



Committee: BUDGET AND PERFORMANCE PANEL

Date: WEDNESDAY, 4TH JUNE 2025

Venue: LANCASTER TOWN HALL

Time: 6.00 P.M.

A G E N D A

MEMBERS OF OVERVIEW AND SCRUTINY COMMITTEE HAVE BEEN INVITED TO ATTEND THIS MEETING.

1. **Apologies for Absence**

2. **Appointment of Vice-Chair**

In accordance with Rule 8, paragraph c, Part 3 – Rules of Procedure, Section 3, the Vice Chair shall not be a member of the largest political group which has Councillors serving on the Cabinet.

3. **Minutes**

To receive as a correct record the Minutes of the Meeting held on 24th April 2025 (previously circulated).

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

5. **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.

6. **Strategic Risk Management (Pages 5 - 21)**

Whilst this report is public, Appendix B is exempt, 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.

Report of the Chief Executive.

7. **Projects and Performance - Q4 2024/25** (Pages 22 - 33)

8. **Delivering Our Priorities/Strategic Risk Management/Performance Indicator and Project Reporting Systems/Benchmarking**

The Chief Officer – People and Policy has been invited to attend the meeting regarding the following issues previously raised by the Panel and referred from the Overview and Scrutiny Committee.

Members of Overview and Scrutiny Committee have been invited to attend for this item.

Delivering Our Priorities

To inform on staff vacancies, the well-being of Council staff and how the Council are to fill vacancies.

Strategic Risk Management

- (1) That Risk Management Guidance be shared with Members of the Panel to enable assurances to be robustly scrutinised.
- (2) That the effectiveness of the mitigation factors, in particular with regard to Risk 3 – SR03, be increased to reduce the likelihood of risk.

Note: Risk Management Policy (March 2024) shared at the meeting on 19th February 2005.

Performance Indicator and Project Reporting Systems

Are the current key performance indicator and project reporting systems fit for purpose to provide the information we need as Councillors to help us understand what is happening in our Wards?

Benchmarking

What big ticket services and outcome should we be benchmarking, where would we get data from and how would we use it to improve our performance?

Invite Chief Officer – People and Policy and Projects and Performance Manager to inform on Performance Management.

9. **Delivering Our Priorities - To inform on the HRA Capital Programme for Mainway**

The Chief Officer – Housing and Property has been invited to attend the meeting.

10. **Exclusion of the Press and Public**

The Panel is recommended to pass the following recommendation in relation to the following item: -

“That, in accordance with Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business, on the grounds that it could involve the possible disclosure of exempt information as defined in paragraph 3 of Schedule 12A of that Act.

Members are reminded that, whilst the following item has been marked as exempt, it is for the Committee itself to decide whether or not to consider this in private or in public. In making the decision, Members should consider the relevant paragraph of Schedule 12A of the Local Government Act 1972, and also whether the public interest in maintaining the exemption outweighs the public interest in disclosing the information. In considering their discretion Members should also be mindful of the advice of Council Officers.

11. Commercial Property Income

The Cabinet Member for Finance and Property and the Chief Officer Housing and Property have been invited to the meeting for this item.

At this point the Press and Public will be re-admitted to the meeting.

12. Work Programme (Pages 34 - 42)

Joint report of Chief Officers Finance and Governance.

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Chris Hanna (Chair), Ruth Colbridge, Ross Hunter, Isabella Metcalf-Riener, Hamish Mills, Sue Penney, James Sommerville, Jackson Stubbs and 1 Conservative vacancy

(ii) Substitute Membership

Councillors Suhir Abuhajar, 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 27th May 2025.

BUDGET AND PERFORMANCE PANEL**Strategic Risk Management****04 June 2025****Report of Chief Executive****PURPOSE OF REPORT**

To provide Members of the Panel 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 considers the quarterly updates for the Strategic Risk Register, as shown as appendix A (public report) and appendix B (restricted report), making any comments considered necessary.

1.0 Introduction

- 1.1 Quarterly Strategic Risk Report as updated by Leadership Team to be seen by Budget and Performance Panel be noted.
- 1.2 There are currently 26 Strategic Risks open on the register.
- 1.3 The attached appendices show the changes to the council's Strategic Risk Register made during the reporting period 24th February to 12th May 2025. Changes are highlighted using red text. A summary of the main changes are as follows:
- Risk reviews have been run against 7 Strategic Risks.
 - Action plan due dates have been updated for risks SR04, SR06, SR08, SR09, SR14, SR20, SR26 and SR28.
 - New control measures added for risks SR02, SR04, SR20, SR26 and SR28.
 - Three of the Strategic Risks are red. Of these, risks SR11 and SR29 are above the Council's 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

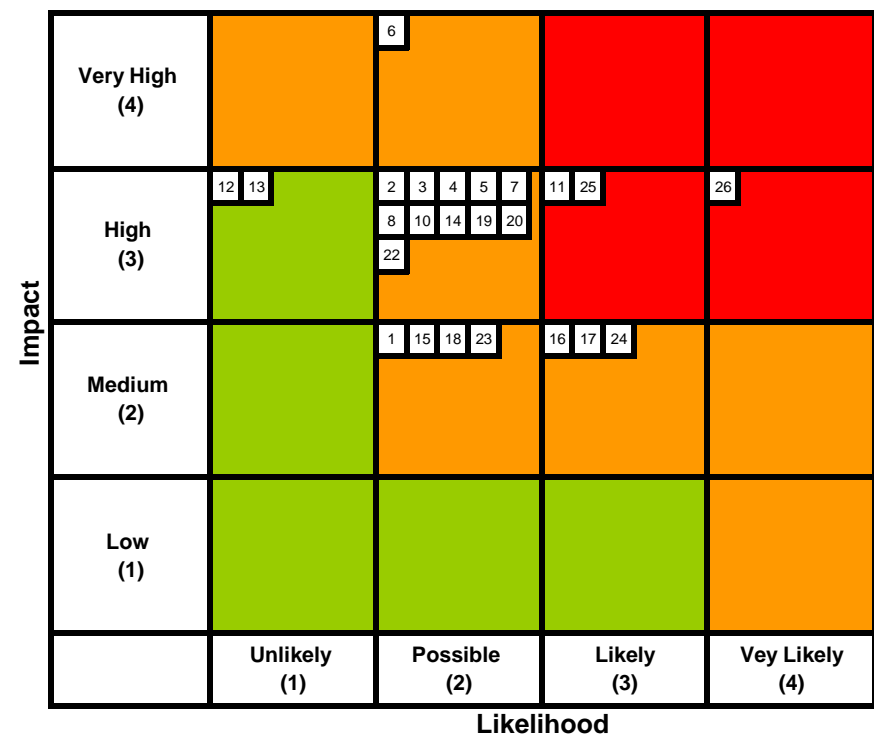
The Monitoring Officer has been consulted and has no further comments.

BACKGROUND PAPERS

None.

Contact Officer: Claire Dubelbeis, Projects and Performance Manager
Telephone: 01524 582505
Email: CDubelbeis@lancaster.gov.uk
Ref: N/A

Strategic Risk Register - Risk Map 12.05.25



NOTE 1: All risks have been reviewed in the run up to 12th May 2025

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	Risk Category	Existing Control Measure	Existing Control Measure Description	Target Risk Level	Action Plan Title	Action Plan Description	Action Plan Owners	Action Plan Due Date	Date Last Reviewed	Review Comment
			(Impact x Likelihood)				(Impact x Likelihood)						
1	SR01 Central Government funding is insufficient to provide the current level of service leaving the council unable to deliver the financial resilience initiative and achieve financial stability. 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	Review of existing budgets to identify areas for realignment/ refocusing or cessation to deliver efficiencies but ensuring that Services remain aligned with the Councils Priorities.	Mark Davies Claire Dubelbeis Alex Kinch	31/12/2025	03/02/2025	Action closed as it is now a control measure. Further action has the date extended until the end of 2025. Claire D added as action owner, for monitoring purposes.
					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.							
2	SR02 The Council fails to meet the 2025/26 funding gap as a result of ineffective delivery of the efficiency programme and failure to deliver on key projects. Mark Davies Paul Thompson	The Council fails to meet the 2025/26 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	Budget and Performance Panel	Budget and Performance Panel	2 (2x1)	Outcomes Based Resourcing / Fit for the Future	Outcomes-Based Resourcing (OBR) approach focusing on where resources can have maximum impact on strategic priority areas. NOTE: This is also listed as a control measure as the programme is phased so has already delivered some savings with further outcomes and savings to follow.	Mark Davies Claire Dubelbeis Alex Kinch	31/12/2025	20/03/2025	References to financial years in the risk title and control measures have been updated.
					Reserves Policy	Reserves Policy							
					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.

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.	6 (3x2)	People	New 3-year People Plan (2023-2026) with key deliverables to mitigate this risk	New 3-year People Plan (2023-2026) with key deliverables to mitigate this risk	6 (3x2)	22/10/2024	Risk reviewed on behalf of Alex Kinch. Confirmed no changes since last risk review.
Alex Kinch	Link to Council Plan 24-27: 4.3 Investing in Our Skills and Facilities				Annual Appraisal Process	Annual Appraisal Process embedded			
					Pay and Grading Structure	Pay and Grading Structure - The new pay and grading structure and job evaluation process ensures that all posts are objectively evaluated and then placed on a new pay and grading scale. Recent experience suggests that this assisted in attracting applicants with the desired skills and values.			

4	SR04 The use of council assets is not maximised leading to insufficient funding to meet the funding gap and deliver capital projects. Joanne Wilkinson	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	Capital Strategy Group	4 (2x2)	Council Assets	To progress with disposals of council assets as outlined through 22/23 OBR process.	Joanne Wilkinson	01/10/2025	03/04/2025	Ongoing work. Disposal of Palatine Hall completed before 31st March. Ongoing review of assets being undertaken and presented to OBR assets. Climate Statement approved and published with 3 year action plan. 2 x new posts recruited to - awaiting start date to support team activity.
					Use of Council Assets	Ongoing OBR workstream reviewing assets							
					Use of Council Assets	Performance monitoring of leases implemented		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		
					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 awaiting start date- to support delivery of increased capital / revenue projects for next three years.							
					Council Assets	Climate Statement finalised and published with clear actions around improvements.							
5	SR05 Council services are disrupted and / or additional services are required and costs are incurred as a result of local and national emergencies Kirstie Banks-Lyon Alex Kinch	Council services are disrupted and / or additional services are required and costs are incurred as a result of local and national emergencies.	6 (3x2)	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	31/03/2025	29/01/2025	Alex provided the update made.
					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.		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	31/03/2025		
					Business Continuity Plans	Business Continuity Plans							

					Development of the Local Area Energy Plan and the emergence of the Climate and Nature Strategy	<p>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.</p> <p>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.</p>							<p>Discussions regarding the potential for UKSPF assistance regarding implementation of the LAEP are ongoing.</p> <p>(ii) The District Climate and Nature Strategy (CaNS) public events have been completed and the CaNS continues to be prepared. The date for outturn has moved back to End-May 2025 due to some consultancy delay.</p> <p>(iii) Detailed delivery plans (and relevant planning applications and other consent-based regime submission) are being advanced for the successful Salix-funded decarbonisation for The Storey, Williamson Park and CityLab.</p> <p>(iv) The Council's proposed solar PV scheme at Burrow Beck is in delivery phase. A Section 73 (amendment) application has been submitted seeking to amend detail including the angle of panels and the provision of drainage swales.</p> <p>(v) It has been agreed with the Climate Action Portfolio Holder that an Annual Report regarding the Council's progress to Net Zero by 2030 for its own (Scope 1) activities will be produce at the end of every calendar year. The Cabinet meeting of 2 December 2025 has already been reserved for the first Annual Report.</p>
7	SR07 The Council fails to deliver its key priorities due to the lack of an underpinning strategy setting out expected delivery / outcomes.	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.	6 (3x2)	Strategy	Carbon Zero +	<p>More details can be found on our website: https://www.lancaster.gov.uk/sites/climate-emergency/new-and-updates</p>	4 (2x2)	Local Development Plan	Local Development Plan	Mark Davies	30/09/2024	06/01/2025	This risk has been reviewed and remains unchanged.
	Mark Davies Luke Gorst Paul Thompson	Link to Council Plan 24-27: Whole document.			Medium Term Financial Strategy (MTFS)	MTFS - in place to set out how the council proposes to manage its financial resources in line with corporate priorities.							
					Programme Management	Programme Management - in place to ensure strategy is followed and monitored on a regular basis.							
					Corporate Plan / Plan 2030	Corporate Plan / Plan 2030 - Updated in December 2021 to lay out the councils vision.							
8	SR08 The Council fails to deliver its key projects due to the lack of capacity and resources.	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	6 (3x2)	People Financial	Local Plan	Local Plan	3 (3x1)	Local Plan	Local Plan, due to be adopted in Jan 27	Mark Cassidy Mark Davies	01/01/2027	01/04/2025	Updated the action plan review date following conversation with Paul Thompson. The Adequacy of reserves statement is an annual requirement
	Mark Davies				Medium Term Financial Strategy (MTFS)	Medium Term Financial Strategy (MTFS)							

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

Investment Strategy

Investment Strategy

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

Capital Programme

Capital Programme

The Council continues to resource key service teams in Planning, economic development, regeneration, property investment

The Council continues to resource key service teams in Planning, economic development, regeneration, property investment and facilities management.

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

Continued monitoring and horizon scanning of Government policy

Continued monitoring and horizon scanning of Government policy

6
(3x2)

15/07/2024

Reviewed with Mark D, this remains as-is.

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
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)

15/07/2024

Reviewed in conjunction with Mark D. This risk remains as-is.

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.	3 (3x1)						03/02/2025	Action closed as it is now a control measure.
					OBR / Fit for the Future	Outcomes-Based Resourcing (OBR) approach to focusing on where resources can have maximum impact on strategic priority areas.								
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	3 (3x1)						19/07/2024	Risk reviewed and no changes made
					Strategic Management of Activities	Strategic management of all Council activities to ensure continued high reputation								
					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	Budget and Performance Panel	6 (3x2)	Move to sustainable solutions	Minimise exposure to cost spikes such as energy by moving to sustainable solutions independent of external pressures	Mark Davies Paul Thompson	30/06/2025	01/04/2025	The s151 Officer is required to review its minimum level of unallocated reserves annually. Over recent years this has been increased with the General Fund to £5M and the HRA £0.750M. This assessment is based on a number of scenario's and is deemed to be appropriate to enable the Council to operate a level of service in the short term whilst alternative funding or other corrective action undertaken. The HRA has dropped below the minimum £0.750M level and expected to remain so for 12-18 months	
					Reserves Policy	Reserves Policy								
					Continue financial forecasting	Continue financial forecasting and scenario planning e.g. for energy costs		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. Mark Davies Jonathan Noad	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	Asset Management Plan	2 (1x2)	Asset Management Plan	Conduct a major review of Council infrastructure and assets, taking a future focused approach to asset management.	Mark Davies	27/09/2024	12/07/2024	Risk reviewed on behalf of Jonathan Noad. Confirmed no changes since last risk review.	
					Continuous review of assets and infrastructure	Continuous review of assets and infrastructure								
16	SR16 The Council's services fail to adapt to socioeconomic and demographic trends within the district.	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	6 (2x3)	Strategy	Corporate Plan	Corporate Plan	3 (1x3)	CPC review and action plan.	CPC review and action plan.	Alex Kinch	28/02/2025	22/10/2024	New action added. Risk review carried out on behalf of Alex Kinch.	
					Policy Framework	Policy Framework								

	main the strategy, resulting in failure to meet the needs of local residents and businesses. Mark Davies Alex Kinch	to meet the needs of local residents and businesses. Link to Council Plan 24-27: 4.5 Innovative Public Services			Continuous review of strategy and policy LGA Workshop with Members	Continuous review of strategy and policy, and alignment with service delivery. These took place in September 2023.							
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 Annual Governance Statement and Code of Corporate Governance	Corporate Governance Continuous review of governance processes to ensure they are fit for purpose 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	6 (2x3)			06/01/2025		The risk has been reviewed and remains unchanged, other than the word 'recently' being deleted from on of the control measures.	
18	SR19 Failure of the Canal Quarter programme to deliver regeneration through use of the Council's assets in the area. Mark Davies 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	31/03/2025	12/07/2024	Action plan updated on behalf of Jonathan Noad. The Canal Quarter Masterplan was adopted in Summer 2023. Focus now shifts to delivery but this is limited by wider Council financial pressures and availability for grant funding to deliver.

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 Registration with BSE for high rise blocks Registration with BSE for high rise blocks Registration with BSE for high rise blocks Registration with BSE for high rise blocks Registration with BSE for high rise blocks Registration with BSE of high rise blocks Non compliance with BSE Non compliance with BSE Non- compliance with BSE	Fortnightly senior housing management meetings updating on risks and plans around building safety review. Fire safety works being completed. Fire door audits being undertaken Monthly Compliance Steering Group comprising staff from across the Housing Service meet to discuss issues and tasks that are needed. Tenants Voice 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 decision. Building Saftety Case files prepared ready for call in. Commissioned external cladding survey for Park House - results due mid May Information updated on improved intranet pages Resident engagement strategy for building safety approved	2 (2x1)	Non-compliance with BSE	To review Building Safety Case files following EWI survey results	Paul Mackie Jo Wilkinson	01/08/2025	03/04/2025	Limited change - safety case files not yet called in. Cladding survey on Park House commissioned - results now expected mid-May. Following this a review of the Busiling Safety Case Files will be undertaken.
20	SR21 Non compliance with Regulator of Social Housing Standards Dennis Graham Pete Linsley 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	6 (3x2)	Property Financial	Social Housing Regulation Social Housing Regulation Social Housing Regulation Social Housing Regulation Social Housing Regulation	Attendance at benchmarking groups with the Regulator / Ombudsman to stay abreast of updates / developments / best practice / learning Action planning within the service occurs in preparation for changes Quarterly reports available for portfolio holder outlining changes in the previous quarter produced. Service Improvement Plan well established Annual self assessment undertaken against current standards	2 (2x1)					21/01/2025	Limited change. Continue to keep abreast of what's going on through the sector.

		mandatories to improve performance against new requirements. Link to Council Plan 24-27: 3.1 Access to Quality Housing			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							
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		2 (2x1)	Data Centre	In progress, business case due for completion by April 2025	Nick Goulden Paul Thompson	31/03/2025	07/02/2025	Contractors have been engaged to develop scope and cost the provision of a liquid cooled data centre located at Salt Ayre. The expectation is that this will now be concluded April 2025 with a full business case being considered by CAG & Cabinet shortly after. Provision has been made within the Councils Development Pool
					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							
23	SR26 - Increasing costs of temporary accommodation for the homeless Joanne Wilkinson	In 23-24 we are forecasting the Council will be required to contribute an additional £500k towards the cost of B+B accommodation for homeless residents. This is expected to continue into 24-25. Increase in costs is linked to increasing homelessness, reduced subsidy recovery from HB and reduced grant availability. Costs of accommodation also increasing and increase in larger families needing to be accommodated for longer. The subsidy can be met from within budgets this year (23-24), however this will need to be factored into future budgets moving forward. Funding temporary accommodation for those who need it is a stat requirement. Link to Council Plan 24-27: 3.1 Access to Quality Housing	4 (2x2)	Financial	Increasing homeless temporary accommodation costs	Budget reviews ongoing with service accountant.	2 (1x2)	Increasing homeless temporary accommodation costs	Exploring leasing arrangements with private landlords to seek to reduce bed and breakfast costs	Sharon Parkinson Joanne Wilkinson	06/06/2025	03/04/2025	Numbers in B+B have reduced significantly through various management approaches. We have secured some funding through LAHF to purchase 3 x properties of TA to support further reduction. Team are keeping a watching brief on the renters right act to ensure numbers of homelessness doesn't spike. All posts within the Homelessness Team now recruited to.
					Increasing homeless temporary accommodation costs	Some access to grant funding to off-set costs (although limited and unpredictable).		Increasing homeless temporary accommodation costs	Conversion of former CAB building on King Street to 4 x units of temporary accommodation.	Sharon Parkinson Joanne Wilkinson	31/03/2026		
					Increasing homeless temporary accommodation costs	Bed and breakfast plan developed for DLUHC		Increasing homeless temporary accommodation costs	Progress actions from internal audit.	Sharon Parkinson	31/03/2026		
					Increasing homeless temporary accommodation costs	Regular case work management in team of cases in bed and breakfast		Increasing homeless temporary accommodation costs					
					Increasing homeless temporary accommodation costs	All B+B placements passed by manager for approval		Increasing homeless temporary accommodation costs	Purchase 3 x properties from LAHF grant	Joanne Wilkinson	31/03/2026		
					Increasing homeless temporary accommodation costs	New Homelessness Strategy approved by Cabinet Oct 2023							
					Increasing homeless temporary accommodation costs	Housing Taskforce established - clear focus on how the private rented sector can support reduction in B+B usage.							
					Increasing homeless temporary accommodation costs	Cabinet briefing provided on homeless service and bed and breakfast costs							

					Increasing homeless temporary accommodation costs	Monthly spend / income monitoring now in place.							
					Increasing homeless temporary accommodation costs	Secured LAHF funding for the purchase of 3 x TA properties for families.							
24	SR27 - Waste Strategy	Increased revenue cost burden to the authority and failure to deliver in line with milestones set out by government (31st March 2026).	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	05/02/2025	Control Measures, Actions and Target score added to risk. Officer Working Groups set up and meeting weekly. Currently involving officers from legal, procurement, communications, environmental protection, waste, finance and customer services.
	Will Griffith	Link to Council Plan 24-27: 1.5 Reduced Waste											
25	SR28 Delivery of Mainway Project	Delivery of the Mainway project is not executed as planned.	9 (3x3)	Project / Programme	Mainway project	Reports completed on a quarterly basis to update on project progress at a corporate level.	2 (1x2)	Mainway project	Procurement of next stages to be completed	Joanne Wilkinson	29/09/2025	03/04/2025	MIAA have been commissioned to help develop PBC - this should be completed early summer and will guide next steps. Awaiting further information from Homes England about future funding opportunities.
	Joanne Wilkinson	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.			Mianway project	Fortnightly project team meetings reviewing progress.							
		This risk is on the Housing Risk Register as "H02 Delivery of Mainway Project" (9th Dec 2024)			Mainway project	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		Mainway project	Lune and Derby Houses to be disposed of	Joanne Wilkinson	29/08/2025		
								Mainway project	Sub-groups for governance structure to be established.	Joanne Wilkinson	04/07/2025		
					Mainway project	Demolition of school site completed							
					Mainway project	Regular meetings with Homes England taking place to keep them abreast of developments		Mainway project	Masterplan to be completed	Joanne Wilkinson	01/10/2025		
					Mainway project	Financial model put forward to Link							
					Mainway project	Planning application approved for Phase 1a and b							
					Mainway project	Various and ongoing engagement events / information sessions with residents and councillors							
					Mainway project	New governance structure with Project Board, Scrutiny Group and sub-groups established.							
					Mainway project	MIAA audit review completed							

					Mainway project	MIAA supporting with PBC for Mainway.							
26	SR29 - Local Government Reorganisation	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 causing problems in the delivery of services.	12 (3x4)	Strategy	Regular discussions at LT and with Members	Regular discussions at LT and with Members, involving other nearby Council's as appropriate.	4 (1x4)	LGR Steering Group	Set up LGR steering group for Cabinet and senior officers	Mark Davies	31/03/2025	12/02/2025	Initial risk review run, in order to trigger future automatic reminders within the Grace system.
	Mark Davies							Liaise with Management from nearby Lancashire Authorities	Liaise with Management from nearby Lancashire Authorities to understand their thinking and positions.	Mark Davies	31/03/2025		

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**Projects and Performance – Q4 2024/25
04 June 2025****Report of Chief Executive****PURPOSE OF REPORT**

To provide members with an update on Strategic Projects and Corporate Performance, during quarter four 2024/25 (January – March 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 January to March 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 Some measures have targets. There are shown on the appropriate charts using an orange-coloured line.
- 2.1.3 The comments provided by Key Performance Indicator (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.
- 2.1.6 The majority of the Council's annual key performance indicators are included in this report.

- 2.2 Summary of key changes in performance report.

- 2.2.1 Percentage of minor planning applications determined within 8 weeks or agreed time. Performance has fallen as explained in the comments. The drop in performance is expected to be temporary.
- 2.2.2 Percentage of other planning applications determined within 8 weeks or agreed time. As above, there is a fall thought to be related to the changes in policy. The national target is 70%, so the figures are still well above this.
- 2.2.3 Annual number of volunteer groups supporting parks and open spaces. There are 10 additional volunteer groups this year, which is positive.
- 2.2.4 Occupancy rates for commercial properties. The occupancy rate remains high although there has been a slight reduction on the previous quarter. The Estates team are actively progressing deals which will translate into improved figures going forward.

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.

- 3.2.1 Eleven projects have provided full update reports. Of these:
- 3.2.2 Five are reporting ‘amber’ (minor) delays with the progress of their project plans.
- 3.2.3 Four are reporting ‘amber’ (minor) deviations to the cost of the project.
- 3.2.4 Three are reporting ‘amber’ (minor) concerns with the scope, meaning it is anticipated that one or more benefits of each project may not be realised.
- 3.2.5 Three projects have recently closed. Further information on each of these will be provided in future reports.
- 3.2.6 All other statuses are either green or have not been able to provide an update this quarter.

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 further comments.

BACKGROUND PAPERS

None

Contact Officer: Claire Dubelbeis, Projects and Performance Manager

Telephone: 01524 582504

Email: cdubelbeis@lancaster.gov.uk

Ref:

<div><div>LANCASTER</div><div>CITY COUNCIL</div><div>Promoting City, Coast & Countryside</div></div>	<div>Corporate Performance updates</div> <div>31st March 2025 (Q4)</div>	<div>Council Priorities Key</div> <table><tr><td>I</td><td>An inclusive and Prosperous Local Economy (Economy)</td></tr><tr><td>S</td><td>A Sustainable District (Environmental)</td></tr><tr><td>H</td><td>Healthy and Happy Communities (Social)</td></tr><tr><td>R</td><td>A Co-operative, Kind and Responsible Council (Governance)</td></tr></table> <div>Measures marked with a * are usually compared to the same quarter from the previous year.</div>	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)
I	An inclusive and Prosperous Local Economy (Economy)									
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An Inclusive and Prosperous Local Economy (Economy)

Priority				KPI Measure and Direction of Travel	Comments provided by KPI Owners																																		
I				<div><div><div>% OF MINOR PLANNING APPLICATIONS DETERMINED WITHIN 8 WEEKS OR AGREED TIME</div><div><div>% of minor planning applications determined within 8 weeks or agreed time</div><div>National Target 70%</div></div><div><table><tr><th>Quarter</th><th>% of minor planning applications determined within 8 weeks or agreed time</th></tr><tr><td>Q1 21-22</td><td>80.00</td></tr><tr><td>Q2 21-22</td><td>68.00</td></tr><tr><td>Q3 21-22</td><td>78.00</td></tr><tr><td>Q4 21-22</td><td>82.00</td></tr><tr><td>Q1 22-23</td><td>85.00</td></tr><tr><td>Q2 22-23</td><td>86.00</td></tr><tr><td>Q3 22-23</td><td>88.00</td></tr><tr><td>Q4 22-23</td><td>90.00</td></tr><tr><td>Q1 23-24</td><td>88.00</td></tr><tr><td>Q2 23-24</td><td>86.00</td></tr><tr><td>Q3 23-24</td><td>89.00</td></tr><tr><td>Q4 23-24</td><td>82.00</td></tr><tr><td>Q1 24-25</td><td>93.00</td></tr><tr><td>Q2 24-25</td><td>91.00</td></tr><tr><td>Q3 24-25</td><td>92.00</td></tr><tr><td>Q4 24-25</td><td>78.50</td></tr></table></div></div></div>	Quarter	% of minor planning applications determined within 8 weeks or agreed time	Q1 21-22	80.00	Q2 21-22	68.00	Q3 21-22	78.00	Q4 21-22	82.00	Q1 22-23	85.00	Q2 22-23	86.00	Q3 22-23	88.00	Q4 22-23	90.00	Q1 23-24	88.00	Q2 23-24	86.00	Q3 23-24	89.00	Q4 23-24	82.00	Q1 24-25	93.00	Q2 24-25	91.00	Q3 24-25	92.00	Q4 24-25	78.50	<p>Performance appears to have fallen significantly in respect of minor applications compared to the last quarter; however, the period has coincided with the adoption of the LPA’s Climate Emergency Development Plan Review at the end of January 2025. The stringent policies have challenged developers and where additional information has been required, Officers have had to request further information on all applications. A small number of local agents have also confirmed during this period that where an application is to be refused, they will not work with the LPA and agree extensions of time, as a matter of course. With a lower number of overall applications submitted, the actions of a small number of agents on a small number of applications, has had a significant impact upon the performance figures of the minor applications. The LPA is working hard with all agents to help them improve the quality of their submissions and implement the adopted local planning policies and it is considered that this performance drop is a temporary concern.</p> <p>High is good</p>
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A Sustainable District (Environmental)

Priority		Measure and Direction of Travel		Comments																																
S			<div><p>% OF HOUSEHOLD WASTE RECYCLED</p><table><tr><th>Quarter</th><th>% Recycled</th></tr><tr><td>Q1 21-22</td><td>34.0</td></tr><tr><td>Q2 21-22</td><td>40.0</td></tr><tr><td>Q3 21-22</td><td>39.0</td></tr><tr><td>Q4 21-22</td><td>38.0</td></tr><tr><td>Q1 22-23</td><td>35.0</td></tr><tr><td>Q2 22-23</td><td>39.0</td></tr><tr><td>Q3 22-23</td><td>38.0</td></tr><tr><td>Q4 22-23</td><td>38.0</td></tr><tr><td>Q1 23-24</td><td>34.0</td></tr><tr><td>Q2 23-24</td><td>39.0</td></tr><tr><td>Q3 23-24</td><td>39.0</td></tr><tr><td>Q4 23-24</td><td>35.0</td></tr><tr><td>Q1 24-25</td><td>32.0</td></tr><tr><td>Q2 24-25</td><td>38.0</td></tr><tr><td>Q3 24-25</td><td>32.30</td></tr></table></div>	Quarter	% Recycled	Q1 21-22	34.0	Q2 21-22	40.0	Q3 21-22	39.0	Q4 21-22	38.0	Q1 22-23	35.0	Q2 22-23	39.0	Q3 22-23	38.0	Q4 22-23	38.0	Q1 23-24	34.0	Q2 23-24	39.0	Q3 23-24	39.0	Q4 23-24	35.0	Q1 24-25	32.0	Q2 24-25	38.0	Q3 24-25	32.30	<p>The graph represents the correct figures for each quarter. However, there is a delay in receiving the data from Lancashire County Council, so they are reported on a quarter behind.</p> <p>High is good</p>
Quarter	% Recycled																																			
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Q3 24-25	32.30																																			
S			<div><p>KG OF RESIDUAL WASTE PER HOUSEHOLD</p><table><tr><th>Quarter</th><th>KG Residual Waste</th></tr><tr><td>Q1 21-22</td><td>84.0</td></tr><tr><td>Q2 21-22</td><td>92.0</td></tr><tr><td>Q3 21-22</td><td>90.0</td></tr><tr><td>Q4 21-22</td><td>84.0</td></tr><tr><td>Q1 22-23</td><td>82.0</td></tr><tr><td>Q2 22-23</td><td>90.0</td></tr><tr><td>Q3 22-23</td><td>90.0</td></tr><tr><td>Q4 22-23</td><td>94.0</td></tr><tr><td>Q1 23-24</td><td>85.0</td></tr><tr><td>Q2 23-24</td><td>91.0</td></tr><tr><td>Q3 23-24</td><td>90.0</td></tr><tr><td>Q4 23-24</td><td>81.0</td></tr><tr><td>Q1 24-25</td><td>89.0</td></tr><tr><td>Q2 24-25</td><td>87.0</td></tr><tr><td>Q3 24-25</td><td>79.80</td></tr></table></div>	Quarter	KG Residual Waste	Q1 21-22	84.0	Q2 21-22	92.0	Q3 21-22	90.0	Q4 21-22	84.0	Q1 22-23	82.0	Q2 22-23	90.0	Q3 22-23	90.0	Q4 22-23	94.0	Q1 23-24	85.0	Q2 23-24	91.0	Q3 23-24	90.0	Q4 23-24	81.0	Q1 24-25	89.0	Q2 24-25	87.0	Q3 24-25	79.80	<p>The graph represents the correct figures for each quarter. However, there is a delay in receiving the data from Lancashire County Council, so they are reported on a quarter behind.</p> <p>Low is good</p>
Quarter	KG Residual Waste																																			
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			<div><p>(ANNUAL) - NUMBER OF PARKS AND CEMETERIES ACHIEVING THE GREEN FLAG AWARD</p><table><tr><th>Year</th><th>Number of Parks and Cemeteries</th></tr><tr><td>2021-22</td><td>5.0</td></tr><tr><td>2022-23</td><td>5.0</td></tr><tr><td>2023-24</td><td>5.0</td></tr><tr><td>2024-25</td><td>5.0</td></tr></table></div>	Year	Number of Parks and Cemeteries	2021-22	5.0	2022-23	5.0	2023-24	5.0	2024-25	5.0	<p>In 2024-25, 5 awards were retained which aligns to the previous year. The green flag scheme recognises and rewards well managed parks and green spaces, setting the benchmark standard for the management of recreational outdoor spaces across the UK.</p> <p>High is good</p>																						
Year	Number of Parks and Cemeteries																																			
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			<div><p>(ANNUAL) - NUMBER OF VOLUNTEER GROUPS SUPPORTING PARKS AND OPEN SPACES</p><table><tr><th>Year</th><th>Number of Volunteer Groups</th></tr><tr><td>2021-22</td><td>30.0</td></tr><tr><td>2022-23</td><td>28.0</td></tr><tr><td>2023-24</td><td>35.0</td></tr><tr><td>2024-25</td><td>45.0</td></tr></table></div>	Year	Number of Volunteer Groups	2021-22	30.0	2022-23	28.0	2023-24	35.0	2024-25	45.0	<p>The performance has significantly increased from the previous year, with an increase of 10 volunteer groups. This increase has been achieved due to additional litter picking groups being established which is linked with the increased awareness raised through social media.</p> <p>Volunteers are a vital asset to parks, enabling them to function more efficiently while connecting communities to nature. The ways in which volunteers help can include litter picking, planting and raising funds for playground renovations. They also strengthen community engagement, fostering a sense of ownership and responsibility within the community.</p> <p>High is good</p>																						
Year	Number of Volunteer Groups																																			
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S			<div><p>DIESEL CONSUMPTION OF COUNCIL VEHICLE FLEET (LTRS)</p><table><tr><th>Quarter</th><th>Diesel Consumption (LTRS)</th></tr><tr><td>Q1 21-22</td><td>116,000</td></tr><tr><td>Q2 21-22</td><td>119,000</td></tr><tr><td>Q3 21-22</td><td>107,000</td></tr><tr><td>Q4 21-22</td><td>114,000</td></tr><tr><td>Q1 22-23</td><td>118,000</td></tr><tr><td>Q2 22-23</td><td>117,000</td></tr><tr><td>Q3 22-23</td><td>104,000</td></tr><tr><td>Q4 22-23</td><td>113,000</td></tr><tr><td>Q1 23-24</td><td>114,000</td></tr><tr><td>Q2 23-24</td><td>117,000</td></tr><tr><td>Q3 23-24</td><td>116,000</td></tr><tr><td>Q4 23-24</td><td>112,000</td></tr><tr><td>Q1 24-25</td><td>115,000</td></tr><tr><td>Q2 24-25</td><td>120,000</td></tr><tr><td>Q3 24-25</td><td>112,000</td></tr><tr><td>Q4 24-25</td><td>106,381</td></tr></table></div>	Quarter	Diesel Consumption (LTRS)	Q1 21-22	116,000	Q2 21-22	119,000	Q3 21-22	107,000	Q4 21-22	114,000	Q1 22-23	118,000	Q2 22-23	117,000	Q3 22-23	104,000	Q4 22-23	113,000	Q1 23-24	114,000	Q2 23-24	117,000	Q3 23-24	116,000	Q4 23-24	112,000	Q1 24-25	115,000	Q2 24-25	120,000	Q3 24-25	112,000	Q4 24-25	106,381	<div><p>No comment available.</p><p>Low is good</p></div>
Quarter	Diesel Consumption (LTRS)																																					
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S		<div><p>COST/M2 ENERGY ACROSS CORPORATE BUILDINGS (QUARTER BEHIND)</p><table><tr><th>Quarter</th><th>Cost/M2 Energy (£)</th></tr><tr><td>Q2 22-23</td><td>6.50</td></tr><tr><td>Q3 22-23</td><td>12.50</td></tr><tr><td>Q4 22-23</td><td>13.00</td></tr><tr><td>Q1 23-24</td><td>9.00</td></tr><tr><td>Q2 23-24</td><td>9.50</td></tr><tr><td>Q3 23-24</td><td>0.00</td></tr><tr><td>Q4 23-24</td><td>16.50</td></tr><tr><td>Q1 24-25</td><td>6.00</td></tr><tr><td>Q2 24-25</td><td>6.00</td></tr><tr><td>Q3 24-25</td><td>10.22</td></tr></table></div>	Quarter	Cost/M2 Energy (£)	Q2 22-23	6.50	Q3 22-23	12.50	Q4 22-23	13.00	Q1 23-24	9.00	Q2 23-24	9.50	Q3 23-24	0.00	Q4 23-24	16.50	Q1 24-25	6.00	Q2 24-25	6.00	Q3 24-25	10.22	<div><p>Energy consumption has slightly increased on 2023/24 figures, but energy costs have decreased over the same period. Further analysis would be required to check for reasons for consumption increase.</p><p>The graph represents the correct data for each quarter, but the measure is reported on a quarter behind.</p><p>Low is good</p></div>													
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S		<div><p>GAS AND ELECTRICITY KWH USAGE IN COUNCIL BUILDINGS (QUARTER BEHIND)</p><table><tr><th>Quarter</th><th>Gas KWH usage (quarter behind)</th><th>Electricity KWH usage (quarter behind)</th></tr><tr><td>Q2 22-23</td><td>100,000</td><td>600,000</td></tr><tr><td>Q3 22-23</td><td>800,000</td><td>1,000,000</td></tr><tr><td>Q4 22-23</td><td>800,000</td><td>1,200,000</td></tr><tr><td>Q1 23-24</td><td>200,000</td><td>600,000</td></tr><tr><td>Q2 23-24</td><td>100,000</td><td>600,000</td></tr><tr><td>Q3 23-24</td><td>700,000</td><td>0.00</td></tr><tr><td>Q4 23-24</td><td>800,000</td><td>1,000,000</td></tr><tr><td>Q1 24-25</td><td>200,000</td><td>600,000</td></tr><tr><td>Q2 24-25</td><td>100,000</td><td>600,000</td></tr><tr><td>Q3 24-25</td><td>662,170</td><td>1,069,054</td></tr></table></div>	Quarter	Gas KWH usage (quarter behind)	Electricity KWH usage (quarter behind)	Q2 22-23	100,000	600,000	Q3 22-23	800,000	1,000,000	Q4 22-23	800,000	1,200,000	Q1 23-24	200,000	600,000	Q2 23-24	100,000	600,000	Q3 23-24	700,000	0.00	Q4 23-24	800,000	1,000,000	Q1 24-25	200,000	600,000	Q2 24-25	100,000	600,000	Q3 24-25	662,170	1,069,054	<div><p>Comparison with same period from previous year shows consumption of gas has seen a slight decrease.</p><p>Comparison with same period from previous year shows consumption of electricity has seen a slight increase. Further analysis of both measures would be required to determine the cause for this change.</p><p>The graph represents the correct data for each quarter, but the measure is reported on a quarter behind.</p><p>Low is good</p></div>		
Quarter	Gas KWH usage (quarter behind)	Electricity KWH usage (quarter behind)																																				
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Healthy & Happy Communities (Social)

Priority		Measure and Direction of Travel	Comments																																		
	H	<div><p>NUMBER OF PEOPLE STATUTORILY HOMELESS</p><table><thead><tr><th>Quarter</th><th>Number of People</th></tr></thead><tbody><tr><td>Q1 21-22</td><td>12</td></tr><tr><td>Q2 21-22</td><td>7</td></tr><tr><td>Q3 21-22</td><td>10</td></tr><tr><td>Q4 21-22</td><td>13</td></tr><tr><td>Q1 22-23</td><td>10</td></tr><tr><td>Q2 22-23</td><td>7</td></tr><tr><td>Q3 22-23</td><td>15</td></tr><tr><td>Q4 22-23</td><td>24</td></tr><tr><td>Q1 23-24</td><td>2</td></tr><tr><td>Q2 23-24</td><td>7</td></tr><tr><td>Q3 23-24</td><td>17</td></tr><tr><td>Q4 23-24</td><td>18</td></tr><tr><td>Q1 24-25</td><td>32</td></tr><tr><td>Q2 24-25</td><td>8</td></tr><tr><td>Q3 24-25</td><td>10</td></tr><tr><td>Q4 24-25</td><td>8</td></tr></tbody></table></div>	Quarter	Number of People	Q1 21-22	12	Q2 21-22	7	Q3 21-22	10	Q4 21-22	13	Q1 22-23	10	Q2 22-23	7	Q3 22-23	15	Q4 22-23	24	Q1 23-24	2	Q2 23-24	7	Q3 23-24	17	Q4 23-24	18	Q1 24-25	32	Q2 24-25	8	Q3 24-25	10	Q4 24-25	8	<p>There were 8 re-housing duties where the Council owed a full rehousing duty in Quarter 4 which is a slight reduction from the previous quarter. In addition, the Council separately made 6 intentionally homeless decision, 31 non-priority homeless decisions and one decision where the applicant was not homeless in the quarter.</p> <p>Low is good</p>
Quarter	Number of People																																				
Q1 21-22	12																																				
Q2 21-22	7																																				
Q3 21-22	10																																				
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		H		<div><div>NUMBER OF DISABLED FACILITIES GRANTS COMPLETED</div><table><tr><th>Quarter</th><th>Grants Completed</th></tr><tr><td>Q1 21-22</td><td>75</td></tr><tr><td>Q2 21-22</td><td>75</td></tr><tr><td>Q3 21-22</td><td>100</td></tr><tr><td>Q4 21-22</td><td>88</td></tr><tr><td>Q1 22-23</td><td>115</td></tr><tr><td>Q2 22-23</td><td>90</td></tr><tr><td>Q3 22-23</td><td>85</td></tr><tr><td>Q4 22-23</td><td>75</td></tr><tr><td>Q1 23-24</td><td>65</td></tr><tr><td>Q2 23-24</td><td>90</td></tr><tr><td>Q3 23-24</td><td>92</td></tr><tr><td>Q4 23-24</td><td>80</td></tr><tr><td>Q1 24-25</td><td>115</td></tr><tr><td>Q2 24-25</td><td>100</td></tr><tr><td>Q3 24-25</td><td>85</td></tr><tr><td>Q4 24-25</td><td>68</td></tr></table></div>	Quarter	Grants Completed	Q1 21-22	75	Q2 21-22	75	Q3 21-22	100	Q4 21-22	88	Q1 22-23	115	Q2 22-23	90	Q3 22-23	85	Q4 22-23	75	Q1 23-24	65	Q2 23-24	90	Q3 23-24	92	Q4 23-24	80	Q1 24-25	115	Q2 24-25	100	Q3 24-25	85	Q4 24-25	68	<p>370 grants were completed in 24/25 with a total spend of £2,516,067. The average completed grant including fees was £6,757.00, well below the national average. The 24/25 grant allocation was £2,338,873 with an additional allocation of £321,829 received in February 25. Any unspent allocation is carried forward and added to the 25/26 grant allocation, which has been confirmed at the same level as 24/25.</p> <p>High is good</p>																	
Quarter	Grants Completed																																																							
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		H		<div><div>NUMBER OF PROPERTIES IMPROVED</div><table><tr><th>Quarter</th><th>Properties Improved</th></tr><tr><td>Q1 21-22</td><td>60</td></tr><tr><td>Q2 21-22</td><td>60</td></tr><tr><td>Q3 21-22</td><td>65</td></tr><tr><td>Q4 21-22</td><td>45</td></tr><tr><td>Q1 22-23</td><td>95</td></tr><tr><td>Q2 22-23</td><td>125</td></tr><tr><td>Q3 22-23</td><td>90</td></tr><tr><td>Q4 22-23</td><td>65</td></tr><tr><td>Q1 23-24</td><td>135</td></tr><tr><td>Q2 23-24</td><td>70</td></tr><tr><td>Q3 23-24</td><td>65</td></tr><tr><td>Q4 23-24</td><td>85</td></tr><tr><td>Q1 24-25</td><td>78</td></tr><tr><td>Q2 24-25</td><td>58</td></tr><tr><td>Q3 24-25</td><td>90</td></tr><tr><td>Q4 24-25</td><td>72</td></tr></table></div>	Quarter	Properties Improved	Q1 21-22	60	Q2 21-22	60	Q3 21-22	65	Q4 21-22	45	Q1 22-23	95	Q2 22-23	125	Q3 22-23	90	Q4 22-23	65	Q1 23-24	135	Q2 23-24	70	Q3 23-24	65	Q4 23-24	85	Q1 24-25	78	Q2 24-25	58	Q3 24-25	90	Q4 24-25	72	<p>Damp, mould and excess cold continue to be the most common complaints. The creation of an online process for HMO licensing applications was completed in this quarter and we are still waiting for legislative changes.</p> <p>High is good</p>																	
Quarter	Properties Improved																																																							
Q1 21-22	60																																																							
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I		H		<div><div>% OF PREMISES SCORING 4 OR HIGHER ON THE FOOD HYGIENE RATING SCHEME</div><table><tr><th>Quarter</th><th>% of Premises</th></tr><tr><td>Q1 21-22</td><td>90.5</td></tr><tr><td>Q2 21-22</td><td>97.0</td></tr><tr><td>Q3 21-22</td><td>90.5</td></tr><tr><td>Q4 21-22</td><td>90.0</td></tr><tr><td>Q1 22-23</td><td>90.0</td></tr><tr><td>Q2 22-23</td><td>89.5</td></tr><tr><td>Q3 22-23</td><td>90.5</td></tr><tr><td>Q4 22-23</td><td>91.0</td></tr><tr><td>Q1 23-24</td><td>93.0</td></tr><tr><td>Q2 23-24</td><td>92.5</td></tr><tr><td>Q3 23-24</td><td>92.8</td></tr><tr><td>Q4 23-24</td><td>93.0</td></tr><tr><td>Q1 24-25</td><td>94.0</td></tr><tr><td>Q2 24-25</td><td>93.2</td></tr><tr><td>Q3 24-25</td><td>93.0</td></tr><tr><td>Q4 24-25</td><td>93.0</td></tr></table></div>	Quarter	% of Premises	Q1 21-22	90.5	Q2 21-22	97.0	Q3 21-22	90.5	Q4 21-22	90.0	Q1 22-23	90.0	Q2 22-23	89.5	Q3 22-23	90.5	Q4 22-23	91.0	Q1 23-24	93.0	Q2 23-24	92.5	Q3 23-24	92.8	Q4 23-24	93.0	Q1 24-25	94.0	Q2 24-25	93.2	Q3 24-25	93.0	Q4 24-25	93.0	<p>93% of premises scored 4 or higher but there were 98% of premises that scored 3 or higher which is considered generally satisfactory.</p> <p>Note - 3* = satisfactory, 4* = good</p> <p>High is good</p>																	
Quarter	% of Premises																																																							
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Q1 23-24	93.0																																																							
Q2 23-24	92.5																																																							
Q3 23-24	92.8																																																							
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		H		<div><div>NUMBER OF ADMISSIONS TO SALT AYRE LEISURE CENTRE</div><table><tr><th>Quarter</th><th>Admissions</th><th>Target</th></tr><tr><td>Q1 21-22</td><td>120,000</td><td>-</td></tr><tr><td>Q2 21-22</td><td>165,000</td><td>-</td></tr><tr><td>Q3 21-22</td><td>180,000</td><td>-</td></tr><tr><td>Q4 21-22</td><td>235,000</td><td>-</td></tr><tr><td>Q1 22-23</td><td>225,000</td><td>120,000</td></tr><tr><td>Q2 22-23</td><td>225,000</td><td>165,000</td></tr><tr><td>Q3 22-23</td><td>215,000</td><td>180,000</td></tr><tr><td>Q4 22-23</td><td>265,000</td><td>235,000</td></tr><tr><td>Q1 23-24</td><td>225,000</td><td>225,000</td></tr><tr><td>Q2 23-24</td><td>250,000</td><td>225,000</td></tr><tr><td>Q3 23-24</td><td>225,000</td><td>215,000</td></tr><tr><td>Q4 23-24</td><td>250,000</td><td>265,000</td></tr><tr><td>Q1 24-25</td><td>235,000</td><td>225,000</td></tr><tr><td>Q2 24-25</td><td>235,000</td><td>250,000</td></tr><tr><td>Q3 24-25</td><td>220,000</td><td>215,000</td></tr><tr><td>Q4 24-25</td><td>249,196</td><td>249,704</td></tr></table></div>	Quarter	Admissions	Target	Q1 21-22	120,000	-	Q2 21-22	165,000	-	Q3 21-22	180,000	-	Q4 21-22	235,000	-	Q1 22-23	225,000	120,000	Q2 22-23	225,000	165,000	Q3 22-23	215,000	180,000	Q4 22-23	265,000	235,000	Q1 23-24	225,000	225,000	Q2 23-24	250,000	225,000	Q3 23-24	225,000	215,000	Q4 23-24	250,000	265,000	Q1 24-25	235,000	225,000	Q2 24-25	235,000	250,000	Q3 24-25	220,000	215,000	Q4 24-25	249,196	249,704	<p>Year on year figures are similar with a small decrease in Q4. Whilst some areas are performing well, swimming enrolments are slightly down due to shortage of teachers and will have contributed to the negligible reduction. This is being addressed through training and recruitment processes.</p> <p>High is good</p>
Quarter	Admissions	Target																																																						
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	H	<p>AVERAGE TIME TAKEN TO RE-LET COUNCIL HOUSES (DAYS)</p> <table><tr><th>Period</th><th>Average time taken to re-let Council houses (days)</th><th>Internal KPI (<25 days)</th></tr><tr><td>Q1 21-22</td><td>~52</td><td>25</td></tr><tr><td>Q2 21-22</td><td>~58</td><td>25</td></tr><tr><td>Q3 21-22</td><td>~62</td><td>25</td></tr><tr><td>Q4 21-22</td><td>~65</td><td>25</td></tr><tr><td>Q1 22-23</td><td>~25</td><td>25</td></tr><tr><td>Q2 22-23</td><td>~27</td><td>25</td></tr><tr><td>Q3 22-23</td><td>~26</td><td>25</td></tr><tr><td>Q4 22-23</td><td>~28</td><td>25</td></tr><tr><td>Q1 23-24</td><td>~20</td><td>25</td></tr><tr><td>Q2 23-24</td><td>~18</td><td>25</td></tr><tr><td>Q3 23-24</td><td>~19</td><td>25</td></tr><tr><td>Q4 23-24</td><td>~20</td><td>25</td></tr><tr><td>Q1 24-25</td><td>~23</td><td>25</td></tr><tr><td>Q2 24-25</td><td>~24</td><td>25</td></tr><tr><td>Q3 24-25</td><td>~25</td><td>25</td></tr><tr><td>Q4 24-25</td><td>24.58</td><td>25</td></tr></table>	Period	Average time taken to re-let Council houses (days)	Internal KPI (<25 days)	Q1 21-22	~52	25	Q2 21-22	~58	25	Q3 21-22	~62	25	Q4 21-22	~65	25	Q1 22-23	~25	25	Q2 22-23	~27	25	Q3 22-23	~26	25	Q4 22-23	~28	25	Q1 23-24	~20	25	Q2 23-24	~18	25	Q3 23-24	~19	25	Q4 23-24	~20	25	Q1 24-25	~23	25	Q2 24-25	~24	25	Q3 24-25	~25	25	Q4 24-25	24.58	25	<p>Performance meets our internal target of 25 days for standard relet times.</p> <p>Low is good</p>
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	H	<p>(ANNUAL) - NUMBER OF PEOPLE RECORDED SLEEPING ROUGH</p> <table><tr><th>Year</th><th>Number of people recorded sleeping rough</th></tr><tr><td>2021-22</td><td>4.0</td></tr><tr><td>2022-23</td><td>3.0</td></tr><tr><td>2023-24</td><td>4.0</td></tr><tr><td>2024-25</td><td>3.0</td></tr></table>	Year	Number of people recorded sleeping rough	2021-22	4.0	2022-23	3.0	2023-24	4.0	2024-25	3.0	<p>The annual number of people recorded sleeping rough for 24-25 is 3 people. This is based on the most recent monthly snapshot that was recorded on 28th March. As Lancaster City Council receive rough sleeper initiative funding there is a requirement to carry out a monthly rough sleeper count and submit this to central Government each month. The figures fluctuate during the course of each month, but an internal figure of 2.0 people is set. This target may not be deemed achievable due to the current housing crisis.</p> <p>Low is good</p>																																									
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A Co-operative, Kind and Responsible Council (Governance)

Priority				Measure and Direction of Travel	Comments																																		
			R	<div><p>AVERAGE NUMBER OF DAYS' SICKNESS PER FULL-TIME EQUIVALENT</p><table><thead><tr><th>Period</th><th>Average Days' Sickness</th></tr></thead><tbody><tr><td>Q1 23-24</td><td>2.9</td></tr><tr><td>Q2 23-24</td><td>2.7</td></tr><tr><td>Q3 23-24</td><td>2.9</td></tr><tr><td>Q4 23-24</td><td>1.8</td></tr><tr><td>Q1 24-25</td><td>1.6</td></tr><tr><td>Q2 24-25</td><td>2.3</td></tr><tr><td>Q3 24-25</td><td>2.3</td></tr><tr><td>Q4 24-25</td><td>2.43</td></tr></tbody></table></div>	Period	Average Days' Sickness	Q1 23-24	2.9	Q2 23-24	2.7	Q3 23-24	2.9	Q4 23-24	1.8	Q1 24-25	1.6	Q2 24-25	2.3	Q3 24-25	2.3	Q4 24-25	2.43	<p>The average for Q4 is slightly higher than that for Q3 (0.09 difference) - there has been a decrease in days lost due to mental health/stress-related sickness, but an increase in days lost due to coughs/colds/viruses/chest infections which have been mainly short-term and are more prominent in Q4 which crosses the winter period.</p> <p>There has also been an increase in the number of new long-term sickness cases, although the majority of these have now returned to work.</p> <p>Musculoskeletal-related sickness remains high compared to Q4 last year, with progress/returns to work limited by increasingly long NHS waiting times for treatment/specialist appointments/surgery. The Council pays for 4 sessions with a local physiotherapist for employees where this would help them to return to work or reduce the likelihood that they will be off work.</p> <p>Low is good</p>																
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			R	<div><p>OCCUPANCY RATES FOR COMMERCIAL PROPERTIES (%)</p><table><thead><tr><th>Period</th><th>Occupancy Rate (%)</th></tr></thead><tbody><tr><td>Q1 21-22</td><td>96.5</td></tr><tr><td>Q2 21-22</td><td>97.0</td></tr><tr><td>Q3 21-22</td><td>97.0</td></tr><tr><td>Q4 21-22</td><td>97.0</td></tr><tr><td>Q1 22-23</td><td>96.5</td></tr><tr><td>Q2 22-23</td><td>98.5</td></tr><tr><td>Q3 22-23</td><td>98.5</td></tr><tr><td>Q4 22-23</td><td>98.5</td></tr><tr><td>Q1 23-24</td><td>98.0</td></tr><tr><td>Q2 23-24</td><td>97.5</td></tr><tr><td>Q3 23-24</td><td>97.5</td></tr><tr><td>Q4 23-24</td><td>97.5</td></tr><tr><td>Q1 24-25</td><td>91.5</td></tr><tr><td>Q2 24-25</td><td>91.0</td></tr><tr><td>Q3 24-25</td><td>90.0</td></tr><tr><td>Q4 24-25</td><td>89.61</td></tr></tbody></table></div>	Period	Occupancy Rate (%)	Q1 21-22	96.5	Q2 21-22	97.0	Q3 21-22	97.0	Q4 21-22	97.0	Q1 22-23	96.5	Q2 22-23	98.5	Q3 22-23	98.5	Q4 22-23	98.5	Q1 23-24	98.0	Q2 23-24	97.5	Q3 23-24	97.5	Q4 23-24	97.5	Q1 24-25	91.5	Q2 24-25	91.0	Q3 24-25	90.0	Q4 24-25	89.61	<p>The occupancy rate remains high although there has been a slight reduction on the last quarter's figures. This relates to 2 further tenants vacating premises on lease expiry and further commercial space coming back on to programme.</p> <p>The Estates team are actively progressing deals on the majority of LCC's void commercial space which will translate into improved figures going forward.</p> <p>High is good</p>
Period	Occupancy Rate (%)																																						
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		H	R	<div><div><div>AVERAGE TIME TAKEN TO PROCESS NEW HOUSING BENEFIT CLAIMS (DAYS)</div><table><tr><th>Quarter</th><th>Average Time (Days)</th></tr><tr><td>Q1 21-22</td><td>20.5</td></tr><tr><td>Q2 21-22</td><td>19.5</td></tr><tr><td>Q3 21-22</td><td>24.0</td></tr><tr><td>Q4 21-22</td><td>25.5</td></tr><tr><td>Q1 22-23</td><td>30.0</td></tr><tr><td>Q2 22-23</td><td>21.0</td></tr><tr><td>Q3 22-23</td><td>16.0</td></tr><tr><td>Q4 22-23</td><td>17.0</td></tr><tr><td>Q1 23-24</td><td>24.5</td></tr><tr><td>Q2 23-24</td><td>26.5</td></tr><tr><td>Q3 23-24</td><td>17.0</td></tr><tr><td>Q4 23-24</td><td>11.0</td></tr><tr><td>Q1 24-25</td><td>19.0</td></tr><tr><td>Q2 24-25</td><td>22.5</td></tr><tr><td>Q3 24-25</td><td>17.0</td></tr><tr><td>Q4 24-25</td><td>20.37</td></tr></table></div></div>	Quarter	Average Time (Days)	Q1 21-22	20.5	Q2 21-22	19.5	Q3 21-22	24.0	Q4 21-22	25.5	Q1 22-23	30.0	Q2 22-23	21.0	Q3 22-23	16.0	Q4 22-23	17.0	Q1 23-24	24.5	Q2 23-24	26.5	Q3 23-24	17.0	Q4 23-24	11.0	Q1 24-25	19.0	Q2 24-25	22.5	Q3 24-25	17.0	Q4 24-25	20.37	<div>No comment available.</div> <div>Low is good</div>
Quarter	Average Time (Days)																																						
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LANCASTER

CITY COUNCIL

Promoting City, Coast & Countryside

Corporate programmes and projects updates – 31st March 2025 (Q4)

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)

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

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

G

Green – The project is on track (within the project tolerance)

H

On hold

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	Grants to the supported projects are being paid until the end of Q4 24/25.	Q4 24/25	Complete	N/A	C C C
I	S			Canal Quarter Phase 3 (part of Canal Quarter programme)	Officers continue to develop options for temporary surface parking, permanent additional parking, and long-term parking solutions to mitigate concerns around potential loss of car parking sites on Canal Quarter. Depending on the outcome of this work there may be implications on the timing for subsequent progress of releasing land for housing development.	Phase 3 – Q3 26/27 Phase 4 – Q3 26/27 Phase 5 – Q1 28/29	Delivery	15/04/25	G G G
I	S			Our Future Coast	Update report to follow.	** Q1 27/28	Delivery	N/A	X X X
I				Fair Work Charter	Slight changes have been made to the Fair Work Charter to reflect queries raised by stakeholders and the current economic climate. This has been presented to Portfolio Holders for comments. Two versions of the charter to be prepared with contemporaneous amendments and the steering group, including Cllr Wood, to meet to agree a final version. The steering group meeting will be arranged mid-May 2025.	** Q1 25/26	Delivery	25/04/25	G G G
I				1 Lodge Street Urgent Structural Repairs	Works this quarter focused on internal structural adjustments and the first fix of joinery to the ground floor to create the layout of the front of house, recording and rehearsal spaces (Phase 2aa). Considerable effort was made by various parties to ensure that the second instalment of UKSPF funds were fully utilised in time. Demolition work to the outrigger and the Coach House completed. Site clearance and final making good of the site remains underway but is partly constrained by essential drainage works required by Lancaster Musician's Co-operative which cannot be undertaken until the summer.	Q3 27/28	Delivery	28/04/25	A A A
I		H		Centenary House (formerly reported on as Morecambe Co-op Building Renovation)	The removal of accessible asbestos from the building and a soft strip has enabled a series of structural surveys, invasive surveys and materials testing to be completed. These clarify identified issues in the Defects Schedule and inform the next phase of works.	Q1 26/27	Delivery	28/04/25	A A G
I			R	Frontierland	The Competitive Dialogue Procurement for the former Frontierland site is live. The initial Selection Questionnaire stage closed to tenderers at the end of January. The tenderers with the most competitive SQ submissions have been selected to participate in the next stage of the Competitive Dialogue Procurement. In March the Introductory Dialogue session with the tenderers.	Current phase – Q1 25/26	Delivery	28/04/25	G A G
I				Heysham Gateway	A Pre-Planning Application has been submitted, and meetings have been held with city council planning officers and will continue to move through the formal protocol. Subject to securing additional funding from County Council and City Council, the proposal should move forward to full planning application and approval in the new year. However, no resources have been identified to date. The project may move to a market-based offer process and / or procurement to investigate whether a developer/investor partner can be secured to take the proposal further. Main Imperial Road site has been included in a national Government call for Artificial Intelligence Growth Zone led by Lancaster University.	Current phase – Q1 25/26	Detailed Design	15/04/25	A A A
I		H		Canal Quarter - Coopers Field	Coopers Field is inherently dependant on the outcome of the emerging car parking strategy, and until this is completed, further project work has been paused. Notwithstanding these options for identifying a partner to support bringing forward new housing are being considered and this will be presented to Cabinet in late Spring / early summer. This project will be led by Regeneration Team.	On hold	On hold	05/05/25	H H H
I		H		Eden Project Morecambe	Work has been progressing on the new design to cost programme, approval. Modelling shows the project is still viable and approval will be sought at the April Board meeting.	** Q2 28/29	Detailed Design	29/04/25	X G A
I	S			Lune Flood Protection, Caton Road	Update report to follow.	Unknown, due to discussion with developer	Feasibility	N/A	X X X

I		H	Williamson Park (Café and Play Development)	<p>OBR working group has commenced and have reviewed the Alliance Leisure RIBA S1 business case which reports a turn key project at £3.2M investment. Local architects Harrison Pitt have been engaged to undertake a piece of work to look at a deliverable scheme to RIBA S1 that could include different sites or structures which will assist the group in looking at cost benefit analysis and affordability.</p> <p>Operational Teams are working on temporary catering offer for the summer period given the decision to close the cafe in the long term.</p> <p>Discussions have taken place with Property Services in order to undertake the procurement exercise for demolition in order to understand the cost of removing the current structures.</p>	Unknown due to current stage.	Feasibility	18/04/25	X	X	X
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A Sustainable District (Environmental)										
Priority			Project Name		Update		Due Date		Stage	
									Updated	
									Status	
									Plan	
	S		Burrow Beck Solar Farm (part of Carbon Neutral Programme)		<p>Landscape preparation work was completed over winter. This includes hedge laying, coppicing and stock fencing. Focus has been on preparing the site for construction and simplifying the build for a contractor to improve the attractiveness pre-tender.</p> <p>An update to the layout design was needed, which required approval at Planning Regulatory Committee. Reports were also prepared and submitted at the same time to deal with pre-commencement planning conditions. These have included: <i>Construction Traffic Management Plans, Habitat Management and Monitoring Plans, Drainage Designs, Archaeology, Contaminated Land Assessment, Glint and Glare and Arboricultural Method Statements etc.</i></p> <p>This approach has created a “build ready site,” led to a successful procurement outcome and helped deliver a significant capital saving.</p>		Q2 25/26 (Nov 25)		Delivery	
			Public Sector Decarbonisation Scheme Phase 3c (part of Carbon Neutral Programme)		Update report to follow.		Q4 25/26 (Mar 26)		Detailed Design	
	S		Roof Mounted Solar Array – Gateway, White Lund (part of Carbon Neutral Programme)		<p>Detailed designs for the solar PV have been completed. Designs were optimised to reduce shading and avoid covering the skylights. As a result, the system size reduced from 982kWp to 782kWp. Commercials and ROI remain positive.</p> <p>To deliver economies of scale, the project has been packaged together with a much larger solar project at Burrow Beck, helping deliver a capital underspend. Instillation is scheduled for 25/26 with the larger project taking priority.</p>		** Q4 25/26 (Mar 26)		Detailed Design	

Healthy & Happy Communities (Social)										
Priority			Project Name		Update		Due Date		Stage	
									Updated	
									Status	
									Plan	
	S	H	My Mainway (part of Homes Programme)		<p>Full planning permission for 135 new Council dwellings (93 apartments and 42 terraced houses) on the former Skerton High School (SHS) site was granted in December and the attached planning conditions sign off.</p> <p>The successful planning application achieves a major project milestone and marks the transition of the scheme from design brief to a deliverable construction project once funding is secured.</p> <p>Business cases for bringing forward new housing exist and have been presented to CAG, these are being further developed to align more closely with Homes England, Treasury guidelines and overseen by the Mainway Project Board, which has met on a monthly basis throughout Q4. Due to delays in funding opportunities the project is running behind schedule against the original plan for development (although a new Homes England programme has been intimated at the end of the quarter with further detail anticipated at the Spending Review). Whilst the costs have increased aligned with additional planning requirements, taking the application from hybrid to full, no further costs in relation to this project have been incurred through Q4.</p>		** Q4 27/28		Detailed Business Case	
	S	H	Extra Care Scheme (part of Homes Programme)		Update to follow.		Closed		Closed	

				A Co-operative, Kind and Responsible Council (Governance)							
Priority				Project Name	Update	Due Date	Stage	Updated	Status		
									Plan	Cost	Scope
			R	Outcomes Based Resourcing (OBR) / Fit for the Future (FFTF)	Work is underway for phase 1 projects to start to report on the benefits they have achieved to date. Some of the benefits will take some time to filter through, so will not be measurable until the end of Q4 25/26. Planning for phase 2 of the programme is underway. Some projects have slipped from phase 1 to phase 2. 12 phase 1 projects remain open and progressing.	Current phase from Q3 24/25 to Q3 25/26	Delivery	15/04/25	A	G	G
I		H	R	UK Shared Prosperity Fund (UKSPF)	Update report to follow.	** Current Phase – Q4 24/25	Delivery	N/A	X	X	X
			R	High-Capacity Fibre Cable Network Provision (part of Digital Programme)	The project is moving into business as usual. Project review report to follow in Q1.	N/A	Closed	N/A	C	C	C
	S		R	White Lund Depot	Phase 1: the installation and handover of the new modular buildings (Canteen, Welfare facility and Office) was completed January 17 th 2025, and is now in defects period. Phase 2: the demolition of the old Office block is currently at tender stage, with a contract to be agreed during April. Completion of the demolition is expected early Q2. Other works: there are various periphery works which have arisen due to the installations and demolitions, such as ground works, safe pedestrian walk ways, demolition of the small old Canteen building, amendments to external lighting etc. This is expected to be completed during Q1, with the whole project expected to conclude by end Q2, excepting defects periods.	Demolition Q2 25/26	Delivery	16/04/25	G	G	G

BUDGET AND PERFORMANCE PANEL**Budget and Performance Panel – Work Programme****4th June 2025****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 In accordance with the Constitution all Councillors, the Chief Executive and the public have been asked for issues that should be considered for inclusion in the Scrutiny Work Programme. Comments will then be obtained on the issues from Senior Leadership Team and following a meeting with the Chair of Overview and Scrutiny Committee, this Panel and the Pre-Decision Scrutiny Champion recommendations will be made for consideration. These will be submitted to the Overview and Scrutiny Committee and any items that are within the Terms of Reference of the Panel will be reported as part of the Work Programme report. The standard items considered by this Panel are contained in Appendix A to this report.
- 2.2 The Panel is asked to consider its Work Programme in accordance with its Terms of Reference.

3. Training

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

Treasury Management

The CIPFA Treasury Management Code requires the responsible officer (Chief Officer Resources) to ensure that Members with responsibility for Treasury Management receive adequate training. This especially applies to Councillors responsible for scrutiny in the Council's case, Budget and Performance Panel.

Budget and Project Monitoring (Delivering Our Priorities)

A key role of the Budget and Performance Panel ensuring effective scrutiny of the Council's financial and non-financial performance. Operational and Navigational training on the spreadsheets used to produce the quarterly Delivering Our Priorities (DoP).

Introductory Capital Financing

Scrutiny Training provided by the Centre for Governance and Scrutiny (CfGS) - Teams

The Centre for Governance and Scrutiny (CfGS) has previously provided training. A recording is available on the For Councillors Scrutiny intranet page.

- 3.2 Members may wish to suggest additional training or request areas for closer scrutiny in line with the Panel's Terms of Reference at Appendix B.

RELATIONSHIP TO POLICY FRAMEWORK

There are no direct implications as a result of this report.

CONCLUSION OF IMPACT ASSESSMENT

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

There are no direct implications as a result of this report.

LEGAL IMPLICATIONS

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.

FINANCIAL IMPLICATIONS

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.

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

None.

SECTION 151 OFFICER'S COMMENTS

The S151 officer has been consulted and has no comments to make.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

None.

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Budget and Performance Panel Work Programme

Meeting Date	Agenda Item	Provider
4 th June 2025	Delivering Our Priorities - to inform on staff vacancies, the well-being of Council staff and how the Council are to fill vacancies.	Chief Officer – People & Policy
4 th June 2025	Strategic Risk Management. (1) That Risk Management Guidance be shared with Members of the Panel to enable assurances to be robustly scrutinised. (2) That the effectiveness of the mitigation factors, in particular with regard to Risk 3 – SR03, be increased to reduce the likelihood of risk. Note: Risk Management Policy (March 2024) shared at the meeting on 19 th February 2005.	Chief Officer – People & Policy
4 th June 2025	Referral from Overview and Scrutiny Committee. Performance Indicator and Project Reporting Systems Are the current key performance indicator and project reporting systems fit for purpose to provide the information we need as Councillors to help us understand what is happening in our Wards?	Chief Officer – People & Policy
4 th June 2025	Referral from Overview and Scrutiny Committee.	Chief Officer – People & Policy

	<p>Benchmarking</p> <p>What big ticket services and outcome should we be benchmarking, where would we get data from and how would we use it to improve our performance? Invite Chief Officer – People and Policy and Projects and Performance Manager to November 2024 meeting to inform on Performance Management.</p>	
4 th June 2025	Delivering Our Priorities - to inform on the HRA Capital Programme for Mainway.	Chief Officer – Housing & Property
4 th June 2025	<p>Commercial Property Income (exempt item).</p> <p>The following information be provided in the report to the Panel:</p> <ul style="list-style-type: none"> • The Gateway Building. <p>A general overview of the City Council's commercial properties, vacancies and occupation.</p>	Cabinet Member for Finance and Property/ Chief Officer Housing and Property
4 th June 2025	Strategic Risk Management Report	Chief Executive.
4 th June 2025	Delivering Our Priorities Q4 2024/25.	Chief Executive.
TBC – Minute 39 refers.	<p>Budget</p> <p>That a report and information be provided to the Panel regarding any ways being considered and proposals as part of the Fit for the Future project to generate income and realise income, subject to the Chief Officer – Resources/Section 151 Officer liaising with</p>	Cabinet/ Chief Finance Officer

	<p>the Chief Executive to ensure that the documentation is available for scrutiny.</p> <p>Note: Reported to meeting of BPP – 19th February 2025.</p> <p>The matter was discussed in more detail at the OBR Strategy and Co-Ordination Group and a meeting between SLT and Cabinet is due this month to review the initial Benefit Plans. Following this meeting there should be more clarity in how to progress this request and the Panel will be updated accordingly.</p>	
17 th September 2025	Delivering Our Priorities Q1 2025/26.	Cabinet/ Chief Executive/Chief Officer Finance
17 th September 2025	Provisional Revenue and Capital Outturn.	Cabinet/ Chief Officer Finance
17 th September 2025	Annual Treasury Management Outturn.	Cabinet/ Chief Officer Finance
3 rd December 2025	Treasury Management Mid-Year Review.	Cabinet/ Chief Officer Finance
14 th January 2026	Budget and Policy Framework General Fund Revenue Budget – Public Consultation.	Cabinet/ Chief Officer Finance
11 th February 2026	Capital Strategy (Investing in the Future).	Cabinet/ Chief Officer Finance
11 th February 2026	Treasury Management Strategy.	Cabinet/ Chief Officer Finance
11 th February 2026	Strategic Risk Management.	Cabinet/ Chief Officer People & Policy
11 th February 2026	Projects and Performance.	Cabinet/ Chief Officer People & Policy
11 th March 2026	TBD.	TBD.

Note: To invite Overview and Scrutiny Committee Members to the additional meeting arranged for 4th June 2025.

Training – Subject/date	Provider
TBD – see report.	TBD – see report.

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)