves Policy		6 (3x2)	Move to sustainable solutions	Minimise exposure to cost spikes such as energy by moving to sustainable solutions independent of external pressures Council has approved the construction of a Solar Farm at Burrow Beck and also the development of a new Data Centre at Salt Ayre. Both will have a positive impact on the Council's sustainability ambitions but also income generation and cost reduction	Mark Davies Paul Thompson	31/03/2026	16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and no changes required.

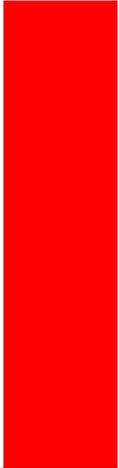
							Level of Reserves	As part of the annual budget cycle the s151 Officer is required to make a statement of the adequacy of the Council's reserves, provision and balances and set a minimum level of reserves. This ensures that it is able to mitigate variations in the short to medium term.	Paul Thompson	31/03/2026		
15	SR15 The Council's infrastructure fails to meet the future needs of the organisation and the residents of the district. Joanne Wilkinson	SR15 The Council's infrastructure fails to meet the future needs of the organisation and the residents of the district. Link to Council Plan 24-27: 4.5 Innovative Public Services; 4.1 Value for money	4 (2x2)	Strategy	Asset Management Plan Continuous review of assets and infrastructure Councils infrastructure	Asset Management Plan Continuous review of assets and infrastructure OBR Assets group in place.	2 (1x2)	Asset Management Plan Conduct a major review of Council infrastructure and assets, taking a future focused approach to asset management.	Joanne Wilkinson	31/03/2026	15/07/2025	Risk re-scored following update to matrix on behalf of Mark Davies. Owner transferred to Jo Wilkinson
16	SR16 The Council's services fail to adapt to socioeconomic and demographic trends within the district, resulting in failure to meet the needs of local residents and businesses. Mark Davies Alex Kinch	SR16 The Council's services fail to adapt to socioeconomic and demographic trends within the district, resulting in failure to meet the needs of local residents and businesses. Link to Council Plan 24-27: 4.5 Innovative Public Services	6 (3x2)	Strategy	Corporate Plan Policy Framework Continuous review of strategy and policy LGA Workshop with Members CPC review and action plan. CPC Action Plan progress reported to O&S	Corporate Plan Policy Framework Continuous review of strategy and policy, and alignment with service delivery. These took place in September 2023. CPC review and action plan. Action Plans have now been added into Service Plans. CPC Action Plan progress reported to O&S in October 2025 as a control measure	2 (1x2)				16/01/2026	Reviewed on instruction from Alex Kinch. Scoring remains as is, new control measure added
17	SR17 Negligent or unlawful action by the Council, resulting in financial or other liabilities. Mark Davies Luke Gorst	SR17 Negligent or unlawful action by the Council, resulting in financial or other liabilities. Link to Council Plan 24-27: 4.6 Openness	6 (2x3)	Legal	Corporate Governance Continuous review of governance processes	Corporate Governance Continuous review of governance processes to ensure they are fit for purpose	6 (2x3)				16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and no changes required.

				Annual Governance Statement and Code of Corporate Governance	The Accounts and Audit Regulations (2015), as amended by the Accounts and Audit (Coronavirus) (Amendment) Regulations 2020, require the Council to conduct a review, at least once a year, on the effectiveness of its system of internal control and include an Annual Governance Statement reporting on the review with the Statement of Accounts. The Council has reviewed and adopted an amended Code of Corporate Governance (dated April 2022). The Preparation and publication of this Annual Governance Statement is in accordance with the principles set out in the CIPFA/SOLACE Framework Delivering Good Governance in Local Government (2016) (The Framework).								
				Training and development	Ongoing training and development to ensure staff and members are equipped to follow governance requirements.								
18	SR19 Failure of the Canal Quarter programme to deliver regeneration through use of the Council's assets in the area. Jonathan Noad	SR19 Failure of the Canal Quarter programme to deliver regeneration through use of the Council's assets in the area. Link to Council Plan 24-27: 2.4 Investment and Regeneration	4 (2x2)	Project / Programme	Programme Management	Programme Management	2 (1x2)	Development of a Canal Quarter Masterplan	Development of a Canal Quarter Masterplan that sets out a route to successful regeneration of the area in line with local needs and the Council's priorities. This now needs to be updated to preparing a business case for investment options to deliver adopted masterplan.	Jonathan Noad	31/12/2026	19/01/2026	CQ action updated to reflect status
19	SR20 Non compliance with Building Safety Executive for LCC owned high-rise buildings. Dennis Graham Paul Mackie Joanne Wilkinson	LCC has three high rise buildings which now fall under the Building Safety Act 2022, and require registration with the Building Safety Executive (BSE). There are numerous risks around non-compliance. Link to Council Plan 24-27: 3.1 Access to Quality Housing	6 (3x2)	Property Financial	Registration with BSE for high rise blocks Registration with BSE for high rise blocks	Fortnightly senior housing management meetings updating on risks and plans around <u>building safety review</u> . Fire safety works being completed. Fire door audits being undertaken Monthly Compliance Steering Group comprising staff from across the Housing Service meet to <u>discuss issues and tasks that are needed</u> . Tenants Voice group and Building Safety Group established Registration of blocks with BSE complete On-going and regular campaigns on fire safety undertaken with residents. Cabinet (Feb 24) approved decommissioning Bridge House - Housing team now progressing <u>decision</u> . Building Safety Case files prepared ready for call in.	2 (2x1)	Non-compliance with BSE	To review Building Safety Case files following EWI survey results	Paul Mackie	31/12/2025	02/07/2025	Limited change - safety case files not yet called in, but will be reviewed following cladding survey results which should be due in next quarter. Bridge House now has 16 residents residing in it as the decant strategy is underway. Work to remove the front cladding on one elevation of Bridge House is commencing in July.

					Non compliance with BSE	Commissioned external cladding survey for Park House - draft report received shows low risk tolerable conclusion.						
					Non compliance with BSE	Information updated on improved intranet pages						
					Non-compliance with BSE	Resident engagement strategy for building safety approved						
					Non-compliance with BSE	Ongoing and regular dialogue with LFRS including site visits						
20	SR21 Non compliance with Regulator of Social Housing Standards. Dennis Graham Joanne Wilkinson	The Social Housing White Paper and subsequent amendments through to the introduction of the Social Housing Regulation Act have highlighted a significant shift in requirements for social housing providers. This will be the biggest shift in a generation, with changes to standards and expectations. Failure to keep up with changes could result in unlimited fines / DLUHC, Regulator or Ombudsman intervention / bad publicity. However clearly the Regulator has laid out that it is unlikely that Councils will meet the required new standards fully and expect to work with landlords to improve performance against new requirements. Link to Council Plan 24-27: 3.1 Access to Quality Housing	6 (3x2)	Property Financial	Social Housing Regulation	Attendance at benchmarking groups with the Regulator / Ombudsman to stay abreast of updates / developments / best practice / learning	2 (2x1)			02/07/2025	Limited change. Continue to keep abreast of what's going on through the sector. Recent announcements include - details of professionalisation, changes to electrical safety requirements, updates on Awaabs Law etc... Annual meeting with the regulator booked for middle of July.	
					Social Housing Regulation	Action planning within the service occurs in preparation for changes						
					Social Housing Regulation	Quarterly reports available for portfolio holder outlining changes in the previous quarter produced.						
					Social Housing Regulation	Service Improvement Plan well established						
					Social Housing Regulation	Annual self assessment undertaken against current standards						
					Social Housing Regulation	Member advisory group for continued / wider input into the housing service established.						
					Social Housing Regulation	Various external audits utilised e.g. TPAS, Resolve, Pennington Choices						
					Social Housing Regulation	Breaches Policy in place						
					Social Housing Regulation	Internal Audit to be completed Q3 25/26						
					Social Housing Regulation	Engagement meetings taking place with the Regulator.						
22	SR24 ICT Data Centre. Paul Thompson	Data Centre is dated and improvements needed to satisfy future demand. Link to Council Plan 24-27: 4.3 Investing in Our Skills and Facilities	6 (3x2)	Technology	Air conditioning in place to keep the data centre at optimal temperature		6 (3x2)	Data Centre	Business case to be presented to CAG 15th May. Once considered the aim is for it be presented to June/ July Cabinet for formal approval and release from the Development Pool	Nick Goulden Paul Thompson	31/07/2025 16/07/2025	Risk rescored and further control measure added.
					Back up Date Centre at SALC							
					Regular fire safety servicing carried out							
					Water ingress alerts	To alert all ICT senior managers to any water detected in data centre						
					Cabinet have approved money for the build of a new data centre at SALC	Cabinet have approved money for the build of a new data centre at SALC						

23	SR27 Waste Strategy. Will Griffith	Increased revenue cost burden to the authority and failure to deliver in line with milestones set out by government (31st March 2026). Link to Council Plan 24-27: 1.5 Reduced Waste	6 (2x3)	Strategy Financial	Fit for Future Waste Group and Waste Implementation Officer Working Group.	Regular meeting with officers and members taking place to ensure milestones are met.	2 (1x2)	Waste Strategy Implementation	Officer working groups and relevant sub groups have started in order to develop a project delivery plan.	Will Griffith	31/03/2026	16/01/2026	Risk reviewed and no change for the time being, until we move past implementation phase in Q1 of next year
24	SR28 Delivery of Mainway Project. Joanne Wilkinson	Delivery of the Mainway project is not executed as planned. Potential Consequences - Reputational risk and loss of trust from residents, risk around finances and health and safety implications. Delays could also put pressure on staff resources. This risk is on the Housing Risk Register as "H02 Delivery of Mainway Project" (9th Dec 2024)	9 (3x3)	Project / Programme	Mainway project Mianway project Mainway project	Reports completed on a quarterly basis to update on project progress at a corporate level. Fortnightly project team meetings reviewing progress. Additional resource put into the project by way of Andrew Whittaker moving into a dedicated Lancaster City Council Development Manager post to support the success of this over the course of 23/24 Demolition of school site completed Regular meetings with Homes England taking place to keep them abreast of developments Financial model put forward to Link Planning application approved for Phase 1a and b Various and ongoing engagement events / information sessions with residents and councillors New governance structure with Project Board, Scrutiny Group and sub-groups established. MIAA audit review completed MIAA supporting with PBC for Mainway. Report to Cabinet seeking preferred way forward through seeking partnership (as well as gaining cost for the scheme).	4 (2x2)	Mainway project Mainway project Mainway project Mainway project	Procurement of next stages to be completed Lune and Derby Houses to be disposed of Masterplan to be completed Applications for funding to be submitted where relevant.	Joanne Wilkinson Joanne Wilkinson Joanne Wilkinson	31/03/2027 31/12/2025 31/03/2026	20/10/2025	MIAA have nearly completed PBC for Mainway / Skerton case. Ongoing engagement with Homes England now further details of AHP funding has been released. Regular meeting of Programme Board. Unfortunately application for Council Housebuilding Support Fund - unsuccessful. Report scheduled for October Cabinet seeking way forward through partnership / as well as seeking price for Council to complete build.
25	SR29 Local Government Reorganisation. Mark Davies	In December 2024 the government told local authorities across the UK that Local Government Reorganisation (LGR) will be brought in for geographical areas who have not yet participated. The aim being to create Council's with a population of 500k, or more, in most cases to provide efficiency benefits in the delivery of services. In the short term, whilst these changes are being implemented, this can lead to a number of risks to the delivery of local services. The main concerns being delivering the Ambitions as stated in the Council Plan 24-27 and the risk of staff leaving the Council	15 (3x5)	Strategy Governance Operations Legal Property Commercial People Technology Security Project / Programme Financial Data Info and Management	Regular discussions at LT and with Members, Lancashire Leaders / CEX groups Council have agreed an x party working group LGR Steering Group	Regular discussions at LT and with Members, Lancashire Leaders / CEX groups Council have agreed an x party working group Set up LGR steering group for Cabinet and senior officers	10 (2x5)					16/02/2026	Reviewed in conjunction with the risk owner (Mark Davies) and two new control measures added. All 3 risk scores amended. Minor amendments made to a control measure.

27 and the risk of staff leaving the Council causing problems in the delivery of services.



management

Liaise with Elected Members and Management from nearby Lancashire Authorities

Liaise with Elected Members and Management from nearby Lancashire Authorities to understand their thinking and positions.



PMO in place including all Lancashire authorities

PMO in place including all Lancashire authorities

Strategic delivery partner for LGR selected

Ernst and Young selected as the strategic delivery partner

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

BUDGET AND PERFORMANCE PANEL**Budget and Performance Panel – Work Programme****11th March 2026****Joint report of Chief Officers Finance and Governance****PURPOSE OF REPORT**

To consider the Panel's Work Programme.

This report is public.

RECOMMENDATIONS

(1) That the Panel consider and agree what is to be included in the Panel's Work Programme.

1. Introduction

1.1 The Panel is responsible for setting its own annual Work Programme within the Terms of Reference, as set out in the Council's Constitution.

1.2 Members are requested to consider the Work Programme attached at **Appendix A** and also consider any additional items the Panel may wish to add within its terms of reference. Also attached at Appendix B are the Terms of Reference of the Panel.

2. Updates

2.1 The Panel is asked to consider its Work Programme in accordance with its Terms of Reference.

2.2 The updates agreed by the Panel at the last meeting have been added to the Work Programme appended to this report. Any further updates received since the publication of the agenda will be reported at the meeting.

2.3 With regard to the Asset Management Plan the Panel is requested to provide some expanded detail of what members wish to go through.

2.4 For the item on Partnerships members are asked to provide more information on the actual area of interest. Members are advised that Partnerships is also much wider than Sustainable Growth as other services also partner.

2.5 Lancaster City Council's Chief Executive has confirmed that Blackpool Council's role is to administer the UKSPF funding on behalf of Lancashire's Councils. Blackpool Council is not involved in the way individual Council's have allocated their apportionment of UKSPF.

3. Training

3.1 The Panel has previously been provided with training on the following:

- Treasury Management.
- Budget and Project Monitoring (Delivering Our Priorities).
- Introductory Capital Financing.
- Scrutiny Training provided by the Centre for Governance and Scrutiny (CfGS) – Teams.

3.2 With regard to Treasury Management a training session is required to be undertaken by the end of June 2026. It is proposed that the session be undertaken via Microsoft Teams and a date be set after consulting with the Chair and members of the Panel. The training event to be recorded and will be added to the scrutiny intranet page for those unable to attend and for future reference.

3.3 Members may wish to suggest additional training or request areas for closer scrutiny in line with the Panel’s Terms of Reference. Please see **Appendix B**.

<p>RELATIONSHIP TO POLICY FRAMEWORK</p> <p>There are no direct implications as a result of this report.</p>
<p>CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)</p> <p>There are no direct implications as a result of this report.</p>
<p>LEGAL IMPLICATIONS</p> <p>Overview and Scrutiny Procedure Rule 9 (a) advises that the Overview and Scrutiny Committee and Budget and Performance Panel will be responsible for setting their own Annual Work Programme within the Terms of Reference set out in Part 2, Section 5, 9 and 10 of the Constitution.</p>
<p>FINANCIAL IMPLICATIONS</p> <p>There are no financial implications as a direct result of this report. Any further reports on specific issues contained within the Work Programme will require further consideration of the financial implications.</p>
<p>OTHER RESOURCE IMPLICATIONS, such as Human Resources; Information Services; Property; Open Spaces:</p> <p>None.</p>
<p>SECTION 151 OFFICER’S COMMENTS</p> <p>The S151 officer has been consulted and has no comments to make.</p>

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

None.

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E-mail: sjmetcalfe@lancaster.gov.uk

Budget and Performance Panel Work Programme

Meeting Date	Agenda Item	Provider
11 th March 2026.	Strategic Risk Management.	Cabinet/ Chief Officer - People & Policy.
11 th March 2026.	Projects and Performance.	Cabinet/ Chief Officer - People & Policy.
July 2026	Strategic Risk Management.	Cabinet/ Chief Officer - People & Policy.
July 2026	Projects and Performance.	Cabinet/ Chief Officer - People & Policy.
July 2026 *an additional meeting, the date to be determined	Fit for the Future. The issue of growing venue income and the increase in costs of staffing and maintenance. To provide details on council commercial venue income at a future meeting in order to demonstrate outcomes. To consider as part of the Outturn report. (Minute 45 refers).	Cabinet/Report to the Panel.
2 nd December 2026	Asset Management Plan.	Cabinet/ Chief Officer – Housing and Property.
December 2026, or a later date.	SLAs. <ul style="list-style-type: none"> • Arts partners. Later in the year. • Lancaster BID. Reporting on achievements to be later in the year. • Morecambe BID. Reporting much later in the year, maybe at mid-year point. 	Cabinet/ Chief Officer – Sustainable Growth.
TBD.	Partnerships.	Cabinet/ Chief Officer - Sustainable Growth.

Training – Subject/date	Provider
Treasury Management. Date TBD – see report.	External provider.

APPENDIX B

Budget and Performance Panel

Composition: Nine Councillors in political balance.

Members of the Committee shall not be members of the Cabinet.

The Chair of Budget and Performance Panel will be appointed by Council annually. Only non-cabinet members are entitled to vote for the Chair.

The Chair and Vice Chair shall not be members of the largest political group on the Council.

Terms of Reference

- 10.1 To scrutinise the Council's arrangements and performance in relation to financial planning, including budget / target setting, e.g. items within the Budget Framework including reviewing the effectiveness of the:
- (a) budget setting process;
 - (b) contents of the Medium Term Financial Strategy (MTFS);
 - (c) Capital Investment Strategy; and
 - (d) financial targets in the Council Plan.
- 10.2 To review the management of resources by scrutinising the Council's financial performance in year against agreed budgets or other targets. e.g.:
- (a) capital and revenue spending against approved budgets;
 - (b) specific activities including treasury management, generation of revenue and capital income targets; and
 - (c) monitoring of financial savings/efficiency targets (including within the MTFS).
 - (d) monitor the delivery and effectiveness of Service Level Agreement targets;
 - (e) assess performance against key performance indicators and benchmarks; and
 - (f) assess whether services are delivering their expected outcomes.
- 10.3 To review the effectiveness of the Council's overall performance management arrangements in relation to partnership working and to scrutinise the performance of the Council's major partnerships.
- 10.4 To scrutinise the Council's policies and procedures and other supporting arrangements for securing value for money (i.e. economy, efficiency, effectiveness) e.g.:
- (a) value for money strategy;
 - (b) procurement practices;

- (c) income management and collection arrangements;
- (d) asset management practices; and
- (e) insurance arrangements.

10.5 To consider risk management issues in reviewing and scrutinising performance.

10.6 To make recommendations, as appropriate, in respect of the above.

Extract from LCC constitution Part 2 – Responsibility for Function Section 5 (Pages 43 – 44)