



Committee: CABINET

Date: TUESDAY, 3RD JUNE 2008

Venue: MORECAMBE TOWN HALL

Time: 10.00 A.M.

A G E N D A

At the time of publication portfolios have not been allocated.

1. **Apologies**

2. **Minutes**

To receive as a correct record the minutes of Cabinet held on Tuesday, 22nd April, 2008 and Special Cabinet held on Thursday, 1st May, 2008 (previously circulated).

3. **Items of Urgent Business Authorised by the Leader**

To consider any such items authorised by the Leader and to consider where in the agenda the item(s) are to be considered.

4. **Declarations of Interest**

To consider any such declarations.

5. **Public Speaking**

To consider any such requests received in accordance with the approved procedure.

Reports from Overview and Scrutiny

None.

Reports

6. **International Youth Games 2009** (Pages 1 - 3)

Report of the Chief Executive.

7. **Cabinet Appointments to Committees, Liaison Groups, Outside Bodies, Partnerships and Boards** (Pages 4 - 23)

Report of the Chief Executive.

8. **Morecambe Winter Gardens** (Pages 24 - 30)
Report of the Corporate Director (Regeneration).
9. **Comprehensive Performance Assessment Inspection 2007** (Pages 31 - 36)
Report of the Corporate Director (Finance and Performance).
10. **Lancashire Improvement and Efficiency Partnership** (Pages 37 - 43)
Report of the Corporate Director (Finance and Performance).
11. **Participatory Budgeting** (Pages 44 - 48)
Report of the Chief Executive.
12. **Community Cohesion** (Pages 49 - 55)
Report of the Chief Executive.
13. **Exclusion of the Press and Public**

Members are asked whether they need to declare any further declarations of interest regarding the exempt report.

Cabinet 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 paragraphs 3 and 5 of Schedule 12A of that Act.”

Members are reminded that, whilst the following items have been marked as exempt, it is for the Council itself to decide whether or not to consider each of them 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 should balance the interests of individuals or the Council itself in having access to information. In considering their discretion Members should also be mindful of the advice of Council Officers.
14. **Luneside East Regeneration Project**
Report of the Head of Planning Services to follow.

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Roger Mace (Chairman), Evelyn Archer, Jon Barry, Eileen Blamire, Abbott Bryning, Shirley Burns, Jane Fletcher, John Gilbert, Tony Johnson and David Kerr

(ii) Queries regarding this Agenda

Please contact Stephen Metcalfe, Democratic Services, telephone 01524 582073 or email smetcalfe@lancaster.gov.uk.

(iii) Apologies

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

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

Published on Thursday, 22nd May, 2008.

CABINET

**International Youth Games 2009
3rd June 2008**

Report of the Chief Executive

PURPOSE OF REPORT			
This report seeks agreement for Lancaster to host the International Youth Games in the summer of 2009 and to delegate the arrangements to the Head of Democratic Services and the Head of Cultural Services within the allocated budget.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date Included in Forward Plan	April 2008		
This report is public			

RECOMMENDATION

(1) That the International Youth Games be held in the Lancaster District in the Summer of 2009 and that the arrangements for the Games be delegated to the Head of Democratic Services and the Head of Cultural Services within the budget allocated.

(2) That an invitation for four civic delegates to attend from Twin Towns and two Civic Delegates from Associate Towns be extended on behalf of the City Council.

1.0 Introduction

1.1 The International Youth Games originated in the 1970s when the Danish town of Aalborg held a sporting event to which Lancaster City Council was invited to send a small team. This has developed over the years and Lancaster now participates in a four yearly games cycle involving Almere (Holland), Aalborg (Denmark) and Rendsberg (Germany).

1.2 Lancaster District last hosted the Games in 2005 and has participated in the Games in Almere in 2006 and in Aalborg last year. The City Council is also committed to sending a delegation to Rendsburg in the summer of 2008.

2.0 Proposal Details

2.1 It is proposed to hold the Games at the end of July/early August 2009. Delegations will be invited from all Lancaster's Twin Towns (Aalborg, Lublin, Perpignan, Vaxjo and Rendsburg) and it is usual to invite a small number to participate from our Associate Towns of Viana do Castelo and Almere.

- 2.2 It is also usual to extend an invitation to a Civic Delegation from each Twin and Associate Town, and this has traditionally been four from our Twin Towns and two from our Associate Towns to attend for the duration of the Games.
- 2.3 When the Games were last held in Lancaster discussions were held with the other host nations which resulted in a general agreement that the 'civic' element of the event should be more closely integrated with the sporting elements and attempts were made to ensure that there was time available for visiting Mayors to view the Games rather than organising separate events. This has resulted in a scaling down of the civic component of the visits by Aalborg and Rendsburg and this is a pattern likely to be followed by Lancaster City Council in 2009.
- 2.4 The towns of Almere, Aalborg and Rendsburg have also attempted to widen participation to other cultural events and there have been some dancing and artistic aspects included over the past 3 years. This too will be considered during the planning of the Games provided suitable volunteers can be found to organise an event suitable for other countries to take part in.

3.0 Details of Consultation

- 3.1 The Sports Leaders participating in the Games in 2008 have been consulted and local sports clubs will be consulted over their possible participation in 2009. The Twinning Society will also be asked to contribute to the hosting of the civic element of the Games as in previous years.

4.0 Options and Options Analysis (including risk assessment)

- 4.1 Option 1 is to hold the Games in the Lancaster District in the summer of 2009. This would enable the participation of young people from the District and would also maintain the four year cycle established for the Games, providing children of twinned towns the opportunity of visiting the Lancaster District and the experience of living with a local family.
- 4.2 There are risks associated with hosting in the Games in terms of the capacity of the Council to undertake such a resource intensive project and also in terms of the reliance on local sporting organisations and volunteers. However this was achieved in 2005 and making a decision at this stage enables the project to be well planned in advance and the workload spread as far as possible
- 4.3 Option 2 is not to host the Games in the Lancaster District in 2009.
- 4.4 The risk to the Council of not hosting the Games is in respect of its reputation both with other twinned cities and also with local children who will be expecting the opportunity to take part in Games in their home District.

5.0 Officer Preferred Option (and comments)

- 5.1 The Officer preferred option is to host the International Youth Games in the Lancaster District in 2009. The City Council does not participate in many twinning events, and this provides an opportunity to showcase the District to our Twin and Associate Towns and maintain the cultural experience for young people of the area.

6.0 Conclusion

6.1 The International Youth Games are an important part of the City Council's continued commitment to twinning. Holding the Games in the Lancaster District provides an opportunity for the area to be showcased to our Twin and Associate Towns, and also allows the opportunity for us to meet with our Civic counterparts and maintain these important relationships. It also allows children from other countries to experience life in an England.

RELATIONSHIP TO POLICY FRAMEWORK

Objective 6.3 of the 2008/09 Corporate Plan is to work to maintain a cohesive community where respect for all is valued and celebrated which will include targets for celebrating Civic Pride.

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

Should it be agreed to host the Games in 2009, all plans will take account of issues surrounding diversity, community safety and the welfare of children, and risk assessments will be carried out where necessary.

FINANCIAL IMPLICATIONS

£55,000 was included in the 2009/2010 Forecast budget as part of the 2008/09 budget process and this event can be delivered within that budget. Sponsorship will be sought to offset some costs, and a contribution from participants will be set at an appropriate level once plans are underway and costs are known; the revenue budget would then need to be grossed up accordingly. If Option 2 is preferred, however, a saving of £55,000 would be generated.

SECTION 151 OFFICER'S COMMENTS

The S151 Officer has been consulted and has no further comments to add.

LEGAL IMPLICATIONS

Although there are no direct legal implications in relation to this report, Legal Services will be consulted at all stages during the planning process.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

None.

Contact Officer: Lisa Jackson

Telephone: 01524 582070

E-mail: ljackson@lancaster.gov.uk

Ref:

CABINET

**CABINET APPOINTMENTS TO COMMITTEES, LIAISON
GROUPS, OUTSIDE BODIES,
PARTNERSHIPS AND BOARDS**

3rd June 2008

Report of Chief Executive

PURPOSE OF REPORT			
To consider the membership and terms of reference of the Cabinet Committee, Cabinet Liaison Groups and also Cabinet appointments to Outside Bodies, Partnerships and Boards.			
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input checked="" type="checkbox"/>
			Referral from Cabinet Member
Date Included in Forward Plan	N/A. This is a Non-Key Decision.		
This report is public.			

OFFICER RECOMMENDATIONS

- (1) That Cabinet considers whether to re-constitute the Committee and Liaison Groups previously constituted, as set out in Appendix B to the report.
- (2) That Cabinet considers whether any additional Committees or Liaison Groups are required and, if so, agrees their Terms of Reference.
- (3) That Cabinet Members be requested to consider and agree to the Membership of any Cabinet Committees approved in (1) above and, that with regard to Cabinet Liaison Groups, the Lead Cabinet Member of each Group be requested to inform the Chief Executive of the participants he/she wishes to invite to such meetings.
- (4) That Cabinet considers the appointments to Outside Bodies, Partnerships and Boards as set out in Appendix C to the report.
- (5) That Cabinet reviews the appointments to the Lancaster District Local Strategic Partnership Board and the Lancaster District Local Strategic Partnership Management Group, in accordance with Cabinet Minute 136 and notes the appointments to the LSP Thematic Groups (as listed in Appendix D) which have been made in accordance with the Council's urgent business procedure which will be reported to the meeting.

1. Cabinet Committees and Liaison Groups

1.1 In accordance with Part 4 Section 4 of the City Council's Constitution (extract attached at Appendix A) Members are requested to consider membership of Cabinet Committees and Liaison Groups.

1.2 Members are reminded that, at its meeting held on 20th March 2007, Cabinet considered a report of the Overview and Scrutiny Committee regarding the development of Liaison Groups. Concern was expressed at the way in which Cabinet Liaison Groups appeared to be developing and it was agreed that this should be expressed to Cabinet, particularly as they could be viewed as compromising the impartiality of the Overview and Scrutiny Committee. It was agreed that, in future, Cabinet does not request the Overview and Scrutiny Committee to make nominations to Cabinet Liaison Groups (Minute 129 refers).

1.4 Set out at Appendix B to the report are the meetings currently constituted for consideration as part of recommendation (1) above.

2. Options and Options Analysis

2.1 The options are:

2.1.1 To note existing arrangements and make no amendments other than to the memberships.

2.1.2 To consider and approve, where appropriate, any proposals from Cabinet Members.

3 Outside Bodies, Partnerships and Boards

3.1 Attached at Appendix C is a list of all organisations to which Cabinet makes appointments. The existing representative as appointed in 2007/08 is listed for information. In some cases where the Member is no longer a Cabinet Member this must be changed. Where the Member is a continuing member of Cabinet, Cabinet is requested to consider whether this appointment continues to be relevant or if any changes to portfolio responsibilities require that the appointment be changed.

3.2 Cabinet is reminded that it was agreed at its meeting on 18th March 2008 (Minute 136 refers) to review appointments to the Lancaster District Local Strategic Partnership Board and Management Group. Since then Council has agreed that all appointments relating to LSP bodies should be delegated to Cabinet and these, as far as is currently known, are listed in Appendix D.

3.3 A request has now been received from the Lancaster District Local Strategic Partnership Manager for nominated representatives and a named substitute for each of the Thematic Groups to be submitted to the LSP no later than 30th May. It has been necessary for these to be decided in consultation with the Leader in advance of this meeting of Cabinet. The nominations decided in this manner will be reported as soon as they are available.

4.0 Options and Options Analysis

4.1 With regard to Outside Bodies, Partnerships and Boards Cabinet is requested to make appointments, as set out in the Appendix to the report.

5.0 Officer Preferred Option and Comments

5.1 It is recommended that appointments be aligned as closely as possible to individual Cabinet Members' portfolios.

<p>RELATIONSHIP TO POLICY FRAMEWORK</p> <p>The establishment of Cabinet Committees and Cabinet Liaison Groups assists the Cabinet in the discharge of executive functions. Representation on Outside Bodies is part of the City Council's community leadership role.</p>	
<p>CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability etc)</p> <p>The proposals provide clear focus, transparency, accessibility and inclusiveness in the Council's Executive decision-making processes.</p>	
<p>FINANCIAL IMPLICATIONS</p> <p>There are no significant financial implications with regard to the recommendations. Resources are available to provide the necessary level of support. Members of outside bodies are entitled to travel expenses, which are currently being funded from within existing budgets.</p>	
<p>DEPUTY SECTION 151 OFFICER'S COMMENTS</p> <p>The Deputy Section 151 Officer has been consulted and has no further comments.</p>	
<p>LEGAL IMPLICATIONS</p> <p>Cabinet Committees and Liaison Groups are established in accordance with the City Council's Constitution.</p>	
<p>MONITORING OFFICER'S COMMENTS</p> <p>The Monitoring Officer has been consulted and has no further comments.</p>	
<p>BACKGROUND PAPERS</p> <p>Council Agenda and Minutes.</p>	<p>Contact Officer: Sharon Marsh Telephone: 582096 E-mail: smarsh@lancaster.gov.uk</p>

CONSTITUTION - CABINET PROCEDURE RULE EXTRACTS

Part 4, Section 4 Cabinet Procedure Rules

1. HOW THE CABINET OPERATES

1.1 Who May Make Executive Decisions?

The framework for how the Cabinet will function is set out in Article 7 of Part 2 of this Constitution and these Rules of Procedure. The functions that are the responsibility of the Cabinet are set out in Part 3, Section 2. Any Executive functions not set out there, will be a matter for the Cabinet collectively to decide how they are to be exercised. Executive functions can be discharged by:

- (i) the Cabinet collectively;
- (ii) an individual Cabinet Member (non-Key Decision only);
- (iii) a Committee of the Cabinet;
- (iv) an Officer;
- (v) an Area Committee;
- (vi) joint arrangements; or
- (vii) another Local Authority.

2.8 CABINET LIAISON GROUPS

- i. These Groups are proposed to undertake the functions that were originally intended for the Policy Advisory Groups. Their purposes are purely consultative and not decision-making. They will be chaired by a member of Cabinet and there is no restriction on size although the group must be limited to what is manageable and effective for their purpose. They may be time limited or of longer standing, again depending on their purpose.
- ii. The participants in the Group will be by invitation of the Chairmen and can be made up from any or all of the following:
 - Other members of Cabinet
 - Other members of Council not on Cabinet
 - Others from outside the Council
 - Council officers
- iii. *Terms of Reference:* Their Terms of Reference would be to share information about a particular topic, e.g. e-government and develop effective consultation and communication links with community groups and other bodies with an interest in the subject area. In this way, individual Cabinet Members will have a wider information and advisory platform to inform executive decision-making and policy effectiveness.

- iv. Specific outcomes from their meetings may generate requests for pieces of work to be undertaken by officers or partner bodies. Alternatively, it could be a request to Overview and Scrutiny to set up a Task Group to undertake a specific piece of work. There could also be specific reports to Cabinet, Committees of Cabinet, individual Cabinet members, or other Committees of Council recommending action for determination.
- v. Each Liaison Group will have their terms of reference and expected outputs approved by Cabinet before they meet.

APPENDIX B

CABINET COMMITTEE

LANCASTER AND MORECAMBE MARKETS COMMITTEE

Previous Cabinet Member Membership:

Cabinet Members with Responsibility for:

- Leader of the Cabinet with responsibility for relationships with other Councils, Neighbourhood Management, Revenues and Benefits, Finance and Performance Management.
- Property Services, Joint Portfolio Regeneration – Coastal Works and special interest in Morecambe.
- Joint portfolio City Council (Direct) Services, Democratic and Legal Services.
- Joint Economic Environment Portfolio – Employment Opportunities and Tourism in Lancaster. Joint Portfolio Regeneration – special interest in Lancaster.

Terms of Reference:

To consider strategic issues regarding all Markets managed by the City Council, in particular issues raised as part of the Best Value Review of Assets and Facilities Action Plan.

Members are advised that this Committee is no longer included in the scheduled timetable of meetings, but will be called on an ad hoc basis should any issues arise which require consideration.

Cabinet Minute 6, dated 5th June, 2007.

CABINET LIAISON GROUPS

CANAL CORRIDOR CABINET LIAISON GROUP – TERMS OF REFERENCE AND COMPOSITION

Previous Cabinet Member Membership:

Cabinet Members with Responsibility for:

- Leader of the Cabinet with responsibility for relationships with other Councils, Neighbourhood Management, Revenues and Benefits, Finance and Performance Management.
- Property Services, Joint Portfolio Regeneration – Coastal Works and special interest in Morecambe
- Joint Economic Environment Portfolio – Employment Opportunities and Tourism in Lancaster. Joint Portfolio Regeneration – special interest in Lancaster.
- Joint Portfolio Housing, parking policy and its implementation, Overview of any new input required in respect of the M6 Link, Information Technology and Customer Services.

Non – Cabinet Members:

2 Non-Executive Members.

Terms of Reference:

- (1) That a Cabinet Liaison Group be created to consider the development proposals for the Canal Corridor site.
- (2) The purpose of the Liaison Group is to provide a forum prior to the submission of a planning application where:
 - information on the detailed studies undertaken to support the planning application can be shared as it becomes available;
 - details of the form, design and uses within the proposed development can be shared as it develops.

Cabinet Minute 6, 5th June 2007 refers

Last meeting: 17th and 18th April 2008.

Frequency: As required.

CLIMATE CHANGE CABINET LIAISON GROUP

Previous Cabinet Member Membership:

Cabinet Members with Responsibility for:

- Joint portfolio City Contract (Direct) Services, Democratic and Legal Services.
- Joint Portfolio City Contract (Direct) Services – special interest in Enforcement, Joint Economic Environment Portfolio – special interest in Employment Opportunities and Tourism in Morecambe.
- Social Environment – Rural Area Portfolio and Community Planning.

Members from each of the political groups on the Council would be represented.

Non – Cabinet Members:

3 Non-Executive Members.

Terms of Reference:

To draft a strategy for approval by Cabinet to establish a comprehensive Council wide 5 year Climate Change Strategy.

This year, to consider and recommend a series of actions, which can be implemented within existing budgets available and that will have positive outcomes in terms of adapting to and /or mitigating the impacts of climate change.

To consider the delivery of outcomes and recommend any revised actions to achieve the targets set out the Council's Corporate Plan i.e.

1. To reduce the amount of energy used by both the Council and households across the district.
2. To undertake all works in the City Council's Energy Management Action Plan
3. Energy efficiency measures at Salt Ayre Sports Centre
4. Implement national/EU sustainability policies through planning policy and planning decisions and the implementation of Building Regulations to be undertaken this year.
5. Reduce overall energy use in City Council buildings from 6,563,842kwh (05/06) to 5,328,114kwh in 08/09.
6. Reduce CO2 emissions from City Council buildings from 0.0666 (05/06) to 0.057 in 08/09).
7. Increase the % of energy the City Council uses from sustainable sources from 9.90% in 05/06 to 60% in 08/09.

Cabinet Minute 26 – Cabinet 24th July 2007 refers.

Last meeting: 15th April 2008.

Frequency: Every 2 months.

DISTRICT WIDE TENANTS LIAISON GROUP

Composition:

Councillors sit as non-voting members of the Forum. Councillor representation comprises the Cabinet Member with responsibility for housing plus 5 other Councillors invited by the Cabinet Member.

Previous Cabinet Member Membership:

Cabinet Members with Responsibility for:

- Joint Portfolio Housing, Parking Policy and its implementation, Overview of any new input required in respect of the M6 Link, Information Technology and Customer Services.
- Joint Portfolio Housing – special interest in Morecambe, Housing Regeneration in Morecambe, Environmental Health, Social Environment – Support for the Voluntary Sector.

Non-Cabinet Members:

5 other non Executive Councillors invited by the Lead Member
Representatives from Tenants and Residents Association

The aims and objectives of the Forum are:

- To promote the interests of all council tenants of the district, and to assist in maintaining good relations between all members of the community.
- To promote council tenants' rights and the maintenance and improvement of housing conditions, amenities, and the environment.
- To ensure that all tenants have effective opportunities to participate in the management of their homes and neighbourhoods.
- To promote change in response to tenants' needs and aspirations.
- To act as a consultative group on all issues concerning tenants at district wide level.
- To work towards the elimination of all forms of discrimination within the community by encouraging all tenants to participate in the management of their homes and neighbourhoods.

Cabinet Minute 6 – Cabinet 5th June 2007 refers.

Last meeting: 30th April 2008.

Frequency: Minimum of 4 times a year.

GYPHY AND TRAVELLER CABINET LIAISON GROUP

Previous Cabinet Member Membership:

Cabinet Members with Responsibility for:

- Joint Portfolio Housing – special interest in Morecambe, Housing regeneration in Morecambe, Environmental Health, Social Environment – support for the voluntary sector.
- Joint Portfolio Housing, parking policy and its implementation, overview of any new input required in respect of the M6 link, Information Technology and Customer Services.
- Community Safety, Emergency Planning, Planning Policy, Cycling, Travel Plans.

Terms of Reference:

The purpose of this group is to assist the lead Cabinet Member in overseeing the development and establishment of the Gypsy & Traveller Strategy & Action Plan for the district including:

- (1) To respond to the accommodation needs of the Gypsy and Traveller communities living in the district identified by the Gypsy and Traveller Accommodation Assessments (GTAAAs) as part of the Council's wider housing strategies and the Regional Housing Strategy (RHS).
- (2) To improve mechanisms for consultation with residents and explore the range of actions available to the Council to ensure that there is suitable site provision for Gypsies and Travellers within the district.
- (3) To act as a forum to discuss the issues affecting Gypsies and Travellers within the district.
- (4) To consider service provision for Gypsies and Travellers within the district.

Specific outcomes from the Cabinet Liaison Group may generate requests for pieces of work to be undertaken by officers or partner bodies. The Cabinet Liaison Group may request to Overview and Scrutiny to set up a Task Group to undertake a specific piece of work. It may also make specific reports to Cabinet, Committees of Cabinet, individual Cabinet Members, or other Committees of Council recommending action for determination. The work of this Group will also have links to the work of the LSP Equalities and Diversity Building Block.

Cabinet Minute 72 – Cabinet 6th November 2007 refers.

Last meeting: A meeting of this Group has not yet been held.

LANCASTER AND DISTRICT CHAMBER CABINET LIAISON GROUP

Previous Cabinet Member Membership:

Cabinet Members with Responsibility for:

- Leader of the Cabinet with responsibility for relationships with other Councils, Neighbourhood Management, Revenues and Benefits, Finance and Performance Management.
- Community safety, emergency planning, planning policy, cycling and travel plans.
- Joint Economic Environment Portfolio – Employment Opportunities and Tourism in Lancaster, Joint Portfolio Regeneration – special interest in Lancaster.

Non-Cabinet Members:

2 Non-Executive Members.
External Members.

Terms of Reference:

- (1) To enable the City Council and the Lancaster and District Chamber of Commerce to liaise and consider items affecting both organisations.

Cabinet Minute 6 – Cabinet 5th June 2007 refers.

Last meeting: 4th December 2008

Frequency: Every 6 months.

MORECAMBE RETAIL, COMMERCIAL AND TOURISM CABINET LIAISON GROUP

Previous Cabinet Member Membership:

Cabinet Members with Responsibility for:

- Leader of the Cabinet with responsibility for relationships with other Councils, Neighbourhood Management, Revenues and Benefits, Finance and Performance Management.
- Property Services, Joint Portfolio Regeneration – Coastal Works and special interest in Morecambe.
- Joint Portfolio City Contract (Direct) Services – special interest in enforcement, Joint Economic Environment Portfolio – special interest in Employment Opportunities and Tourism in Morecambe
- Culture, Leisure, Sport and Young People, Personnel

Non-Cabinet Members:

3 Morecambe based non-Executive Members.

1 Rural based non-Executive Member.

Similar numbers (as per Council Members) representing the Morecambe and District Chamber of Trade and Commerce and Morecambe Hotel and Tourism Association.

Terms of Reference:

- (1) To act as a forum for issues of interest or concern to Morecambe businesses and the City Council.
- (2) To act as a forum to facilitate the promotion of Morecambe as a commercial and retail centre and leisure and tourist destination.

Cabinet Minute 6 – Cabinet 5th June 2006 refers.

Last meeting: 4th March 2008

Frequency: Quarterly

PLANNING POLICY CABINET LIAISON GROUP

Composition:

5 Members representing each political party on the Council to include the Chairman of the Planning and Highways Regulatory Committee.

Previous Cabinet Member Membership:

Cabinet Members with Responsibility for:

- Community Safety, Emergency Planning, Planning Policy, Cycling, Travel Plans.
- Property Services, Joint Portfolio Regeneration – Coastal works and special interest in Morecambe.

Non-Cabinet Members:

The Chairman of the Planning and Highways Regulatory Committee.
1 co-opted member of the Sustainability Partnership.

Terms of Reference:

This Group is a non-decision making consultative forum to assist Cabinet Members in their decision-making responsibilities. The forum will provide the expertise to the appropriate Cabinet Members to allow them to either take individual decisions or to make recommendations into Cabinet.

1. To provide a forum to consider the implications of the transition from the adopted Lancaster District Local Plan to the new development plan system of Local Development Frameworks introduced under the 2004 Planning and Compulsory Purchase Act.
2. To prepare, review, carry out consultations, and consider representations in order to assist the appropriate Cabinet Member in bringing forward recommendations to Cabinet on the adoption of Supplementary Planning Guidance to the adopted Lancaster District Local Plan.
3. To prepare, review, carry out consultations, and consider representations in order to assist the appropriate Cabinet Member in bringing forward recommendations to Cabinet on the adoption of the Council's Local Development Scheme and Local Development Framework, including;
 - Development Plan Documents including the Core Development Framework and Development Control Policies;
 - Supplementary Planning Documents including Town Centre Strategies for Lancaster and Morecambe and guidance on issues such as design and sustainability;
 - The Council's Statement of Community Involvement and Strategic Environmental Assessment.
4. To provide appropriate assistance to rural communities with the preparation of Parish Plans and to assist the appropriate Cabinet Member in bringing forward recommendations regarding the inclusion of appropriate Parish Plans within the Local Development Framework.
5. To assist the appropriate Cabinet Member in monitoring progress on the implementation of the Local Development Framework by preparing an Annual Monitoring Report

6. To assist the appropriate Cabinet Member to ensure proper systems and processes are in place to maintain and keep under review the information base for planning policy including:
 - housing land availability,
 - housing need,
 - retail capacity,
 - town centre vitality and viability;
 - the need for employment land;
 - accessibility issues;
 - issues relevant to the Strategic Environmental Assessmentand to assist the appropriate Cabinet Member bring forward recommendations to cabinet on the commissioning of additional studies where necessary.
7. To act as a forum for assisting the appropriate Cabinet Member to prepare appropriate responses to the Lancashire Structure Plan, the Lancashire Minerals and Waste Local Plan and the Lancashire Local Transport Plan and any successor documents.
8. To assist the appropriate Cabinet Member in the preparation of appropriate responses to Regional Planning Guidance for the North West and the Regional Spatial Strategy.
9. To assist the appropriate Cabinet member in monitoring the progress of Local Development Framework documents in neighbouring authorities and recommending consultation responses to cabinet where the interests of Lancaster District are affected.
10. In the event of future Local Government re-organisation, to assist the appropriate Cabinet member in managing and making recommendations to Cabinet on the planning policy implications of the transition to new Local Authority boundaries;
11. To assist the appropriate Cabinet Member in monitoring developments in national planning policy and recommending consultation responses to Cabinet where necessary.
12. To assist the appropriate Cabinet Member in reviewing existing Conservation Areas and the need for new designations, undertaking Conservation Area Appraisals and preparing proposals for the preservation and enhancement of historic areas.

**Cabinet Minute 16 – Cabinet 5th June 2007 refers.
Planning Policy Note 2, dated 10th October 2005, refers.**

Last meeting: 14th May 2008.

Frequency: As required (6 in past year).

RECYCLING CABINET LIAISON GROUP

Composition:

The Group will include Members from all political groups on the Council.

Previous Cabinet Member Membership:

Cabinet Members with Responsibility for:

- Joint Portfolio City Contract (Direct) Services, Democratic and Legal Services
- Joint Portfolio City Contract (Direct) Services – special interest in Enforcement, Joint Economic Environment Portfolio – special interest in Employment Opportunities and Tourism in Morecambe.

Non-Cabinet Members:

6 Non-Executive Members.

Terms of Reference:

- (1) The recycling of household plastic waste;
- (2) How Lancaster City Council considers entering into cost sharing, or otherwise;
- (3) The feasibility of business recycling;
- (4) Lessons learned from the previous three-stream rounds and unresolved issues.

Cabinet Minute 6 – Cabinet 5th June 2007 refers.

Last meeting: This Liaison Group has not met in the last Municipal Year.

TRANSPORT CABINET LIAISON GROUP

Previous Cabinet Member Membership:

Cabinet Members with Responsibility for:

- Leader of the Cabinet with responsibility for relationships with other Councils, Neighbourhood Management, Revenues and Benefits, Finance and Performance Management.
- Property Services, Joint Portfolio Regeneration – Coastal Works and special interest in Morecambe
- Community Safety, Emergency Planning, Planning Policy, Cycling and Travel Plans.
- Joint Economic Environment Portfolio – Employment Opportunities and Tourism in Lancaster, Joint Portfolio Regeneration – special interest in Lancaster.
- Joint Portfolio Housing, Parking Policy and its implementation, overview of any new input required in respect of the M6 Link, Information Technology and Customer Services.

Terms of Reference:

1. Corporate Plan:
Assisting the Cabinet Portfolio Holder in developing and monitoring the proposed tasks to meet the high level actions for transport set each year by the Corporate Plan.
2. Community Strategy:
Assisting the Cabinet Portfolio Holder in developing and monitoring the proposed actions to meet the long-term strategic transport objectives set by the Community Strategy for 2020.
3. Internal focus and direction:
Act as an internal focus for all transport issues within the City Council assisting the Cabinet portfolio holder to provide direction, coordination and prioritisation to transport related activities.
4. External Partnerships:
To work with the Cabinet Portfolio Holder in creating a working relationship with external bodies and partnerships in order to promote improvements to transport networks and services.
5. To consider sustainability and road safety issues.

Note:

That meetings be held on a quarterly basis and that issues be referred for consideration, if deemed appropriate by the Cabinet Member with Special Responsibility, to meetings of Cabinet, the LSP or Lancashire Local Joint Committee via the City Council's Democratic Services.

Cabinet Minute 6, dated 5th June 2007.

Last meeting: 26th March 2007 (a meeting arranged, has been postponed due to delay in Faber Maunsell report)

Frequency: As required.

UNIVERSITIES CABINET LIAISON GROUP

Previous Cabinet Member Membership:

Cabinet Members with Responsibility for:

- Joint Portfolio Housing, parking policy and its implementation, Overview of any new input required in respect of the M6 Link, Information Technology and Customer Services.
- Leader of the Cabinet with responsibility for relationships with other Councils, Neighbourhood Management, Revenues and Benefits, Finance and Performance Management.

Non-Cabinet Members:

2 Non-Cabinet Member.
Representatives of Lancaster University and University of Cumbria.

Terms of Reference:

- (1) To consider matters of mutual interest.

Cabinet Minute 6 – Cabinet 5th June 2007 refers.

Last meeting: 11th March 2008.

Frequency: Quarterly.

APPENDIX C**APPOINTMENTS MADE BY CABINET**

ORGANISATION	EXISTING REPRESENTATIVE
Arnsdale and Silverdale AONB Unit Arnsdale and Silverdale AONB (Forum, Countryside Management Service and Limestone Heritage Project)	Tony Johnson
British Resorts Association	June Ashworth*
Children's Trust Partnership Lancaster District**	Maia Whitelegg*
Cycling Demonstration Town Board	Eileen Blamire and Maia Whitelegg*
English Historic Towns Forum	Roger Mace
Forest of Bowland AONB Advisory Committee	Tony Johnson
Governing Body – Lancaster and Morecambe College Corporation	Vacancy following recent resignation of Maia Whitelegg
Groundwork Trust, Lancashire West	Abbott Bryning
Lancashire Economic Partnership	Abbott Bryning
Lancashire Leaders Meeting (Leader)	Roger Mace
Lancashire Police Authority – Partnerships Forum	Eileen Blamire
Lancashire Rural Affairs	Tony Johnson
Lancashire Rural Partnership	Tony Johnson
Lancaster and District YMCA Management Board	John Cilbert
Lancaster Canal Restoration Partnership (formerly Northern Reaches SG)	Tony Johnson
Lancaster District Community Safety Strategy Partnership Executive Member **	Eileen Blamire
Lancaster University Public Arts Strategy Group	Maia Whitelegg*
LGA Coastal Issues Special Interest Group	Evelyn Archer
LGA Executive (Leader)	Roger Mace
LGA Tourism Forum	June Ashworth*
Morecambe Bay Partnership	Evelyn Archer
Morecambe Bay Tobacco Control Alliance	David Kerr
North and West Lancashire Priority 1 Action Plan Partnership Board	Abbott Bryning
North West Regional Assembly (Leader)	Roger Mace
North West Rural Affairs Forum	Tony Johnson
Storey Centre for Creative Industries	Abbott Bryning
Waste Management Strategy Steering Group	Jon Barry
Winning Back the West End Steering Group	Evelyn Archer

* no longer Cabinet Member

**appointed Cabinet member will also serve as the Council's representative on the relevant LSP Thematic Group (see final section of this appendix)

MISCELLANEOUS APPOINTMENTS (including Cabinet appointments)

ORGANISATION	BASIS OF APPOINTMENT	EXISTING CABINET REPRESENTATIVE
Lancaster and District Vision Board *	Cabinet Member and Overview & Scrutiny Member	Roger Mace
Lancaster District Community Safety Strategy Group **	Cabinet Members for Community Safety and Rural Affairs and Overview & Scrutiny Committee Member	Eileen Blamire Tony Johnson
Lancaster District Regeneration Partnership	Cabinet Member for Regeneration plus 3 representatives on PR drawn from the Wards of Skerton East, Skerton West, Castle, Dukes, John O'Gaunt, Bulk, Heysham South and Overton	Abbott Bryning
Lancaster District Sustainability Partnership **	Cabinet Member and Overview & Scrutiny Committee Member	June Ashworth*
LGA Rural Commission	Cabinet Member for Rural Affairs plus one on rotation (Independent Group for 2008/09)	Tony Johnson
Museums Advisory Panel **	Cabinet Member plus one representative from Overview and Scrutiny Committee	Evelyn Archer
Poulton Neighbourhood Management Board	Cabinet Member for Morecambe Housing and Ward Councillors for Poulton	David Kerr

* no longer Cabinet Member

** Current appointments to these Partnership bodies comprise one Cabinet member and one Overview & Scrutiny member. Given the widening of the Council's power to scrutinise partnerships, Overview & Scrutiny Committee will be considering the future scrutiny of Partnerships and may recommend that they no longer be afforded representation on these bodies.

APPENDIX D**LANCASTER DISTRICT LOCAL STRATEGIC PARTNERSHIP**Shadow appointments to take over on 1st June 2008

Organisation	Basis of appointment	Existing appointment
LSP Partnership Board (+ substitute)	Cabinet Member (+ Cabinet Member substitute)	Roger Mace (Eileen Blamire as substitute)
LSP Management Group (+ substitute)	Cabinet Member (+ Cabinet Member substitute)	Eileen Blamire (Roger Mace as substitute)
LSP Children & Young People Thematic Group	Cabinet Member appointed to the Children's Trust Partnership Lancaster District	
LSP Economy Thematic Group	Cabinet Member	
LSP Environment Thematic Group	Cabinet Member	
LSP Safety Thematic Group	Cabinet Member appointed to Community Safety Partnership Executive	
LSP Health and Wellbeing Thematic Group	Cabinet Member	
LSP Education, Skills and Opportunities Thematic Group	Cabinet Member	
LSP Valuing People Thematic Group	Cabinet Member	
LSP Working Groups to be established by the Thematic Groups	Cabinet Member	

The revised LSP Constitution provides for the Council to appoint one voting Member to any LSP body together with a single named substitute.

Cabinet recommended at its meeting on 18th March (Minute 136 refers) that Councillor Roger Mace be appointed as Cabinet's representative on the Lancaster District Local Strategic Partnership Board, with Councillor Eileen Blamire being the substitute Member and that Councillor Eileen Blamire be appointed to the Lancaster District Local Strategic Partnership Management Group, with Councillor Roger Mace being the substitute Member.

CABINET

**Morecambe Winter Gardens
3rd June 2008
Report of Corporate Director (Regeneration)**

PURPOSE OF REPORT			
For Cabinet to note progress on the Winter Gardens project development and the invitation made by the NWDA to the Winter Gardens Preservation Trust to apply for a £300,000 grant. And, on approval of the grant application, for Cabinet to agree to contract with the Trust as Accountable Body for NWDA funds and update the Capital Programme.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date Included in Forward Plan	May 2008.		
This report is public			

RECOMMENDATIONS

1. Cabinet notes the progress to date on the development of the Winter Gardens project.
2. Cabinet agrees to be the Accountable Body for £300,000 NWDA funding on approval of the Winter Gardens Project Application under local and NWDA appraisal protocols.
3. That the Head of Finance is authorised to:
 - Update the General Fund Capital Programme by £300,000 expenditure and grant income during 2008/09 following approval of the Winter Gardens Project Application

1.0 Introduction

The meeting of Cabinet held in July 2007 (minute ref: 27) resolved that the Council take on a coordinating and managing role on behalf of the Vision Board, assuming Accountable Body responsibilities as required to ensure delivery of the Lancaster and Morecambe Vision programme of activities. The Council agreed to contract with the North West Development Agency) NWDA for each individual project subject to the appropriate Council and NWDA risk assessments/appraisals on each individual project being undertaken prior to each commitment being made. The Council would act as 'intermediary' - contracting with individual applicants, acting as monitor and paymaster

Current Council protocols dictate that following the local/NWDA appraisal and approval major projects have to be referred to Cabinet for agreement for Council to act as Accountable Body and for inclusion of the grant sum in the Capital Programme. Cabinet should regard this as a routine exercise as projects should have undergone rigorous appraisal prior to acceptance into the Capital Programme.

This report concerns such an application for £300,000 of NWDA grant by the Winter Gardens Preservation Trust Ltd (the Trust). Previous Cabinet reports have highlighted the Winter Gardens as a priority for support. Principally Cabinet should note the following:

- July 2006 Cabinet (minute ref: 27) allowed the City Council to use existing staff to assist and support the redevelopment of the Winter Gardens.
- February 2008 Cabinet (Minute ref: 122) noted that Winter Gardens restoration (for 2009/10 onwards, and subject to the outcome of current feasibility/business planning work), be prioritised as a project that might receive support under the Government's Resorts Regeneration funding scheme (now renamed 'Sea Change').

The above decisions reflect the importance and willingness of the City Council to become involved in major schemes by supporting projects promoted by external organisations that meet the aspirations of the Vision.

2.0 Winter Gardens Update

Cabinet should be aware that the Trust is a not for profit registered charity committed to restoring, preserving and re-opening the Winter Gardens, as closely as possible to its original condition. The Trust's vision is of a refurbished venue which will become a major multi use indoor attraction and provide a considerable contribution to the regeneration of Morecambe and the sub region.

With the support of officers from Council Economic Development and Tourism an application was made by the Trust to the Heritage lottery Fund (HLF) and NWDA for a Project Planning grant. The applications were successful and work began early this year. The Trust is currently delivering a complex £82,500 Project Planning Programme to deliver a number of important reports as follows:

- A Conservation Management Plan
- Audience Development Plan
- Access Plan
- Training Plan
- Interim Business Plan

The delivery of these reports is crucial in securing the commitment of HLF funding to major future development phase applications, and ultimately a major capital funding application.

In anticipation of the need for future 'matching' capital funding for the HLF the Council is proceeding with initial expression of interest to the aforementioned Sea Change programme as agreed in the Cabinet decision of February 2008. A further report will be brought to Cabinet concerning any significant financial arrangements or decisions required to be made by the Council in support of a full application to Sea Change.

3.0 Current Project Delivery

Following a site visit the NWDA Chief Executive offered a substantial contribution of £300,000 of NWDA funds to assist the ongoing development of the project. The offer is timely and useful as the funds would shorten the detailed design stage and supplement the interim business planning currently taking place. The Trustees have identified the need for extensive specialist technical work and other supporting work (Appendix 1).

The funding application has to be made by the Council but the Trust will be responsible for delivery of the work under separate contract to the Council. The proposal is currently undergoing both NWDA and local appraisal for Vision projects with its attendant robust evaluation protocols. The reason for progressing this report in advance of full approval is that time is a key constraint as this £300,000 project must be completed by 31st March 2009 and some individual work packages will need to satisfy lengthy EU procurement procedures.

Local appraisal has been completed and a recommendation for approval with conditions will be made via the Council's Programme Management Group which meets on 2nd June, the day before Cabinet. The recommended conditions include a requirement for early work with the Trust to check and develop procedures for managing external funds, a request for further information on how capacity can be ensured if recruitment /procurement of a project manager proves difficult and provision of a list of the members of the Trust and the roles that key members will play in relation to the management of this project. Programme Management Group should therefore be in a position to endorse the project prior to the Cabinet's decision arising from this report.

Cabinet should be aware that at the time of writing the application had not been fully appraised and approved by NWDA. Full appraisal and a recommendation for approval should be made on 2nd June. All substantive issues have been addressed prior to application in close and detailed discussion with NWDA officers. While no further substantive issues are expected to be raised, any matters will be dealt with by officers under standard grant application/approval procedure.

The following options analysis and recommendations are therefore subject to no substantive issues being raised in Programme Management Group and that NWDA project appraisal approval (with or without conditions) will be achieved prior to implementation of the final recommendation.

4.0 Options and Options Analysis (including risk assessment)

Option	Advantages	Disadvantages	Risk and Mitigation
<p>Option 1</p> <p>Accept the recommendation of Programme Management Group for the Winter Gardens project to be included in the Capital Programme and for the Council, as the Accountable Body for NWDA funds, to contract with the Trust</p>	<ul style="list-style-type: none"> • Assists the Trust in delivering an important element/phase of their scheme. • Allows for progress on a key element of the Vision and council priority. • Contributes towards achievement of Vision spend targets • Council is accustomed to dealing and contracting with third parties to deliver spend and project objectives. <p>This is the preferred option.</p>	<ul style="list-style-type: none"> • Accountable body status confers risk and responsibility on the Council. • Ability of the Trust to deliver on contractual commitments. • Potential frustration by the Trust as the delivery organisation in the necessary protocols and procedure for prudent delivery of spend. 	<ul style="list-style-type: none"> • As part of the package of work to be undertaken with the £300,000 the Trust is intending to employ direct project management resources and further investment in its own capacity to deliver this complex scheme. • Council officer time has been given in support of the application process to date and the Council will continue to assist the Trust in recruiting the support necessary to manage this phase of the development work. • The detailed Vision application, monitoring and evaluation process should also assist the Trust in delivering their contractual commitments.
<p>Option 2</p> <p>Cabinet does not accept the recommendation of Programme Management Group.</p>	<ul style="list-style-type: none"> • No advantages identified given previous Cabinet commitments to supporting Vision and Winter Gardens project. 	<ul style="list-style-type: none"> • Failure to deliver against a critical funding opportunity offered at a high officer level by NWDA. • Potential loss of confidence in Council by key partners 	<ul style="list-style-type: none"> • Non-delivery of spend and benefits would undermine confidence in the Vision and the Council's ability to access funds. Mitigation would have to be referred back to key funding agencies and delivery protocols reviewed.

5.0 Officer Preferred Option (and comments)

Option 1 is the preferred option as it provides the Trust with the ability to deliver the next phase of its activity and currently provides the only mechanism by which the Council can make funding available through the Vision to the project under appropriate scrutiny, monitoring and control mechanisms.

6.0 Conclusion

The Winter Gardens project is a key Vision project that the Council continues to support. Subject to project approval, accepting Accountable Body status for the project and updating the Capital Programme will further assist the Trust in achieving its aims and contribute towards achievement of the Lancaster and Morecambe Vision.

RELATIONSHIP TO POLICY FRAMEWORK

Corporate Plan - The project contributes towards the following Strategic Objectives Corporate Plan Priority 4 – "To lead the regeneration of our district"

The development of the Winter Gardens is a priority project by Lancaster City Council and has been supported through previous Cabinet decisions as indicated in the body of this report. The recommendation supports the Vision which was formally accepted in July 2006 as the high level regeneration strategy for the District. The recommendations therefore link to the Lancaster District Community Strategy, the Regional Economic Strategy and the Sub-Regional Investment Plan. NWDA will only support projects which are consistent with their Regional Economic Strategy.

CONCLUSION OF IMPACT ASSESSMENT

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

The project appraisal has been undertaken with regard to Equality and Diversity and Sustainability criteria as standard items. The project is expected to meet regional and local sustainability objectives and link to regional strategies which include wide community objectives.

FINANCIAL IMPLICATIONS

Previous reports on the delivery arrangements for the progression of Vision projects have detailed the implications, and risk of clawback, for the Council in undertaking Accountable Body status and contracting with third parties. The key considerations are that:

- The Council has a track record of meeting standards and requirements, and ensuring third party applicants for funds discharge their responsibilities to the public purse.
- Robust Vision project approval, appraisal and monitoring systems are in place.
- Critical responsibilities are contractually managed and are passed to third party deliverers such as the Winter Gardens Preservation Trust.

Members are reminded that the project will be the responsibility of and be run by the Trust itself. In this particular instance however, the Council will need to continue to offer extensive officer support to the Trust to meet its objectives while maintaining a prudent separation between its supporting role and its role as a monitoring and contracting/accountable body. It has been mentioned in the body of the report that as part of the package of work to be undertaken with the proposed £300,000 the Trust is intending to employ direct project management resources and further investment in its own capacity to deliver this complex regeneration scheme.

Projects are normally required to incur expenditure upfront and claim grant from the Accountable Body quarterly in arrears, however in this case this will cause cashflow difficulties for the Trust as they have demonstrated that they have limited cash balances or reserves. It is likely therefore that the Council will need to provide grant funding quarterly in advance. This can be managed through advanced warning of grant needed in order for the Council to manage its own cashflow implications and robust monitoring of previous quarters expenditure before advancing further grant to the Trust.

It is likely that the NWDA will require a final audit for this project and there will be a small cost associated with this. As Accountable Body, this cost would normally be borne by the Council as would be the case if NWDA were contracting at programme level. Costs are likely to be minimal at substantially less than £1,000 and this will need to be fed into the 2009/10 budget process in the normal way.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

Previous reports on Vision project delivery have indicated the legal implications relating to contracts with funders and with individual projects. The Council is familiar with these arrangements in relation to its work on other programmes and projects and has robust and agreed procedures in place to deal with the development of contractual arrangements and to manage contracts once in place. The contract in this instance will generally outline standard responsibilities and requirements upon which legal services would give general advice and also if and when in exceptional circumstances arise, specific advice.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Contact Officer: Paul James
Telephone: 01524 582315
E-mail: pjames@lancaster.gov.uk

What the £300,000 will be spent on

This Project will use the £300,000 to deliver the following technical reports/work which will be used to support future detailed preconstruction design work expected to start during early summer of 2009 and to improve business planning:

1.1 The building

1. An acoustics report. The building currently has superb acoustic quality and it is necessary to investigate the affect of any potential structural alterations if parts of the main auditorium are sectioned off to create space for a heritage centre/restaurant etc.
2. A specialist lighting plan, specifications and costings.
3. Heating design/energy report. It is expected that a major on going cost will be heating/energy bills and the Trustees wish the building to be energy efficient and to use all possible sources of sustainable energy. The Trust will ensure the building achieves highest possible BREEAM standards.
4. Feasibility, cost of and design of a hydraulic floor. Currently the main auditorium has a raked floor which limits its use. The Trustees have gained permission to cover and level it but in order to gain the most flexible use from the space, the installation of a hydraulic floor has been suggested, which will allow for a level or raked floor.
5. Feasibility, cost and design of a moveable stage. This would most likely be a forward extension of the existing stage which would allow flexible delivery of future performances/conferences/meetings etc.
6. Measured survey and creation of a digital virtual model in order to create accurate plans and allow 3D representations of proposed plans.
7. A preliminary structural and civil engineers (are there any serious problems) report.
8. ICT strategy report. The Trustees wish to utilise 21st century technology e.g. use of CAT6 and optic fibre etc. to facilitate access or broadcast performances, events, conferences and educational material.

1.2 Other specialist advice (these will better inform the final working business plan)

1. Catering study to identify what could be offered, the delivery model, costs of set up and potential income.
2. A detailed theatre/events study to identify what could be offered, the delivery model, costs of set up and potential income.
3. A heritage interpretation and events plan. The Trustees wish to create a permanent heritage exhibition and resource area to be used e.g. for educational purposes.
4. A marketing programme to include additional market research and the development of a market brand.
5. Review and update of the interim business plan (currently being developed) and the creation of a full “working” business plan

1.3 Project management, coordination and other activities

1. Resources will be used to fund an independent project manager. To include public consultation events and building sites initiative BSI (based on the Art Council’s BSI programme).

Please note: It is expected that the work programme will be divided up into the following packages (with the bulk of specialist work related to the building going to one company i.e. Contract A):

Contract A: The building 1 to 8 above £190,000

Contract B: The catering study, theatre/events study, heritage interpretation plan, market research and branding programme and a working Business Plan £70,000

Contract C: The Project Management, public consultation events and building sites initiatives will be delivered by an independent consultant employed by the Trust £30,000 for Project Management and BSI/consultation events £10,000

CABINET

**COMPREHENSIVE PERFORMANCE ASSESSMENT
INSPECTION 2007**

3rd JUNE 2008

Report of Corporate Director (Finance and Performance)

PURPOSE OF REPORT			
To consider the recommendations from the recent Comprehensive Performance Assessment (CPA) inspection and agree any actions as appropriate.			
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>
		Referral from Corporate Director	X
Date Included in Forward Plan	N/A.		
This report is public.			

OFFICER RECOMMENDATION

1 To note the actions already taken in respect of the CPA recommendations and approve the attached action plan to deliver further improvements.

1 INTRODUCTION

1.1 In February 2008 the Council received the Comprehensive Performance Assessment (CPA) inspection report from the Audit Commission announcing that the Council was now adjudged to be a “good” performing Council.

1.2 Copies of the report were circulated to members in February and it was discussed at full Council as part of the Leader’s annual executive report on 16 April.

1.3 Within the report there were many positive conclusions about the improvements the Council had made and were continuing to make. However there were also a limited number of recommendations that the inspectors proposed that could bring further improvements.

2 PROPOSAL DETAILS

2.1 Since receiving the report, some actions have already been taken by officers to address the recommendations but there are still some aspects that require member consideration.

2.2 As a result an action plan showing progress made to date and proposing further action where appropriate is attached for members' consideration. Cabinet is asked to note the actions taken so far and approve the proposed actions set out in **Appendix A** to further address the inspection report's recommendations.

2.3 As referred to in 1.2 above Members received a copy of the CPA inspection report in February but it can be accessed on the intranet or www.audit-commission.gov.uk and follow the link for "Your local area".

3 OPTIONS

3.1 The options available to Cabinet are as follows:

1 To note the actions taken to date to address the CPA inspection report recommendations and approve the action plan attached as **Appendix A**.

2 To note the actions taken to date to address the CPA inspection report recommendations and approve an amended action plan.

3.2 The preferred option is option 1.

4 CONCLUSION

4.1 The Council has been recognised as an improving Council by the Audit Commission's inspectors. To continue the improvement journey approval of the action plan will see the remaining inspector's recommendations implemented.

RELATIONSHIP TO POLICY FRAMEWORK	
The implementation of the CPA action plan will bring improvements to help the Council deliver its budget and policy framework objectives.	
CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)	
None directly arising from this report.	
FINANCIAL IMPLICATIONS	
None arising directly from this report. If any cost implications arise from the work proposed they will be brought forward as part of the 2009/10 budget exercise.	
SECTION 151 OFFICER'S COMMENTS	
The Deputy Section 151 Officer has been consulted and has no comments to add.	
LEGAL IMPLICATIONS	
Legal Services have been consulted and have no comments to add.	
MONITORING OFFICER'S COMMENTS	
The Monitoring Officer has been consulted and has no additional comments.	
BACKGROUND PAPERS	Contact Officer: Roger Muckle
None.	Telephone: 01524 582022
	E-mail: rmuckle@lancaster.gov.uk
	Ref: RCM/JEB

CPA 2008 – IMPROVEMENT PLANNING

Areas for improvement	Audit Commission recommendation	Agreed Action
<p>Ambition The Community Strategy does not provide clear direction for framing most local ambitions. The council should:-</p>	<p>Support the LSP in developing a Sustainable Community Strategy which contains a clear vision, fewer high level priorities and is underpinned by outcome focussed targets.</p>	<p>The Council is continuing to support the LSP in refreshing its Sustainable Community Strategy. The Council has helped the LSP draft and agree a new constitution as part of implementing the recommendations of the recent LSP IDeA Peer Review. A list of clear priorities and 7 thematic groups have been agreed and work is continuing to develop a clear vision and focussed targets that are SMART. A final version of the Strategy will be presented to Council in July 2008.</p>
<p>The public cannot see what LSP is trying to achieve</p>		<p>The Council has approved the inclusion in its magazine, Your District Council Matters, a full page free of charge for the LSP to promote itself and communicate with the public and raise awareness. The Council is also assisting the LSP to develop its own communication and engagement framework.</p>
<p>There is no consistent approach to community engagement</p>		<p>The Council has included in its 2008/9 Corporate Plan a medium term objective "To ensure that local communities have more influence and involvement in the way services are delivered and decisions that affect them are made". This objective is supported by 4 priorities linked to establishing a consistent approach to community engagement.</p>

Areas for improvement	Audit Commission recommendation	Agreed Action
<p>Prioritisation</p> <p>There are a number of issues hampering political leadership and in order to address these the council should:</p>	<ul style="list-style-type: none"> ▪ Ensure clarity around political direction is communicated internally and externally ▪ Support portfolio holders in embracing their new roles by responding to identified development needs and reviewing portfolios in order to streamline decision making, aligning portfolios, services and PRTs 	<p>Awareness programme to take place following annual council in May 2008 that covers Corporate Plan targets and outcomes responsibilities and also details of new portfolios.</p> <p>Council to undertake a review of its Democratic Renewal arrangements and report accordingly.</p> <p>In addition, Cabinet will consider the format and portfolios for Cabinet members following the annual council meeting in May 2008.</p> <p>Council Business Committee will be reviewing the Member Development Strategy at its meeting in June 2008 to ensure issues highlighted by the CPA report are reflected in the Development Strategy priorities.</p> <p>Performance Mgt arrangements will be reviewed and amended accordingly during the summer. However PRTs have already been streamlined and are now reported on a service basis greatly reducing the number of PRT meetings.</p>
<p>Corporate priorities not always supported by outcome focussed targets and action plans not always robust Plans and strategies not always 'grounded' by action plans</p>		<p>SMART targets have been developed wherever possible for the 2008/9 Corporate Plan priorities.</p> <p>A Review is to take place to ensure that</p>

APPENDIX A

Areas for improvement	Audit Commission recommendation	Agreed Action
		major plans and strategies have an action plan
No clear strategy for rolling out neighbourhood management		Corporate Plan includes priority to "Develop Neighbourhood Mgt arrangements for the District".
Capacity Progress in relation to equality and diversity has been slow and there is an inconsistent approach to engaging with local communities. The council should :-	<ul style="list-style-type: none"> ▪ Provide leadership to the equalities and diversity agenda, ensuring it is prioritised ▪ Strengthen mechanisms for community engagement in order to ensure a consistent approach in relation to all the council's business 	<p>To be developed through the community engagement and cohesion Corporate Plan priority.</p> <p>To be developed through the community engagement and cohesion Corporate Plan priorities.</p>
Progress in finalising key people management and workforce development issues has been slow. No action plan is in place to address this which means the council does not have a clear picture of the capacity it has now and that it needs to develop in the future to deliver its ambitions and priorities		Priority included in the HR business plan to continue to implement Workforce Planning and Development.
Support to voluntary and community sector is ad hoc and not co-ordinated or comprehensive – compact does not guide relationship with council – not making best use of the community and voluntary sector to achieve its priorities		<p>Individual Council services have now been allocated responsibility for existing SLAs with the voluntary and community sector.</p> <p>Cabinet decision in July 2007 to commence a review of the Local Compact in consultation with the voluntary sector and LSP and utilise the Local Compact as a Council policy for all grant giving Services – this has been included in Democratic Services' Business Plan for 2008/09 subject to sufficient</p>

APPENDIX A

Areas for improvement	Audit Commission recommendation	Agreed Action
		resources being available. Priority outcome included in Corporate Plan to "Continue to evaluate our services to ensure they are delivered in the most efficient and cost effective way". This will include a review of opportunities for maximising contributions from the voluntary sector in conjunction with the LSP.
Strategic procurement is under-developed – not maximising its use of procurement		Priority included in Corporate Plan to "Continue to evaluate our services to ensure they are delivered in the most efficient and cost effective way". Participation in the countywide Team Lancashire Procurement Hub will address this.
Training provision in place but delivery is slow in relation to meeting specific development needs, this means that staff may not possess the skills they need to carry out their work.		The evaluation of the effectiveness of staff appraisal system is included in the HR business plan.
Performance Management Performance management arrangements are not effective in relation to all key partnerships. The council should:-	Strengthen these arrangements to ensure progress and the impact of all partnership activity can be performance managed.	Framework agreed for reviewing and evaluating the effectiveness of Partnerships. Will be rolled out during 2008/9
Performance Management is not embedded at all levels.		This recommendation was challenged by officers. However, a review of the effectiveness of existing PM arrangements is scheduled to take place by Sept 2008
Service performance and financial monitoring is not integrated		As above.

CABINET

**LANCASHIRE IMPROVEMENT AND EFFICIENCY PARTNERSHIP
– TEAM LANCASHIRE**

3rd JUNE 2008

Report of Corporate Director (Finance and Performance)

PURPOSE OF REPORT			
<p>To inform Cabinet of the creation of the Lancashire Improvement and Efficiency Partnership - Team Lancashire, and to seek endorsement for the Council to participate fully within the Partnership and to agree nominations to attend the launch event.</p> <p>Secondly to agree proposals for officers to develop a three year Improvement and Efficiency Strategy for the Council.</p>			
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>
			Referral from Corporate Director
			X
Date Included in Forward Plan	N/A		
This report is public.			

OFFICER RECOMMENDATIONS

- 1 That Cabinet note the changes being made in developing a national improvement and efficiency framework.
- 2 That Cabinet endorse the Council's participation in the Lancashire Improvement and Efficiency Partnership – Team Lancashire.
- 3 That Cabinet nominate two members to attend the launch event of Team Lancashire on 10 July 2008.
- 4 That officers develop a three year Improvement and Efficiency Strategy for the Council.

1 INTRODUCTION

- 1.1 Central government has restructured the framework for securing improvements and efficiencies within the public sector. The regional Centres of Excellence and Improvement networks have been merged into nine sub regional Improvement and

Efficiency Partnerships and a new national Improvement and Efficiency Strategy has been approved.

- 1.2 The purpose and objectives of the new arrangements are to:
- improve value for money to meet the annual 3% efficiency target for Councils set out in the Comprehensive Spending Review 2007 (CSR07)
 - increase innovation capacity
 - improve community empowerment
 - improve economic and neighbourhood renewal leadership capacity
- 1.3 To deliver these objectives, each of the nine Regional Improvement and Efficiency Partnerships has sub-regional structures in place. For the North West, the Partnership is divided into five sub regions – Lancashire, Cumbria, Cheshire, Greater Manchester and Merseyside.
- 1.4 The North West Improvement and Efficiency Strategy sets out key themes for improvement, namely:
- efficiency
 - transformational government and the citizen
 - economic development and regeneration
 - health and social care
 - community safety
 - community empowerment and neighbourhood management
 - children and young people services
 - environmental quality and climate change
- 1.5 Each of the sub regions has developed their own Improvement and Efficiency Strategy which sets out a three year work programme for achieving improvements and efficiencies specific to their localities. For Lancashire, this is being undertaken through Team Lancashire.

2 TEAM LANCASHIRE

- 2.1 Team Lancashire is a partnership of the 15 local authorities within Lancashire (County, two unitaries, and 12 district councils) which has been constituted through the Lancashire Leaders' Group supported by the Lancashire Chief Executives.
- 2.2 Most recently the Leaders Group approved the Lancashire Improvement and Efficiency Strategy and at the time of writing, this is with the NWIEP awaiting their approval. The Strategy identifies six key themes which Team Lancashire will seek to deliver. They are:
- Economy and Infrastructure
 - Health Inequalities
 - Community Cohesion
 - Community Empowerment
 - Street Scene
 - Efficiency

3 PROGRESS TO DATE

- 3.1 At present, Team Lancashire is still in its early stages of development but it is looking to build on existing partnership work and collaboration that already exists within the County.
- 3.2 As a consequence, progress is developing action plans to deliver improvements and efficiencies for the key themes set out in 2.2 above, is at different stages. However project management and governance arrangements have been established to set things in motion.
- 3.3 To date the area where most progress has been made is that of efficiency. Work has been sub divided into three themes:
- Shared Services
 - Procurement
 - Collaboration
- 3.4 Research into existing partnerships and collaborations has identified a range of services that could bring improvements to service delivery and achieve efficiencies. In particular the following service activities have been identified for further work:
- Legal and HR
 - Finance, Payroll, Accountancy and Audit
 - Revenues and Benefits
 - Property Services
 - Street Scene and Waste Collection
 - Procurement
 - Building Control
 - Leisure Services
- 3.5 It is anticipated that by either county-wide, or cluster working, councils can come together to either host, collaborate or transfer services to achieve improvements and efficiencies.
- 3.6 To promote the Team Lancashire Partnership, a launch event is being held at Chorley on 10 July 2008. Details have still to be finalised but each Council is asked to nominate two members to attend.

4 FINANCE

- 4.1 Across the County, the CSR07 has set efficiency targets of approximately £108M over a three year period, which is £36M a year, all of which must be cashable.
- 4.2 To support IEPs in delivering strategies, central government has allocated resources. For Team Lancashire this is approximately £1.1M per annum for the three year period. How this money is to be allocated still has to be agreed, but it is proposed to allocate the money as set out in **Appendix A**.

5 LANCASTER CITY COUNCIL'S POSITION

- 5.1 Lancaster City Council has already set itself cashable efficiency targets within its Corporate Plan. It is likely therefore that by participating within Team Lancashire, significant savings can be generated to help achieve these targets.

5.2 To deliver the targets referred to above, and to secure service improvements, it is proposed to develop a three year Improvement and Efficiency Strategy for Lancaster City Council. This will set out how specific efficiencies and improvements will be achieved over this period and demonstrate how Lancaster will participate in Team Lancashire.

6 OPTIONS

6.1 Option 1

To note the new improvement and efficiency framework, endorse the Council's participation in Team Lancashire, and to develop a three year Improvement and Efficiency Strategy for the Council.

6.2 Option 2

To note the new improvement and efficiency framework but not participate in Team Lancashire and pursue an alternative method of securing improvement and efficiencies.

6.3 Option 1 is the preferred option.

7 CONCLUSION

7.1 The opportunities presented by participating in Team Lancashire would significantly help the Council to deliver its Corporate Plan savings targets. The development of a three year Improvement and Efficiency Strategy for the Council would provide a clear programme of how services will be improved and efficiencies achieved.

RELATIONSHIP TO POLICY FRAMEWORK	
The Corporate Plan specifically includes priority outcomes that:	
1	Continue to evaluate our services to ensure they are delivered in the most efficient and cost effective way.
2	Develop a service culture that embraces transformational change.
CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)	
None directly arising from this report.	
FINANCIAL IMPLICATIONS	
None arising directly from this report. If any cost implications arise from the work proposed they will be brought forward as part of the 2009/10 budget exercise.	
SECTION 151 OFFICER'S COMMENTS	
The Deputy Section 151 Officer has been consulted and has no comments to add.	
LEGAL IMPLICATIONS	
Legal Services have been consulted and have no comments to add.	
MONITORING OFFICER'S COMMENTS	
The Monitoring Officer has been consulted and has no additional comments.	
BACKGROUND PAPERS	Contact Officer: Roger Muckle
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	Ref: RCM/JEB

Team Lancashire - Programme Budget Proposals

Activity	Year 1	Year 2	Year 3	Total	
Programme Office	90	125	125	340	10%
Procurement	200	140	90	430	13%
BPR	100	100	100	300	9%
Asset Reviews	100	75	75	250	8%
Shared Services	100	100	100	300	9%
Poor Performance	20	20	20	60	2%
Action Learning / Sub Regional Groups	40	40	40	120	4%
Workforce	50	100	150	300	9%
Cohesion	50	50	50	150	5%
Member Development	50	50	50	150	5%
Economic Agenda - SR Level	75	75	75	225	7%
Supporting Cluster Working	225	225	225	675	20%
Health				0	0%
Adults and Childcare				0	0%
Neighbourhood Working etc				0	0%
				0	0%
Total	1100	1100	1100	3300	100%
Allocation	1100	1100	1100	3300	

CABINET

**PARTICIPATORY BUDGETING
3RD JUNE 2008**

Report of the Chief Executive

PURPOSE OF REPORT				
This report, together with a short presentation, is to inform members of the recent Participatory Budgeting exercise carried out in Poulton and to make recommendations for the development of Participatory Budgeting based on the project and its evaluation.				
Key Decision	X	Non-Key Decision		Referral from Cabinet Member
Date Included in Forward Plan	5 th May 2008			
This report is public				

RECOMMENDATIONS

- (1) That Cabinet agree in principle to take forward Participatory Budgeting as a way of assisting in the determination of the spending of appropriate grant aid funding.
- (2) That Cabinet agree to open a dialogue with the District Local Strategic Partnership and Lancashire County Council to ascertain whether they might wish to engage in delivering Participatory Budgeting in partnership with Lancaster City Council.
- (3) That subject to the above being agreed, a further report detailing progress in relation to dialogue with our partners and setting out the full implications is brought back to a later Cabinet meeting to consider before Participatory Budgeting is implemented.

1.0 Introduction

- 1.1 Participatory Budgeting has its roots in Porto Allegro in Brazil and is an innovative way of constructing a democratic process whereby local people can vote for how they wish to see public money spent. There is a national Participatory Budgeting Unit which disseminates information and provides support to public organisations wishing to pilot this way of working. The Department of Communities and Local Government is encouraging the development of Participatory Budgeting and a number of local authorities have already run successful pilots.

1.2 Poulton Neighbourhood Management staged a Participatory Budgeting event at the Platform in Morecambe on the 16th February 2008 where local people were asked to decide how to spend an allocation of £20,000. This was the culmination of more than three months of intensive preparatory work. One hundred and twenty five people attended and applications were presented by people representing twenty six local groups. Members of the audience listened to these presentations and then voted for those projects they thought would make Poulton a stronger community. Each organisation could bid for up to £2,000.

1.3 Below is a table taken from the evaluation of the event

		Disagree Strongly	Disagree	Neither Disagree or Agree	Agree	Agree Strongly
1	The event was well organised		1	6	41	52
2	The event was well publicised	1	9	15	43	32
3	There was a good range of projects			3	53	44
4	The process was clear	1	9	7	45	38
5	I feel I have contributed to an improvement in my neighbourhood			10	47	43
6	I have discovered groups that I did not know existed			3	44	53
7	I would take part in an event like this in the future			8	47	45
8	I found the afternoon entertaining			14	45	41

1.4 As is evident from the evaluation, most people enjoyed the event and felt that it had made a significant contribution to improving Poulton.

1.5 Below are listed those local groups who were successful on the day and the projects they can now take forward.

St John's Ambulance - £2000 - Community Training Project - taking First Aid into schools, Children's Centres etc

Rainbow Centre - £2000 - Health and Well Being - Purchasing evacuation wheelchairs and First Aid training for volunteers.

Poulton Residents Association - £168 - Even Greener - Plant 14 hanging baskets on 2 heritage buildings in Poulton

Poulton Community Gardens - £2000 - Friends of Morecambe Cemetery - to create a group to care for and tidy Morecambe Cemetery

Morecambe War Memorial Hall - £1600 - Light up the Hall - to install security lighting around the building

Morecambe Parish Church Uniformed Groups - £1669.97 - Renew Camping Equipment - upgrade equipment for Scouts and Guides

Morecambe Parish Church - £1055 - Garden of Remembrance - to provide a quiet restful area

Morecambe Community High School PTA - £2000 - Citizen of the Year project - to offer a bursary or sponsorship to pupils willing to engage with the community in a positive way.

Morecambe Brass Academy - £2000 - to encourage young people to learn a musical instrument

Morecambe Bay School Pupils - £2000 - Playground Equipment Project - allowing children to play more creatively together

Limelight Productions - £1961.24 - Community Events by Limelight - purchase sound equipment to develop performing skills and provide professional performances

Chatterbox - £750 - the World Around Us - Further understanding of the world we live in for pre-school children.

TOTAL £19,809.47

- 1.6 Poulton Neighbourhood Management has run a 'Quick Response Fund' since it began in 2002 for the allocation of small grants of up to £2,000. The Participatory Budgeting scheme utilises the same checks and balances required for public accountability and audit purposes as have already been approved for that scheme. The only significant difference is in the process of deciding which organisations receive a grant. For 'Quick Response' the decision is taken by an appraisal panel and for Participatory Budgeting the decision is taken at a public event, as described above, by local people.
- 1.7 The experience of running a Participatory Budgeting exercise has demonstrated enhanced community engagement in the decision making process. This experience could be built upon by the City Council and its partners. It is considered that a reasonable starting point would be to use the process to engage local communities more fully in decisions by the Council in respect of grants. There is also an opportunity to bring together the grant giving programmes of the Districts LSP and those of the County Council should there be support for such an approach.

2.0 Proposal Details

- 2.1 It is proposed to take forward Participatory Budgeting in partnership with the District LSP, Lancashire County Council and any other interested public bodies that currently operate grant regimes within the district.
- 2.2 Participatory Budgeting should be considered alongside the development of Neighbourhood Management. It is part of the Community Cohesion agenda and is most effective when delivered at a neighbourhood level.
- 2.3 There are, at this stage, many unanswered questions which will need to be tackled before officers can present a fully developed model for Participatory Budgeting in Lancaster District. In particular, identifying staffing resources, appropriate budgets, or parts of budgets and securing the enthusiastic co-operation of partners.

3.0 Details of Consultation

- 3.1 An intensive consultation exercise was carried out on the 16th February 2008 (see 1.3 above). Of one hundred evaluation sheets distributed, ninety three were returned completed. These formed the basis of the scheme's evaluation report.

4.0 Options and Options Analysis (including risk assessment)

- 4.1 1 To identify appropriate un-committed grant funds available from relevant public bodies and plan a series of neighbourhood based Participatory Budgeting exercises.

The significant risk is in not having adequate planning and preparation for such exercises. Our experience of the Poulton pilot is that this method of determining grant spending is labour intensive and requires careful and effective planning as well as relatively sophisticated event management on the day itself.

- 2 The 'do nothing' option whereby grants continue to be determined using the current system(s).

The risk is that Lancaster City Council, and its partners, misses a significant opportunity to engage with neighbourhoods and to develop its community cohesion agenda.

5.0 Officer Preferred Option (and comments)

- 5.1 Option 1 is the preferred option and provides an opportunity for more direct engagement with the District's communities and a transparent method for the distribution of grant aid.

6.0 Conclusion

- 6.1 Members are asked to approve the report and to instruct officers to identify appropriate grant budgets and to develop a rolling programme of Participatory Budgeting across the District which will be presented to a future Cabinet meeting for final approval.

RELATIONSHIP TO POLICY FRAMEWORK

The introduction of Participatory Budgeting would have complimentary implications for the Council's priority for rolling out Neighbourhood Management.

CONCLUSION OF IMPACT ASSESSMENT

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

Participatory Budgeting, if developed more widely, will have implications for the Council's current system of disbursement of grant aid and will support and reinforce Lancaster City Council's commitment to the community cohesion agenda.

FINANCIAL IMPLICATIONS

Financial Services have been consulted and confirm that resources for the event staged on the 16th February 2008 were met from external LAA grant funding. There are no immediate financial implications arising directly from the recommendations of this report, other than staff time which can be met from within existing resources. However, if Participatory Budgeting is seen as something the Council wishes to develop more widely in the future then as indicated within the report relevant budgets would need to be identified and appropriate consultation carried out with Financial Services.

Members are reminded that should they resolve that Officers identify appropriate budgets and continue to develop a rolling programme of Participatory Budgeting then a further more detailed report will need to be brought back to a later Cabinet meeting for them to agree before implementation can take place. As part of this Neighbourhood Management officers will need to work with Financial Services to ensure that appropriate processes are in place regarding the allocation of and accountability for funds awarded.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

There are no legal implications arising from this report.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Poulton Neighbourhood Management
Evaluation Report, February 2008

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CABINET

COMMUNITY COHESION

3rd June 2008

Report of Chief Executive

PURPOSE OF REPORT			
To consider how to take forward community cohesion within Lancaster District in the context of the Area Based Grant.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date Included in Forward Plan		08 May 2008	
This report is public.			

OFFICER RECOMMENDATIONS

- 1 That the Community Cohesion element of the Area Based Grant (ABG) be used to support the establishment of a new post of a Community Cohesion Officer, initially for a period of 3 years, and to commission community cohesion activities as set out in the report.**
- 2 That the Revenue Budget be updated accordingly.**

1 INTRODUCTION

Lancaster City Council has received an Area Based Grant for Community Cohesion for the three year period from April 2008. Cabinet, at its meeting on 18 March 2008, resolved at Minute 137:

- (1) That for April 2008 Area Based Grant be used to continue existing arrangements for Neighbourhood Management in Poulton and the West End of Morecambe and a report on future options be brought back to Cabinet in April 2008.
- (2) That work on options to develop Neighbourhood Management arrangements for the District be considered and brought back to Cabinet.
- (3) That allocation of the remaining Grant in 2008/09 be subject to a further report to Cabinet.
- (4) That the General Fund Revenue Budget be updated accordingly.

2 BACKGROUND

- 2.1 Community cohesion can mean different things to different people. Within the Lancashire sub-region we have settled on a definition (attached as **Appendix A**).
- 2.2 The City Council has been engaged on equality and diversity work programmes over a number of years, most recently through working on the Equality Standard and in partnership with other organisations on the equality and diversity “building block” of the Lancaster District Local Strategic Partnership (LSP). Lancaster City Council has achieved Equality Standard Level 1. The Corporate Plan for 2007/08 identified Level 2 as a target, but this has been deferred to 2008/09 due to capacity problems and the need to prioritise the Fair Pay programme. Nevertheless, the City Council initiated and has contributed to the development of a local forum with community leaders, has continued to work within the LSP and has been active within the Lancashire sub-region.
- 2.3 There has previously been in place an agreed allocation by way of Service Level Agreement (SLA) to the value of £2,200 per annum with Preston & West Lancs Racial Equality Council for advice and support on equality and diversity matters. However, it had been proposed by Overview & Scrutiny Committee and Resolved, amongst other things, by Cabinet, at its meeting on the 22 January 2008, Minute No 94(1):

“That Officers explore the opportunity to offer a three year SLA for £2,000 per annum with no inflation for the provision of equality and diversity assistance and advice in the district.”

This amount has been included in the 2008/09 Revenue Budget.

The proposals in this report enable the capacity of the Council to be enhanced and for services over and above £2,000 to be procured by one or more SLAs, should that be appropriate.

- 2.4 It is acknowledged that capacity needs to be provided if the Council is to provide leadership to the equalities and diversity/cohesion agenda to ensure that these issues are addressed as set out in the Corporate Plan and a consistent approach is taken in relation to all the Council's business.

3 PROPOSAL DETAILS

Funding

- 3.1 Cabinet, at its meeting on the 18 April, agreed the allocation of Area Based Grant (ABG) in respect of Neighbourhood Management and asked for a further report regarding the allocation of a new element which is paid directly to the Council in respect of Community Cohesion (see below)

Area Based Grant Allocation (£)			
	2008/09	2009/10	2010/11
Revenue - Cohesion	26,000	49,000	75,000

Attached at **Appendix B** is a note of previous arrangements.

Note. Cohesion money is a *new* ABG funding allocation not yet allocated to any specific expenditure heading within the 2008/09 Draft GF Revenue Budget.

Capacity

- 3.5 It is recommended that a new post of Community Cohesion Officer be established to become Lancaster City Council's lead officer in respect of Community Cohesion/Equality and Diversity issues. It is further recommended that the excess ABG over and above that required to cover the salary costs of this proposed new post, be retained as a working budget for the postholder to allow for appropriate commissioning of activities, meeting training needs, positive promotion etc.
- 3.6 It is anticipated that the role of the Community Cohesion officer (and the range of activities commissioned) would be wide ranging and varied in terms of developing policy, co-ordinating activities and representing the Council on District and County Officer Working Groups.

4 DETAILS OF CONSULTATION

The Council's Corporate Plan was the subject of extensive consultation during its preparation and it has within it a specific outcome - "Work to maintain a cohesive community where respect for all is valued and celebrated" and a specific action - "to develop and implement a Community Cohesion Strategy." Additional capacity will be provided by the establishment of this post to take this work forward.

5 OPTIONS AND OPTIONS ANALYSIS (including risk assessment)

- Option 1 To pull together the existing employee resource allocated to equality and diversity issues within HR, combine with resources from the ABG to create a whole time equivalent officer and a commissioning budget.

The officer will be located in the most appropriate City Council Service (Corporate Strategy) or the work programme to be procured from another organisation.

- Option 2 That the ABG be used in some other way to be determined by Cabinet. Should Cabinet resolve to use the ABG for different purposes, there will be a resourcing issue in respect of the Corporate Plan action to achieve Levels 2 and 3 of the Equality Standard.

The preferred option is Option 1. The allocation of ABG to the City Council offers a timely opportunity for the Council to address the issues it faces in terms of community cohesion, equality and diversity.

CONCLUSION

Community Cohesion has been moving up the agenda nationally, regionally and locally over the last year or so. The ABG enables the City Council to take further actions in relation to community cohesion and integrate those actions with existing work programmes and plans in relation to equality and diversity.

RELATIONSHIP TO POLICY FRAMEWORK

The Sustainable Community Strategy (currently under development) will have within it a Valuing People theme which will have within it outcomes and targets relating to Community Cohesion.

The Corporate Plan 2008/09 has relevant targets within it:

“Improve score against Equality Standard for Local Government – Level 2 March 2009 and Level 3 March 2011” and “Develop and implement a Community Cohesion Strategy”

CONCLUSION OF IMPACT ASSESSMENT

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

Such an approach would have a positive impact and support the Council’s community leadership role in terms of positive action in respect of equality, celebrating diversity and working to promote safe and cohesive communities.

FINANCIAL IMPLICATIONS

For Option 1 the proposed salary range for the new post is SCP 34-37 currently estimated at £27,594 -£29,728, which will be subject to the outcome of Fair Pay. Assuming a start date of no sooner than 1st September 2008, the maximum costs of £22,150 can be funded by the ABG of £26,000 together with the saving of £10,550 generated by the Senior HRO returning to work on 3 days a week. A balance of £14,400 would be remaining for commissioning work before any recruitment costs have been allowed for, estimated at in the region of £1,600. However if the start date is later then this figure would increase and the budget would need to be updated once the appointment has been made and a start date known.

The maximum staff costs of £39,250 and £40,570 in 2009/10 and 2010/11 could be funded from the indicative ABG of £49,000 and £75,000 respectively with the remainder being allocated to commissioning work, subject to annual review as part of the budget process. However, as funding has so far only been agreed for 3 years, a provision will need to be made in 2010/11 for redundancy costs.

If the work programme is procured from another organisation, the costs cannot yet be identified but would need to be contained within the budget available above.

If Option 2 is preferred Cabinet members may recommend (or decide) other uses of the allocation, but If any amounts of the ABG remained unallocated, initially these would go towards supporting the revenue budget generally, together with any staff savings from the Senior HRO. (If there was an overall underspend at the end of the year this would fall into balances). If this was the case, it may be necessary for HR to fill the remaining two days of the Senior HR Officer post and the saving of £10,550 would, therefore, not be generated.

SECTION 151 OFFICER’S COMMENTS

The Section 151 Officer has been consulted and has no comments to add.

LEGAL IMPLICATIONS

There are no legal implications directly arising from this report.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

ABG Guidance

Government's response to the Commission
on Integration and Cohesion

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Ref: MC/JEB/ES/Ctees/Cabinet

APPENDIX A

A definition of Community Cohesion

A cohesive community is one where:

- There is a clearly defined and widely shared sense of the contribution of different individuals and different communities to a future vision for the boroughs, cities and county of Lancashire
- There is a strong sense of an individual's rights and responsibilities when living in a particular place – people know what everyone expects of them, and what they can expect in turn
- Those from different backgrounds have similar life opportunities, access to services and treatment
- There is a strong sense of trust in institutions locally to act fairly in arbitrating between different interests and for their role and justifications to be subject to public scrutiny
- There is a strong sense that people feel they are listened to and that they influence local decisions
- There is a strong recognition of the contribution of both those who have newly arrived and those who already have deep attachments to a particular place, with a focus on what they have in common
- There is shared ownership of community problems and possible outcomes and solutions
- There are strong and positive relationships between people from different backgrounds
- There are visibly strong and positive relationships between the agencies that work in the boroughs, cities and county of Lancashire

Appendix B

An equal opportunities budget has for some time been held in Human Resources. This dates back to 2003, when the Council employed a Personnel Officer (Equalities and Improvement). Because of difficulties in recruiting to the post, the Personnel Committee on the 20th April 2004 deleted it from the Council's establishment, resulting in a saving of £12,000 in 2004/05. Of that saving, £4000 was used to regrade the then Policy Officer post in Corporate Strategy. The remaining £8000 was transferred to the equal opportunities budget which then stood at £11,000. In March 2005, the Personnel Committee approved the transfer of £10,000 from that budget to fund a restructure of Human Resources, and the balance was merged into the HR Management and Administration Sundry Expenses budget. In 2006/07 an Equality and Diversity Budget of £1000 was created, and this was increased to £4,000 in 2007/08. The 2006/07 sum was unspent and was carried forward into 2007/08. There is likely to be a further carry forward request to 2008/09, but there is nothing in this budget for any future years.

The effect of the Personnel Committee decision in 2005 was that the HR staffing budget includes £10,000 towards equality work.

The Senior Human Resources Officer is due to return from maternity leave in August 2008, and has requested that, on her return, she be permitted to work three days a week rather than full time. This would give a saving of £10,550 in 2008/09. Whilst she has indicated that this would be a permanent arrangement, under council policy she would have the option to revert to full time working, so this saving cannot be guaranteed on a permanent basis. However, the saving could be used for the time being to contribute towards the funding of a Community Cohesion Officer as proposed below. This would consolidate the staffing resource for the wider aspects of equality and diversity in that post, although clearly Human Resources would retain responsibility for equality issues relating to the Council's employees.