



**Committee:** CABINET  
**Date:** TUESDAY, 2 JUNE 2009  
**Venue:** MORECAMBE TOWN HALL  
**Time:** 10.00 A.M.

**A G E N D A**

**Please note the change of venue from Lancaster to Morecambe Town Hall for this meeting, due to availability of meeting rooms.**

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, 21<sup>st</sup> April 2009 (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. Cabinet Appointments to Committees, Liaison Groups, Outside Bodies, Partnerships and Boards (Pages 1 - 22)**

Report of the Chief Executive.

**7. Migrant Impact fund (Pages 23 - 25)**

Report of the Corporate Director (Finance and Performance).

**8. 2008/09 4th Quarter Corporate Performance Review (Pages 26 - 52)**

Report of the Corporate Director (Finance and Performance).

**9. West End Masterplan Mid-term Review (Pages 53 - 158)**

Report of the Corporate Director (Regeneration).

**10. National Transport Awards (Pages 159 - 161)**

Report of the Corporate Director (Community Services).

**11. Review of Council Housing Rent Increases 2009/10 (Pages 162 - 166)**

Report of the Corporate Director (Community Services) and Head of Financial Services.

**12. Street Services Agreement with Lancashire County Council (Pages 167 - 170)**

Report of the Corporate Director (Community Services).

**13. Urgent Business (Pages 171 - 174)**

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

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

Cabinet is recommended to pass the following recommendation in relation to the following items:-

“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 they could involve the possible disclosure of exempt information as defined in paragraph 1 and 2 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.

**15. Funding of the Employee Establishment (Pages 175 - 194)**

Report of the Chief Executive.

## **ADMINISTRATIVE ARRANGEMENTS**

### **(i) Membership**

Councillors Stuart Langhorn (Chairman), Evelyn Archer, June Ashworth, Jon Barry, Eileen Blamire, Abbott Bryning, Jane Fletcher, David Kerr, Roger Mace and Malcolm Thomas

### **(ii) Queries regarding this Agenda**

Please contact Debbie Chambers, Democratic Services, telephone 01524 582057 or email [dchambers@lancaster.gov.uk](mailto:dchambers@lancaster.gov.uk).

### **(iii) Apologies**

Please contact Members' Secretary, telephone 582170, or alternatively email [memberservices@lancaster.gov.uk](mailto:memberservices@lancaster.gov.uk).

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

Published on Thursday, 21<sup>st</sup> May, 2009

<b>CABINET</b>
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## Cabinet Appointments to Committees, Liaison Groups, Outside Bodies, Partnerships and Boards

2<sup>nd</sup> June 2009

### Report of Chief Executive

<b>PURPOSE OF REPORT</b>				
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.				
<b>Key Decision</b>		<b>Non-Key Decision</b>	<b>X</b>	<b>Referral from Cabinet Member</b>
<b>Date Included in Forward Plan</b>	N/A.			
<b>This report is public.</b>				

#### 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 the Appendix C to this report.

#### 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 advised that at its meeting on 9<sup>th</sup> March 2009, the Morecambe Retail, Commercial and Tourism Cabinet Liaison Group resolved that the Cabinet Member with Special Responsibility be requested to “reinstate the Morecambe Retail, Commercial and Tourism Cabinet Liaison Group in the new Municipal Year and to consider extending the membership of the Group.” (Morecambe Retail, Commercial and Tourism Cabinet Liaison Group Minute 33 refers).
- 1.3 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 Members are reminded that, at its meeting on 17<sup>th</sup> February 2009, Cabinet considered a report of the Chief Executive asking members to review appointments to Outside Bodies, Partnerships and Boards following the appointment of a new Leader of the Council and the consequential changes to Cabinet portfolios. It was agreed that Cabinet appointments to outside bodies, as set out in the report, remain in place until the end of the 2008/9 municipal year (Minute 144 refers).
- 3.2 Attached at Appendix C is a list of all organisations to which Cabinet makes appointments on the basis of Portfolio responsibilities.
- 3.3 Also included in Appendix C are details of an invitation for the City Council to nominate an elected Member and designated deputy to join the North Lancashire Local Action Group Executive Group following a recent decision by the Lancashire Economic Partnership to form an Executive Group to act as the decision-making body for all projects, initiate project development ideas and report to the Local Action Group on progress of the Rural Development Programme for England and individual projects. It is expected to meet on a quarterly basis
- 3.4 Council at its meeting on 18<sup>th</sup> May resolved that the relevant Cabinet Members should be appointed as the Council’s representatives.
- 3.3 Also set out in Appendix D is a list of appointments to the Lancaster District Local Strategic Partnership (LDLSP) for consideration. The list shows the basis of appointment.
- 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 C to this report.

5.0 **Officer Preferred Option and Comments**

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

**RELATIONSHIP TO POLICY FRAMEWORK**

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.

**CONCLUSION OF IMPACT ASSESSMENT  
(including Diversity, Human Rights, Community Safety, Sustainability etc)**

The proposals provide clear focus, transparency, accessibility and inclusiveness in the Council's Executive decision-making processes.

**FINANCIAL IMPLICATIONS**

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.

**SECTION 151 OFFICER'S COMMENTS**

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

**LEGAL IMPLICATIONS**

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

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

Council Agenda and Minutes.

**Contact Officer:** Tom Silvani  
**Telephone:** 582132  
**E-mail:** tsilvani@lancaster.gov.uk

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:

- (a) the Cabinet collectively;
- (b) an individual Cabinet Member (non-Key Decision only);
- (c) a Committee of the Cabinet;
- (d) an Officer;
- (e) an Area Committee;
- (f) joint arrangements; or
- (g) another Local Authority.

#### 2.9 Cabinet Liaison Groups

- (a) Cabinet Liaison Group 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.
- (b) The participants in the Group will be by invitation of the Chairman 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
- (c) *Terms of Reference*: Their Terms of Reference are 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.

- (d) 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.
- (e) 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, Finance, and Transport including parking policy.
- City Council (Direct) Services including environmental enforcement.
- Property Services, joint Economic Environment Portfolio – Employment Opportunities and Regeneration in Morecambe and Lunesdale Constituency, and Neighbourhood Management in this District.
- Joint Economic Environment Portfolio – Employment Opportunities and Regeneration in the Lancaster part of Lancaster & Wyre Constituency, and Community Planning.

**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 No 8, 3rd June 2008 Refers**

Last Meeting: 2nd October 2008

Frequency: As required

**CABINET LIAISON GROUPS**

**CANAL CORRIDOR CABINET LIAISON GROUP**

**Previous Cabinet Member Membership:**

**Cabinet Member with Responsibility for:**

- Joint Economic Environment Portfolio – Employment Opportunities and Regeneration in the Lancaster part of Lancaster & Wyre Constituency, and Community Planning.

**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 No 8, 3rd June 2008 Refers**

Last Meeting: 6th June 2008

Frequency: As required

**CHILDREN AND YOUNG PEOPLE CABINET LIAISON GROUP**

**Previous Cabinet Member Membership:**

**Cabinet Member with Responsibility for:**

- Arts, Museums, Leisure, Sport and Young People

**Terms of Reference:**

- (1) To advise the Cabinet member for Children and Young People in all matters relating to the district Council's roles and responsibilities in Every Child Matters-Agenda for Change, and the role of council in the Lancaster District Children's Trust.
- (2) To develop, as appropriate, policies and strategies relating to Festivals and Events for referral through Cabinet subject to budget allocations.
- (3) To promote the Council's commitment in its Corporate Plan priority outcome, '**Work to maintain a cohesive community where respect for all is valued and celebrated.**' by 'Implementing the Children and Young People Strategic Plan'.
- (4) To ensure the engagement and participation of children and young people in respect of the planning and delivery of the City Council's services.
- (5) To ensure that the City Council's responsibilities in safeguarding and ensuring the well being of children and young people are widely disseminated, understood and acted upon.
- (6) To receive reports and develop effective action plans where appropriate.
- (7) To monitor the delivery of the council's children and young people strategy.

**Cabinet Minute No 54, 2nd September 2008 Refers**

Last Meeting: 21st April 2009

Frequency: Monthly

**CLIMATE CHANGE CABINET LIAISON GROUP**

**Previous Cabinet Member Membership:**

**Cabinet Members with Responsibility for:**

- City Council (Direct) Services including environmental enforcement.

**Terms of Reference:**

To establish a comprehensive Council wide 5 year Climate Change Strategy.

This year, to establish and implement 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 advise and monitor the delivery of outcomes and 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 No 26, 24th July 2007 Refers**

Last Meeting: 15th April 2008

Frequency: Every two 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:**

- Housing strategy and provision – excluding homelessness, Environmental Health, Human Resources, and Support for the Voluntary Sector.

**Terms of Reference:**

- 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 No 8, 3rd June 2008 Refers**

Last Meeting: 30th April 2008

Frequency: Minimum of four times a year

**FESTIVALS AND EVENTS CABINET LIAISON GROUP**

**Previous Cabinet Member Membership:**

**Cabinet Members with Responsibility for:**

- Tourism and Events Throughout the District

**Terms of Reference:**

- (1) To advise the Cabinet Member for Tourism and Events in all matters relating to Festivals and Events throughout the District.
- (2) To develop, as appropriate, policies and strategies relating to Festivals and Events for referral through Cabinet subject to budget allocations.
- (3) To promote the Council's commitment in its Corporate Plan:-  
"Recognising that tourism continues to play an important role in the economy of the district and we will continue to support that activity" by  
"improving the district's competitiveness as a visitor destination by attracting visitors to the district by promotion of cultural events."
- (4) To ensure that the City Council's responsibilities in relation to Festivals and Events are widely disseminated, understood and acted upon.
- (5) To receive reports and develop effective action plans where appropriate.
- (6) To monitor the delivery of the Council's Festivals and Events Programme.

**Cabinet Minute No 72, 7th October 2008 Refers**

Last Meeting: 3rd November 2008

Frequency: As required

**GYPSY AND TRAVELLER CABINET LIAISON GROUP**

**Previous Cabinet Member Membership:**

**Cabinet Members with Responsibility for:**

- Housing strategy and provision – excluding homelessness, Environmental Health, Human Resources, and Support for the Voluntary Sector.

**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 No 8, 3rd June 2008 Refers**

Last Meeting: 30th March 2009

Frequency: Every two months

**LANCASTER AND DISTRICT CHAMBER CABINET LIAISON GROUP**

**Previous Cabinet Member Membership:**

**Cabinet Members with Responsibility for:**

- Joint Economic Environment Portfolio – Employment Opportunities and Regeneration in the Lancaster part of Lancaster & Wyre Constituency, and Community Planning.

**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 No 8, 3rd June 2008 Refers**

Last Meeting: 25th November 2008

Frequency: Every 6 months.



**MORECAMBE RETAIL, COMMERCIAL AND TOURISM CABINET LIAISON GROUP**

**Previous Cabinet Member Membership:**

**Cabinet Members with Responsibility for:**

- Joint Economic Environment Portfolio – Employment Opportunities and Regeneration in the Lancaster part of Lancaster & Wyre Constituency, and Community Planning.

**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 No 8, 3rd June 2008 Refers**

Last Meeting: 9th March 2009

Frequency: Quarterly

**NEIGHBOURHOOD MANAGEMENT CABINET LIAISON GROUP**

**Previous Cabinet Member Membership:**

**Cabinet Members with Responsibility for:**

- Joint Economic Environment Portfolio – Employment Opportunities and Regeneration in the Lancaster part of Lancaster & Wyre Constituency, and Community Planning.

**Terms of Reference:**

To examine the options of an effective model for the delivery of Neighbourhood Management, considering how this would integrate into mainstream service delivery for Lancaster City Council and/or third tier Councils, and how such a model would relate to the LDLSP, and the community engagement agenda, and be supportive of the Council's priorities and Core Values around Putting Our Customers First and Leading Our Communities.

**Cabinet Minute No 38, 31st July 2008 Refers  
Cabinet Minute No 129, 20th January 2009 Refers**

Last Meeting: 7th April 2009

Frequency: As required.

**PLANNING POLICY CABINET LIAISON GROUP**

**Previous Cabinet Member Membership:**

**Cabinet Members with Responsibility for:**

- Community Safety, Emergency Planning, Strategic Planning and planning enforcement, and Cycling Demonstration Town

**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 Assessment

and 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 No 8, 3rd June 2008 Refers**

Last Meeting: 3rd March 2009

Frequency: As required (6 in last 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:**

- City Council (Direct) Services including environmental enforcement.

**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 No 8, 3rd June 2008 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:**

- Joint Economic Environment Portfolio – Employment Opportunities and Regeneration in the Lancaster part of Lancaster & Wyre Constituency, and Community Planning.

**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 No 8, 3rd June 2008 Refers**

Last Meeting: 10th September 2008

Frequency: As required.

**UNIVERSITIES CABINET LIAISON GROUP**

**Previous Cabinet Member Membership:**

**Cabinet Members with Responsibility for:**

- Information Technology and Customer Services, Revenues and Benefits, Homelessness, Democratic, Legal and Licensing Services, and Community Engagement and Consultation.

**Terms of Reference:**

- (1) To consider matters of mutual interest.

**Cabinet Minute No 8, 3rd June 2008 Refers**

Last Meeting: 26th January 2009

Frequency: Quarterly

**APPENDIX C****APPOINTMENTS MADE BY CABINET**

<b>ORGANISATION</b>
Arnsdale and Silverdale AONB Unit Executive Committee
British Resorts Association
Children's Trust Partnership Lancaster District
Cycling Demonstration Town Board
Historic Towns Forum
Forest of Bowland AONB Advisory Committee
Lancashire Economic Partnership
Lancashire Leaders Meeting (Leader)
Lancashire Police Authority – Partnerships Forum
Lancashire Rural Affairs
Lancashire Rural Partnership
Lancaster and District YMCA Management Board
Lancaster Canal Restoration Partnership (formerly Northern Reaches SG)
Lancaster District Community Safety Strategy Partnership Executive Member
Lancaster University Public Arts Strategy Group
LGA Coastal Issues Special Interest Group
LGA Executive (Leader)
LGA Tourism Forum
Morecambe Bay Partnership
Morecambe Bay Tobacco Control Alliance
North and West Lancashire Priority 1 Action Plan Partnership Board
North Lancashire Local Action Group executive Group (Member + substitute)
North West Rural Affairs Forum
Storey Centre for Creative Industries
Waste Management Strategy Steering Group



**MISCELLANEOUS APPOINTMENTS (including Cabinet appointments)**

<b>ORGANISATION</b>	<b>BASIS OF APPOINTMENT</b>
Lancaster and District Vision Board	Cabinet Member
Lancaster District Community Safety Strategy Group	Cabinet Members X 2
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
Lancaster District Sustainability Partnership	Cabinet Member and Overview and Scrutiny Committee
LGA Rural Commission	Cabinet Member for Rural Affairs plus one on rotation
Museums Advisory Panel	Cabinet Member and Overview and Scrutiny Committee

**LANCASTER DISTRICT LOCAL STRATEGIC PARTNERSHIP**

<b>Organisation</b>	<b>Basis of appointment</b>
LSP Partnership Board (+ substitute)	Cabinet Member (+ Cabinet Member substitute)
LSP Management Group (+ substitute)	Cabinet Member (+ Cabinet Member 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

<b>CABINET</b>
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## MIGRANT IMPACT FUND

**2 June 2009**

### Report of Corporate Director (Finance and Performance)

<b>PURPOSE OF REPORT</b>			
To consider a request from the Lancaster District Local Strategic Partnership for the City Council to become the Accountable Body for Migrant Impact Fund should its bid to central government be successful.			
<b>Key Decision</b>	<input type="checkbox"/>	<b>Non-Key Decision</b>	<input type="checkbox"/>
		<b>Referral from Cabinet Member</b>	<input type="checkbox"/>
<b>Date Included in Forward Plan</b>		N/A	
<b>This report is public.</b>			

#### RECOMMENDATION

That, subject to discussions with Lancashire County Council as to who would be best placed to become the Accountable Body for the Migrant Impact Fund should the LDLSP's bid to central government be successful, that, if required, Lancaster City Council agree to undertake the role.

That subject to the above, the Revenue Budget be updated accordingly.

#### 1 INTRODUCTION

- 1.1 A fund to manage the transitional impacts of migration was announced in the February 2008 Green Paper 'The Path to Citizenship'.
- 1.2 Communities and Local Government (CLG) is allocating the fund on a regional basis through the government office with those regions experiencing higher levels of inward migration, or with less experience of dealing with the impacts of migration receiving more. All local service providers including the police, local authorities, and Primary Care Trusts will be eligible to benefit from this fund.
- 1.3 The north west region has been allocated £3,606,606 over the 2009/10-2010/11 period and LSP's have been encouraged to bring forward packages of activity within one overall project application.

## 2 REPORT

2.1 Since 2005 the district and Morecambe in particular, has experienced a large influx of Polish and other Eastern European migrants. This is the district's first experience of significant numbers of foreign workers and it has not yet developed a strategy for addressing the issues that have emerged due to language and cultural barriers.

2.2 Currently a working estimate exists of 2,000 Polish people in a small geographical area of the West End of Morecambe, based on a count of children enrolled at 3 local schools. Across the Lancaster District, the figure is believed to be much higher.

The LDLSP, through its Valuing People thematic group, has put together a bid to the fund the broad aims of which are to:

- Ease the pressures on service providers working with migrants
- Increase access to essential services for migrants
- Build the individual and collective capacity of migrant communities

2.3 The fund is for two years and the amount of funding being requested is in the region of £40,100 in 2009/10 and £58,500 in 2010/2011.

2.4 Bids to the fund have also been made by Lancashire County Council and two other districts in Lancashire (West Lancashire and Hyndburn). Whilst these bids are separate and distinct they have all been cross referenced to each other to demonstrate a "Lancashire" wide approach to this issue.

## 3 DETAILS OF CONSULTATION

The funding bid has been put together by a group of agencies working to deliver services to and supporting the East European migrant community in the west end of Morecambe and is based on an understanding of the needs of those communities.

## 5 OPTIONS AND OPTIONS ANALYSIS (including risk assessment)

1 That, depending upon Government Office's response to these bids from across Lancashire, discussions take place between the City Council and Lancashire County Council as to which organisation is best placed to become the Accountable Body for this fund. If it is determined that that the City Council is best placed to be that body then Cabinet agrees to become the Accountable body for the Migrant Impact Fund.

2 To not agree to become the accountable body for this funding.

### Risk Analysis

This grant allocation (if successful) is not ring-fenced and has no mandatory reporting process against it other than that already required (e.g. national indicators). The LSP will be asked to submit a self assessment setting out project progress.

As the City Council already acts as Accountable Body for the LDLSP in respect of second homes funding, accounting procedures are already in place in respect of transfer of funds to the LDLSP and therefore the City Council could become the Accountable Body should discussions with Lancashire County Council recommended that course of action.

**RELATIONSHIP TO POLICY FRAMEWORK**

**Sustainable Community Strategy**

Improve community cohesion, a sense of belonging and taking part by promoting positive relationships between the diverse and emerging communities and groups in Lancaster district.

**Corporate Plan**

Deliver the Council's actions in the LDLSP's Valuing People Thematic Group Action Plan – develop and implement a Community Cohesion Strategy

**CONCLUSION OF IMPACT ASSESSMENT**

Will have a positive impact in supporting the new east european community establishing itself in the district.

**FINANCIAL IMPLICATIONS**

CLG will hold the fund and will make payments to local service providers. As LSPs are not legal entities able to receive funds directly, the LSP will need to nominate one member to act as lead partner and accountable body. Dependant upon discussions with Lancashire County Council it has been requested that Lancaster City Council undertake the role. If the Council do undertake the role, a full analysis of the budget (attached at Appendix A) will be undertaken.

In line with Government policy the grant would not be ring-fenced. Funds allocated will be paid in full to Lancaster City Council in one instalment at the beginning of the project and arrangements would need to be put in place to carry forward the 2010/11 funding allocation. The Revenue Budget would need to be updated accordingly.

**SECTION 151 OFFICER'S COMMENTS**

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

**LEGAL IMPLICATIONS**

There are no legal implications arising as a result of this report

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

None

**Contact Officer:** Roger Muckle

**Telephone:** 01524 582022

**E-mail:** rmuckle@lancaster.gov.uk

**Ref:** RM/JEB

**CABINET**

**2008/09 4th Quarter Corporate Performance Review  
2 June 2009**

**Report of Corporate Director (Finance and Performance)**

PURPOSE OF REPORT			
To report on the fourth quarter of Performance Review Team meetings for 2008/09.			
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>
		Referral from Cabinet Member	<input checked="" type="checkbox"/>
Date Included in Forward Plan	N/A		
This report is public			

**RECOMMENDATIONS**

- (1) That the report be noted.

**REPORT**

- 1 The fourth quarter of Performance Review Team (PRT) meetings for 2008/09 took place between 27 April and 8 May. Each meeting monitored progress against the action sheets drawn up for the previous round of meetings.
- 2 The corporate report was considered by the Cabinet portfolio holder in May, Performance Management (Officer) Group on 22 May, and Budget and Performance Panel will consider it on 9 June.
- 3 Attached at **Appendix 1** are:
  - PRT meeting/attendance timetable
  - Updated (Escendency Action from 2008/09 Q3 meeting
  - Escendency report showing red indicators for Q4
  - Updated Finance Action 2008/09 Q3 meeting
  - Q4 Corporate Financial Monitoring Report
  - Treasury Management Monitoring Report
- 4 The outcome from the meeting with the Cabinet member was the action plan at **Appendix 2** (to follow). This plan identifies those issues that need further explanation in respect of the Q4 Corporate Performance Monitoring report that officers are currently progressing.

**6.0 Conclusion**

6.1 The Council's Performance Management Framework now requires the regular reporting of performance into Cabinet as part of the Performance Review Team cycle of meetings and this report provides year end performance information for 2008/09.

<b>RELATIONSHIP TO POLICY FRAMEWORK</b>  This report is a requirement of the Council's Performance Management Framework.	
<b>CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)</b>  None arising from this report.	
<b>FINANCIAL IMPLICATIONS</b>  As set out in the attached appendices.	
<b>SECTION 151 OFFICER'S COMMENTS</b>  The Section 151 has been consulted and has no additional comments at this stage.	
<b>LEGAL IMPLICATIONS</b>  Legal Services have been consulted and have no comments to add.	
<b>MONITORING OFFICER'S COMMENTS</b>  The Monitoring Officer has been consulted and has no comments to add.	
<b>BACKGROUND PAPERS</b>  2008/09 Q4 PRT Reports	<b>Contact Officer:</b> Roger Muckle <b>Telephone:</b> 01524 582022 <b>E-mail:</b> rmuckle@lancaster.gov.uk <b>Ref:</b> RCM/JEB

**2008/09 4th Quarter  
CORPORATE PERFORMANCE REVIEW TEAM MEETING  
9.00 am Thursday 21 May 2009 – Roger Muckle's Office**

**In attendance:      Councillor S Charles  
                                 Roger Muckle  
                                 Nadine Muschamp  
                                 Richard Tulej**

The fourth round of Performance Review Team (PRT) meetings for 2008/09 took place between 27 April and 8 May 2009.

Each meeting monitored progress against the action sheets drawn up for the previous round of meetings.

Attached are:

- PRT meeting/attendance timetable
- Updated Action from 2008/09 Q3 meeting
- Escendency report showing red indicators Q4
- Q4 Corporate Financial Monitoring Report
- Treasury Management Monitoring Report

JEB/15 May 2009

**(SERVICE BASED) PERFORMANCE REVIEW TEAMS for 2008/09**

Timetable for 4th Quarter – 27 April to 08 May 2009

SERVICE	Meeting arranged	Cabinet Member(s)	Director (s)	Service Head	Paperwork Received (inc. updated action from previous meeting)	Action Note received	Additional Info.
LEGAL AND HR	3:00 pm 28 April	John Gilbert David Kerr	Mark Cullinan	Sarah Taylor	✓ ✓	✓	Also attending – Elaine Frecknall and Aian Humphreys
DEMOCRATIC	4:30 pm 30 April	John Gilbert	Mark Cullinan	Gill Noall	✓ ✓	✓	Mark Cullinan did not attend the meeting
FINANCE	12:30 12 May	Abbott Bryning	Roger Muckle	Nadine Muschamp	✓ [N/A – no action to update]	✓ (No actions)	
CORPORATE STRATEGY	4 pm 27 April	Roger Mace Jon Barry (5 <sup>th</sup> ) Jane Fletcher (5 <sup>th</sup> ) David Kerr	Roger Muckle Peter Loker	Richard Tulej	✓ ✓	✓	Peter Loker did not attend either meeting
REVENUES	10 am 5 May	Eileen Blamire (27 <sup>th</sup> ) John Gilbert (27 <sup>th</sup> ) Susie Charles (5 <sup>th</sup> )					Roger Muckle attended 27/4 only
INFORMATION AND CUSTOMER SERVICES	11:30 5 May	John Gilbert	Roger Muckle	Jane Ailder	✓ ✓	✓	Roger Muckle not able to attend.
CITY COUNCIL (DIRECT) SERVICES	10:30 5 May	John Gilbert	Roger Muckle	Richard Mason	✓ [N/A]	✓ (No actions)	Roger Muckle not able to attend.
COUNCIL HOUSING	10:00 28 April	Jon Barry	Peter Loker	Mark Davies	✓ ✓	✓	
HEALTH AND STRATEGIC HOUSING	2:00 pm 27 April	David Kerr	Peter Loker	Steven Milce	✓ ✓	✓	
H&SH – CIVIL CONTINGENCIES	1:30pm 28 April (JG) 2:150pm)	David Kerr John Gilbert	Peter Loker	Suzanne Lodge	✓ ✓	✓	
CULTURAL	9:30 am 27 April	Eileen Blamire	Peter Loker	Suzanne Lodge Mark Bartlett	✓ [N/A]	✓	
	10am 29 April (JF). 9am 5 May (SC). SB to meet with DO.	Susie Charles Jane Fletcher Shirley Burns	Heather McManus	David Owen	✓ [N/A]	✓	Cllr Burns did not attend



SERVICE	Meeting arranged	Cabinet Member(s)	Director (s)	Service Head	Paperwork Received (inc. updated action from previous meeting)	Action Note received	Additional Info.
PLANNING	12pm 5 May (AB, SC) 12pm 8 May (EA, EB)	Abbott Bryning Eileen Blamire Eve Archer Susie Charles	Heather McManus	Andrew Dobson	✓ [N/A]	✓ (No actions)	
ECONOMIC DEVELOPMENT AND TOURISM	11am 5 May (AB, SC, SB) 11am 8 May (EA, RM)	Roger Mace (was Abbott Bryning) Eve Archer Shirley Burns Susie Charles	Heather McManus	Peter Sandford	✓	✓	
PROPERTY	1pm 5 May (AB) 10am 8 May (EA)	Evelyn Archer Roger Mace	Heather McManus	Graham Cox	✓ [N/A]	✓ (No actions)	
NEIGHBOURHOOD MANAGEMENT (NO MORE PRTs)		Roger Mace Evelyn Archer David Kerr	Peter Loker Heather McManus	John Deacon			
Corporate PRT	9 am 21 May	Susie Charles	Roger Muckie	Richard Tulej Nadine Muschamp			
PERFORMANCE MANAGEMENT GROUP	22 May	N/A	All	Nadine Muschamp Richard Tulej			
CABINET	2 June	All	All				
BUDGET AND PERFORMANCE PANEL	9 June	N/A	Roger Muckie				

**PERFORMANCE REVIEW TEAM MEETING – Q3 2008/09**

**SERVICE AREA:** CORPORATE













**DATE:** 3 March 2009

**PRESENT:** NADINE MUSCHAMP, RICHARD TULEJ  
COUNCILLOR SUSIE CHARLES (PERFORMANCE MANAGEMENT)











**APOLOGIES** ROGER MUCKLE

NO	AGREED ACTION	RESPONSIBILITY	PROGRESS
1	<p>Actions brought forward from Corporate PRT Q2 08</p> <p>£56K of external funding has been secured to develop a dance strategy for the district but further funding is required. Information is requested as to the potential impacts upon the Council's budget (and other resources) for 2009/10 and future years.</p>	DO	<p>None</p> <p>Discussion on-going with external funders as to whether LUDUS can "host" and be the accountable body.</p>
2	<p>In view of the continuing staffing issues in Information / Customer Services and its impacts upon Service performance, information is requested as to what actions are being put in place to address these issues.</p>	JA	<p>The sickness issues are being addressed with HR on a case by case basis and vacancies have been advertised</p>
3	<p>Development Control - the continuing decline in fee income is noted. Information is requested as to how the situation is being managed and what level of resource is being transferred from development control work to Local Development Framework activity and for what period.</p>	AD	<p>1 x external case worker contract terminated, saving £12,000.</p> <p>1 x senior case worker voluntarily reduced to part time for 12 month period saving £14,736.</p>




## Corporate PRT Report Q4 2008-09

Ref No.	Performance Indicator	Measurement Interval	Type Of Measurement	Outturn 07/08	Target 08/09	Good Is	Q1	Q2	Q3	Q4	Year To Date	Status	Performance Commentary
1	BV02a Level of Equality Standard Achieved	Annually	Snapshot	1	2.00	High				1	1	 Failing	Staff resources are still directed at the fair pay process and has impacted on this area of work.
2	BV02b Duty to promote race equality - checklist score	Annually	Snapshot	42.1	57.89%	High				42.1	42.10%	 Failing	Staff resources are still directed at the fair pay process and has impacted on this area of work.
3	BV170a Overall use of museums	Annually	Cumulative	1097	1350.00	High				966	966	 Failing	The National Benchmark for an Upper Quartile District Council is 968 (07/08), and the Service has achieved 966. There may be a case for reviewing the local target as there were just passed on to Cultural Services.
4	BV212 Average Time to Relet LA Housing	Quarterly	Snapshot	32.19 Days	32.00 Days	Low	45.1	47.43	43	41.89	41.89Days	 Failing	This continues to show signs of improvement and it is now taking an average of 41.89 days at the end of Q4 compared to 43 days at the end of Q3, 47.4 days at the end of Q2 and 45.1 days at the end of Q1. We have not achieved our target of 32 days. On average to date this year it is taking us 10 days longer to turn round properties compared with last year. Actions will be maintained to continue to reduce the average time taken to relet. For further details see Action Plan.
5	CH09 Current Tenants Owing Over 13 Weeks Rent	Quarterly	Snapshot	2.85%	2.80%	Low	2.88	3.43	3.2	3.41	3.41%	 Failing	The percentage of tenants in serious arrears owing £250 or more and over the equivalent of 13 weeks net rent: The percentage of tenants in serious arrears has unfortunately increased to 3.41%, following the decrease to 3.2% reported in Q3. The target for the year end we had set ourselves 2.8% has not been achieved. The dramatic change is the current economic climate over the last year will have had some influence. For further details see Action Plan.
6	CH11 Rent Lost Through Vacancies	Quarterly	Snapshot	1.20%	1.00%	Low	1.5	1.1	1.6	1.6	1.60%	 Failing	The percentage of rent loss through vacancies remains at the end of Q4 at 1.6% against a target of 1%. Over 2008/2009 we have seen an increase in turnover and have had a total of 377 voids. This compare with 336 voids in 2007/2008. As has been commented on in previous PRT reports the increase in rent loss through vacancies is also partly attributable to the losses caused through fire damaged properties notably the flats at Aldingham Court. These flats have now been relet following extensive work. The continuing need of having to undertake significantly more work on empty properties to bring them back to our relettable standard also is a contributory factor. The situation remains that on average to date this year it has taken us 10 days longer to turn round properties compared with last year.
7	CS23 % Community Engagement Framework complete	Quarterly	Snapshot	-	80.00%	High	20	35	40	45	45.00%	 Failing	The project plan has been revised and the expected completion date is early July 2009.
8	Cult01 Parks: Alternative management arrangements report	Quarterly	Snapshot	-	Yes	High	Yes	No	No	No	No	 Not Achieved	Due to other service commitment which have been undertaken such as involvement in Williamson Park, the deadline of March 2009 was not met. This work will be carried over into 2009/10
9	Cult04 New SLA Models for Arts, on target?	Quarterly	Snapshot	-	Yes	High	Yes	Yes	No	No	No	 Not Achieved	Work to review the SLA with all the arts organisations has been completed. However, work to produce a report on reviewing the funding arrangements will be carried forward for completion in 2009/10.
10	Cult05 Achieve Quest Accreditation for SASC	Quarterly	Snapshot	-	Yes	High	No	Yes	Yes	No	No	 Not Achieved	Work required by SASC completed. Awaiting accreditation by Quest - process delayed by their office relocation.
11	Cult24 Produce a Dance Strategy - on target?	Quarterly	Snapshot	-	Yes	High	Yes	Yes	No	No	No	 Not Achieved	This task is being undertaken in partnership with Arts Council England (ACE). The timescales are set by ACE.
12	Cult26 Targeted Individuals	Quarterly	Cumulative	-	300.00	High	0	0	0	68	68	 Failing	Programme underway as of January 09, but not fully implemented due to external funding delays. This work will be carried forward into 2009/10.

## Corporate PRT Report Q4 2008-09

Ref No.	Performance Indicator	Measurement Interval	Type Of Measurement	Outturn 07/08	Target 08/09	Good Is	Q1	Q2	Q3	Q4	Year To Date	Status	Performance Commentary
13	Cult29 Effective swimming development programme	Quarterly	Snapshot	-	95.00%	High	74	72	73	72	72.00%	 Failing	As stated in PRTQ3, evidence supports that the original target is over ambitious. Target for 09/10 will be set at 80%
14	Cult30 Increase visitor attendances at cultural events	Half-Yearly	Snapshot	-	25.00	High	39			7.5	7.5	 Failing	The result indicates the difficulty in gathering the data (see Cult12), not the actual % of visitors. For PRTQ2 the outcome was well above target [39%, against a target of 25%]. This work will be carried forward into 2009/10.
15	Cult44 Dome feedback	Half-Yearly	Snapshot	-	95.00	High	0	1	1	1	1	 Failing	The ongoing works during Qtr3 to develop feedback systems ceased as a result of cabinet decision to close The Dome. Feedback post Dec 2008 has been substantial as can be seen by public participation on Websites such as Facebook, in the local media and received at The Dome from customers, promoters and agents expressing their disappointment.  The Dome from customers, promoters and agents expressing their disappointment. Subsequently the cabinet decision of was reviewed / overturned in March 09 for The Dome to operate a 9 month year during 09/2010. This feedback confirms that Dome programming has identified and supported the requirements of the community in previous years, and should continue with existing programming philosophy for 09/2010. Separate to this feedback The Dome has had several successful events which have now been re programmed for 2009. The work to develop tools for all forms of feedback are currently being re - established.
16	DS11 08/09 - % of Distribution runs leaving by 2pm	Quarterly	Snapshot	84.6	100.00%	High	100	92.31	83.33	75	75.00%	 Failing	Of 12 distributions, 3 failed to meet the target. In each case this was because of the late production of the Cabinet Agenda. On two of these occasions, Cabinet papers had to be delivered either by special courier delivery or by staff members.
17	ICS06 Abandoned Calls	Monthly	Average	2.68	3.00	Low	2.81	6.63	11.7	6.33	6.87	 Failing	Staff sickness and unfilled vacancies are having an effect on services.
18	ICS10 Progress Access to Services Programme	Quarterly	Snapshot	-	47.00%	High	20	27	28	28	28.00%	 Failing	Programme is severely delayed due to loss of Customer Services Project Manager and staff sickness in the IT team.
19	LL05: Property Transactions documentation sent out within 20 working days of receiving full instruction	Quarterly	Snapshot	-	95.00	High	96.8	95	100	33	33	 Failing	Performance for this indicator was on target until the last quarter. The drop in performance is due to the long term sickness absence of the postholder responsible for this work.
20	NI155 Number of affordable homes delivered	Annually	Snapshot	-	60.00	High				28	28	 Failing	This is an interim figure and is subject to confirmation through physical survey of the completions in the District there will be an update on position at PRT Q1 09/10
21	NI158 % non decent homes	Half-Yearly	Snapshot	-	.00	Low	1			1	1	 Failing	The stock condition survey has highlighted that 1% of the housing stock does not meet the new Decency Standard. The updated information from the stock condition survey is being used to inform our capital and planned maintenance programmes and any necessary adjustments will be made to bring all the stock back into decency. Our target is to bring back the stock into decency by the end of 2009/2010.
22	NI188 Planning to adapt to climate change	Half-Yearly	Snapshot	-	1.00	High	0			0	0	 Failing	Target to be revised to be achieved in 2009/10

## Corporate PRT Report Q4 2008-09

Ref No.	Performance Indicator	Measurement Interval	Type Of Measurement	Outturn 07/08	Target 08/09	Good Is	Q1	Q2	Q3	Q4	Year To Date	Status	Performance Commentary
23	NM02 Increase the provision of affordable housing throughout the district	Quarterly	Cumulative	-	44.00	High	7	16	5	0	28	 Failing	A further 17 properties are should be completed before the end of the year. The Housing Corporation are considering a bid to add a further 10 social rented units to the Mossgate development.
24	PROP03 % of sustainable energy used	Annually	Snapshot	31.7	60.00%	High				30	30.00%	 Failing	All of the authorities electricity is obtained from sustainable energy, this represents 30% of kwh purchased.
25	SH25 No. of properties accredited	Quarterly	Cumulative	55	30.00	High	2	1	5	6	14	 Failing	The council has little control over how may Landlords request accreditation but capacity issues in the team mean that no proactive work can be carried out



**LANCASTER CITY COUNCIL**  
Promoting City, Coast & Countryside

## Corporate Financial Monitoring

### March 2009 | Quarter 4

Report of the Head of Financial Services  
Corporate PRT meeting | 21 May 2009

#### HEADLINE INFORMATION

REVENUE	Current (Underspend) / + Overspend	Projected (Underspend) / + Overspend	Projected After Known Est. C/F Requests
General Fund	(£676,000)	(£1,137,000)	(£1,037,000)
Housing Revenue Account	+£256,000	+£618,000	+£679,000

Please note that the above projections are very provisional, as the closure of accounts is still underway. A review of Provisions and Reserves still needs to be completed; in particular, this will consider the need to make any provisions in connection with Icelandic investments. Various Carry Forward requests are also expected.

## CORPORATE FINANCIAL MONITORING

March 2009 | Quarter 4

### 1. INTRODUCTION

This monitoring report of expenditure and income for 2008/09 sets out an indicative corporate picture of the Council's financial performance relating to the period ending March 2009 (*week 52*). The report only provides a snapshot of the financial position as at the end of March and many year end processes are still being finalised, hence the figures are likely to change significantly. A more accurate statement will be produced in July, once the final accounts have been produced.

The report summarises the variances reported through Services quarterly PRT meetings, and also identifies any omissions, updates and/or actions required. In addition there are specific sections for salary monitoring, capital expenditure and financing, Housing Revenue Account, revenue collection performance and Insurance and Risk Management. Note, however, that the closure of accounts requirements and Financial Regulations and Procedures already provide for specific reporting and actions to be addressed, e.g. re overspending etc.

### 2. GENERAL FUND REVENUE MONITORING

#### 2.1 General Fund Summary Position

The current overall general fund summary position shows that at the end of March there is a net underspend of **£676K** against the revised budget. Taking into account further expected year end transactions the net underspending may increase to **£1.1M**, although a substantial proportion of this relates to outstanding VAT recovery claims and further information is being sought to inform their year-end accounting treatment. As such, an update will be provided at the meeting and this report may change as a result. Furthermore around £100,000 has already been requested to be carried forward. In addition, the year-end review of reserves and provisions will be undertaken as part of the closure of accounts process and this is expected to reduce the underspending (see below). At this point in time though, as an interim position the projected net underspend after allowing for estimated carry forward requests is assumed to be just over **£1M**, subject to approval and any further changes as part of the closedown process.

As part of the review of provisions and reserves, an assessment of the latest position on Icelandic investments will be undertaken, which is expected to have an adverse impact on the final outturn position. At present, the Council has chosen not to account directly for any potential losses in 2008/09, in accordance with the options provided by the Secretary of State. However, it will be prudent to make provision as at 31 March 2009, especially should the Council's outturn position generally prove better than otherwise expected – but as yet, no such provision has been made in the estimated outturn as set out in this report.

VARIANCES	Current £000	Projected £000
Major Variances (see section 2.3)	(541)	(1,002)
Salaries (see section 2.4)	(135)	(135)
<b>Sub Total</b>	<b>(676)</b>	<b>(1,137)</b>
Carry Forward Requests	--	+100
Provision for Icelandic Investments	--	??
Review of Other Reserves / Provisions	--	??
<b>ESTIMATED OUTTURN (NET UNDERSPEND)</b>		<b>(1,037)</b>

One of the key financial indicators is to keep any under or overspends within 2% of the overall net controllable revenue budget, and the following table shows that at the end of the year this has been achieved.

	£000
<b>Net Controllable Budget</b>	<b>23,934</b>
2% Target	+/( ) 478
<b>Provisional Controllable Net Underspend</b>	<b>(433)</b>
Percentage of Net Controllable Budget	1.8%

## 2.2 Actions Arising from Previous Quarter

At the time of writing this report information on progress against previous actions has not been received. For information, the agreed actions are shown in the table below; a verbal update will be provided at the PRT meeting.

<i>NO</i>	<i>AGREED ACTION</i>	<i>RESPONSIBILITY</i>	<i>PROGRESS</i>
	Actions brought forward from Corporate PRT Q2 08		None
1	£56K of external funding has been secured to develop a dance strategy for the district but further funding is required. Information is requested as to the potential impacts upon the Council's budget (and other resources) for 2009/10 and future years.	D.Owen	
2	In view of the continuing staffing issues in Information / Customer Services and its impacts upon Service performance, information is requested as to what actions are being put in place to address these issues.	J.Alder	
3	Development Control - the continuing decline in fee income is noted. Information is requested as to how the situation is being managed and what level of resource is being transferred from development control work to Local Development Framework activity and for what period.	A.Dobson	



### 2.3 Major Budget Variances

*Appendix A* details the major true variances that have been included within individual Services' PRT reports. The variances reported are either +/- £5K in value and cover premises, transport, supplies and services and general income.

SUMMARY BY SERVICE	Current £000	Projected £000
<b>REPORTED VARIANCES :</b>	<b>( ) Favourable / + Adverse</b>	
Democratic Services	(45)	(44)
Legal & Human Resources	(11)	(3)
Information & Customer Services	(82)	(82)
Financial Services	(116)	(615)
CC(D)S	(11)	(10)
Property Services	(55)	(58)
Econ Development & Tourism	(1)	(1)
Other Regeneration	(64)	(64)
Cultural Services	+46	+73
Health & Strategic Housing	(61)	(61)
Planning Services	(92)	(88)
Revenue Services	(49)	(49)
	<b>(541)</b>	<b>(1,002)</b>
<b>VARIANCES NOT REPORTED :</b>		
N/A	--	--
<b>TOTAL NET UNDERSPEND</b>	<b>(541)</b>	<b>(1,002)</b>

The variances listed in *Appendix A* show that there are a number of significant underspends, the main one being a potential reimbursement from HMRC of £600K relating to VAT on cultural and leisure activities. The main overspends relate to energy costs at the Community Pools and Salt Ayre Sports Centre which total £86K.

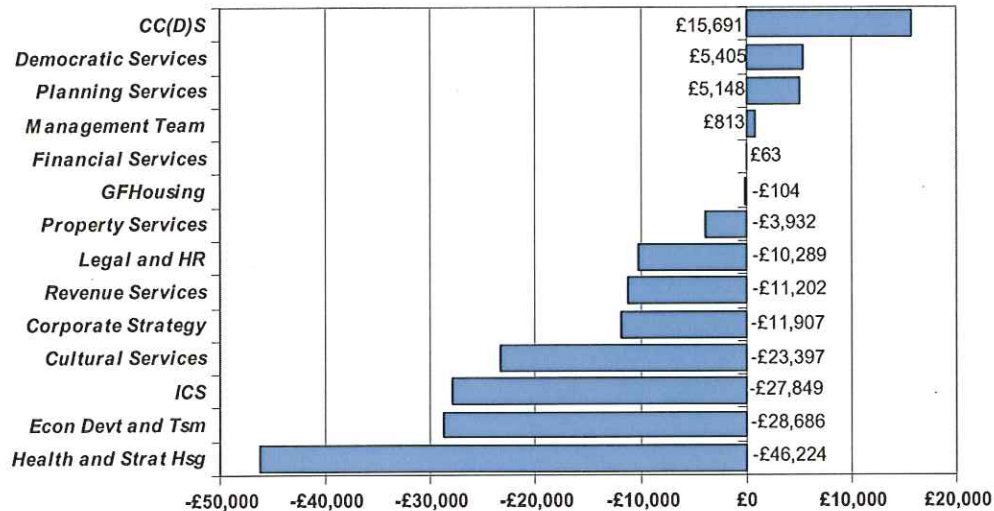
A full analysis of all variances will be provided as part of the provisional outturn report presented to Cabinet in July 09.

### 2.4 General Fund Salary Monitoring

Salary monitoring has been reported separately as there are a number of small variances that fall below the threshold for major items, however their aggregate effect is fairly significant.

To date savings of £135K have been achieved against the revised salary budget. Whilst the majority of Services have underspent, some have gone over budget. CC(D)S have incurred £15K more on Grounds Maintenance due to extra winter work, and staffing costs at the Community Pools are again over budget by £21K which have not been offset by additional income, although Cultural Services have generated overall savings of £23K. Other minor overspends in Democratic Services and Planning Services relate to more employees entering the pension scheme than estimated and new appointments having to be made at higher scale points than anticipated. The reason for the comparatively large apparent underspending on Health & Strategic Housing is being investigated further.

The following graph shows the savings on a Service by Service basis.



### 3 GENERAL FUND CAPITAL PROGRAMME

#### 3.1 Capital Expenditure & Financing

##### Capital Expenditure (General Fund)

The capital programme has been revised as part of the current budget process and reported through to Cabinet accordingly.

At the end of March there was spend of £10.160M against the revised programme of £11.653M. This leaves a potential slippage balance of £1.5M, which is an improvement of 21% compared to the previous year. At present, officers are finalising the capital accounts, therefore a detailed analysis of scheme outturns is not available. In addition, further slippage requests are being collated and will be presented for approval at a later stage, at which point the overall capital programme position will be reported in detail.

##### Capital Receipts (General Fund)

The value of capital receipts is in line with the approved financing schedule. However, as mentioned above, a full analysis of scheme over/under spends will need to be completed before the final position can be determined.

### 4 HOUSING REVENUE ACCOUNT (HRA) MONITORING

#### 4.1 HRA Revenue Position

At the end of March the position for the Housing Revenue Account shows an overspend of **£256K** against the revised budget, which is currently projected to increase to an overall net overspend of **£618K** by the end of the year. After allowing for carry forward requests of £61K, the projected overspend would be £679K. The main reasons for the large overspend are due to a significant

increase in spend on Responsive Maintenance, despite the budget being increase by £185K as part of the revised budget process, and apparent insurance repairs, for which the spending position and ability to make further claims is still unclear.

Financial Services' Officers are investigating the position and will report back to Cabinet as part of the provisional outturn report to be presented at the end of July. Notwithstanding this, there are concerns regarding Council Housing finances generally and these are being raised with management.

	Variances to Date	Project to Yr End	Comments
	£000	£000	
Council House Rents	+74	+74	See section 4.2 below.
Estates : electricity	(39)	(39)	Delays installing photo electric cells in communal areas – Carry forward request.
Estates : gas	+9	+9	Unbudgeted price increase from June 08 re communal boilers.
Miscellaneous charges	+14	+14	Reduced right to buy discount penalties.
Rental income – Commercial Properties	+10	+7	Reduced income due to sale of property.
Rental income – mobile phone masts	(10)	(6)	Increased charges.
Insurance Repairs (Net)	+132	+282	Major cost mainly relating to fire at Aldingham Court.
R&M – contracted services	+21	+21	Mainly due to an increase in demand on void properties.
R&M – software maintenance	(9)	(9)	PDA Mobile working programme deferred to 2009/10 – Carry forward request.
Responsive Maintenance	+132	+345	Increase demands and additional cost of 50 voids.
Grounds Maintenance	(8)	(8)	Demand led – reduced projects identified.
Lifeline Equipment (Net)	(13)	(13)	Sales replaced by rentals of existing and returned stock.
Council Hsg - Salaries	(24)	(24)	3 posts vacant and 2 employees maternity leave.
Council Hsg - Training	(7)	(7)	Reduced demand and Energy Advice training deferred due to maternity leave – Carry forward request.
Council Hsg – Printing & Stationery	(6)	(6)	Changes to stationery deferred until 2009/10 – Carry forward request
Council Hsg - Electricity	(20)	(20)	Electricity included in rental agreement, therefore budget no longer required.
<b>Total (Net Overspending)</b>	<b>+256</b>	<b>+618</b>	

#### 4.2 Council House Rent Collection

This section analyses the Council Housing rent income due, and shows that the income collected for the year is 0.7% less than the revised estimate mainly due to year end void adjustments.

	2007/08	2008/09
	£	£
Estimate	(10,612,500)	11,075,100
Actual	(10,647,000)	11,000,892
<b>Difference</b>	<b>(34,500)</b>	<b>74,208</b>

#### 4.3 Council Housing Capital Programme

This section analyses actual spend against the Council Housing Capital Programme to the period ended March 2009. Overall, there has been an underspend of £798K against the revised programme of £3.586M. This represents 22% of the overall programme. The main area affected is external refurbishments.

	Current Approved Programme £000	Spend to Date £000	Budget Remaining £000
Adaptations	250	237	(13)
Bathroom / Kitchen Refurbishment	705	598	(107)
External Refurbishment	915	685	(230)
Rewiring	281	192	(89)
Renewal of Heaters	251	122	(129)
Environmental / Crime Prevention	430	346	(84)
Re-roofing / Window Renewals	152	152	--
Energy Efficiency Works	478	381	(97)
Ryelands Development	1	1	--
Housing Office Alterations	3	2	(1)
Non Sheltered Housing Scheme	60	60	--
IT Replacement	60	12	(48)
<b>TOTAL</b>	<b>3,586</b>	<b>2,788</b>	<b>(798)</b>

The outturn position is still subject to slippage requests, however the overall underspend will be investigated and reported back to Members as part of the slippage approval process. It should be noted that there was a similar underspend at the end of 2007/08 (£751K).

## 5 REVENUE COLLECTION PERFORMANCE

### 5.1 Council Tax & Business Rates

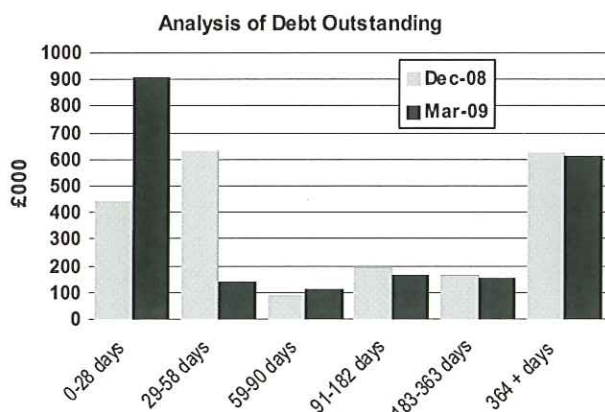
This section analyses the Council Tax and Business Rate collection statistics. Performance against the in-year collection targets is slightly down, 0.48% for Council Tax and 0.83% for Business Rates. The economic downturn has made meeting collection targets impossible this year and this will have to be reflected in the expectations for the next year or two. The Head of Revenues Services has reported that most authorities have experienced the same difficulties.

Percentage Collected	2007/08	2008/09	2008/09	2008/09	Status
	%	%	Target	Actual	
			%	%	
	All Years		In Year		
Council Tax	92.65	92.34	97.10	96.62	0.48% below
Business Rates	99.08	98.88	99.20	98.37	0.83% below

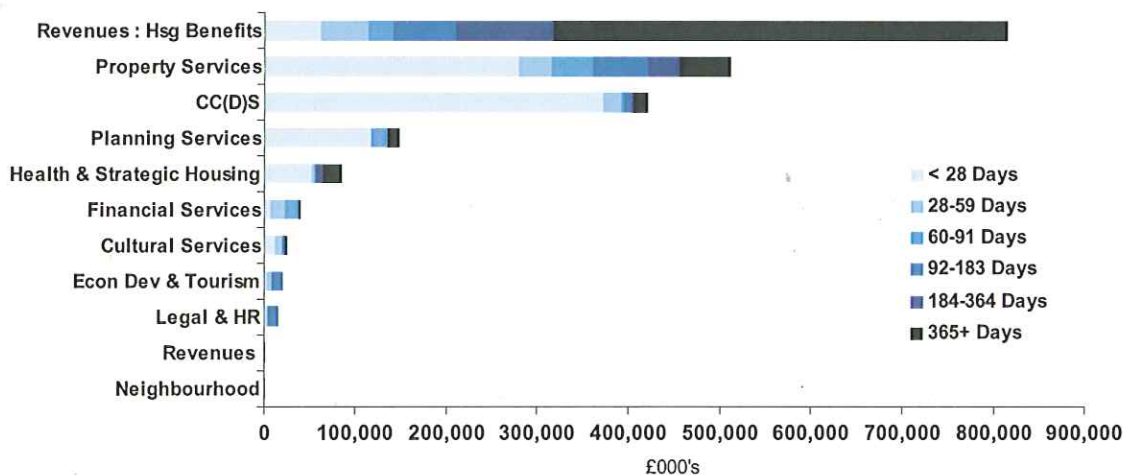
### 5.2 Sundry Debts

This section sets out the latest position on the level of outstanding sundry debts (excluding Council Housing). At the end of March the total debt outstanding was just under £2.1M, which is over £0.5M less than the same period last year.

The level of debt over 1 year old remains at 29% of the total outstanding debt. However, the total value of all debt over 3 months old has reduced by £59K from the previous quarter.



	Dec 08	Mar 09
	£000	£000
0-28 days	442	911
29-58 days	633	139
59-90 days	84	111
91-182 days	190	163
183-363 days	167	152
364+ days	626	609
<b>Total</b>	<b>2,142</b>	<b>2,085</b>
Previous Year	1,755	2,564



## 6 INSURANCE & RISK MANAGEMENT

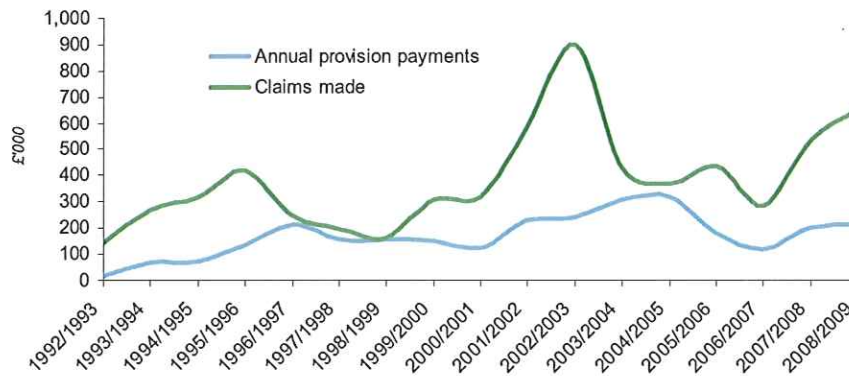
### 6.1 Insurance Monitoring

The current balance on the insurance provision is £289K, after making net payments of £442K in settlement of claims made, and receiving £222K as credits from the insurers in respect of claims above the excess.

At present, our insurers estimate that the value of claims outstanding is £606K, which relates to a total of 263 claims made over a 13 year period. This estimate assumes that all these claims will be settled at the maximum reserve limit; however, recent statistics show that, on average, only 54% of the total reserve will be paid. The estimated cost of claims outstanding could therefore reasonably be valued at around £327K, which is £38K above the current provision.

It is highly unlikely that all these outstanding claims will fall due for payment in the same financial year, but the uncertain nature of insurance claims payments means that accurate predictions are difficult. Nonetheless, the overriding principle is that the Council must make reasonable provision for all its known liabilities. Whilst the balance on the provision as at 31 March has not yet been formally reviewed, it is reasonable to assume that some additional contribution will be required, and this would also reduce the overall net underspending for last year.

Analysis of claims made, paid and outstanding by year.



## 6.2 Other Risk Management

As a result of the Internal Audit Report on Risk Management (08/0742), the Council's risk management procedures have recently undergone a substantial review.

The objectives of the audit were;

- To provide assurance as to the effectiveness of Services' current risk management arrangements, particularly focussing on risk associated with business objectives.
- To assist with the development of current risk management arrangements, particularly focussing on integration with the Performance Management Framework.
- Where possible, help the Council improve on its Use of Resources Assessment.

The most significant Agreed Action that came out of the Audit was to develop the Code of Practice for Managing Risk and Opportunity – 'A Sense of Proportion'. This replaces the previous Policy and Strategy and explains the Authority's reviewed approach to risk management, and the framework that will operate to ensure that risks are effectively managed.

This Code of Practice has now been developed and was formally adopted by Audit Committee at its meeting on 22 April 2009. Arrangements are underway to communicate and provide training on the new Code.

## SUMMARY OF MAJOR VARIANCES (Qtr 4 2008/09)

(Not included elsewhere in the report)

Service	Service Area	Reason for Variance & Action being taken	C/Fwd Request	Variance to Date	Projected Variance to Year End
				£	£
				+ = Adverse	
				() = Favourable	
VARIANCES REPORTED THROUGH PRT PROCESS (SERVICE HEAD COMMENTS)					
Democratic Services	Civic & Mayoral Expenses	Contribution to Duke of Lancaster Colour Belt and past Mayoral badges. Carry forward request for cost of Civic Heads Day for the outgoing Mayor held in April.	C/Fwd	(3,000)	(3,000)
	Democratic Representation	A number of budget heads relating to Member support, such as catering provision, stationery supplies, travel and Overview and Scrutiny expenses have not been fully utilised during the year.		(5,900)	(5,000)
	Electoral Registration	Additional grants from central government and increased efficiencies have produced savings.		(24,300)	(24,000)
	Youth Games	Cheaper flights were obtained to Aalborg and the number of participants were reduced.		(10,000)	(10,000)
	Miscellaneous Grants	£1,500 that was carried forward from 2007/08 remains unclaimed and will not be paid now. The remaining underspend is as a result of claims for grants being less than allocated.		(2,300)	(2,300)
Legal & HR	Legal & Court Costs	Cost of legal advice to resist Town Green application.		+5,500	+10,000
	Search Fee Income	Fewer searches as a result of the economic downturn and decline in housing market.		+10,000	+10,000
	Hackney Carriage Licences	More demand for licenses than anticipated.		(8,600)	(5,000)
	Licensing Act - Premises	More income than anticipated from new and variation applications.		(17,500)	(17,500)
Information & Customer Services	Customer Insight	Project delayed - Carry forward request.	C/Fwd	(5,200)	(5,200)
	Stationery	More printing being done externally - transferred to Property Services in 2009/10.		(9,800)	(9,800)
	Printers and Copiers	New printers and contracts and some printing being done externally.		(22,300)	(22,300)
	Telephony	New tariff and reduced calls and lines.		(11,900)	(11,900)
	Mobile Telephones	New tariff and reduced calls.		(11,000)	(11,000)
	Software - Anite/Task	Project delayed - Carry forward request.	C/Fwd	(13,000)	(13,000)
	Software - Puma	Finance project delayed - Carry forward request.	C/Fwd	(9,000)	(9,000)
Financial Services	Investment Interest	In line with Qtr 3 projection for year (follows reduction to Base Rate).		+42,000	+42,000
	Interest Payable	Net position, taking account of costs of short term borrowing and savings on Public Works Loan Board (PWL) debt repayment, arranged in this quarter.		(37,000)	(37,000)
	Software & Related Services	Covers software costs for BACS & Civica Financials System, & hosted electronic payments service. Initial indications are that these costs will either need to be accrued for in 2008/09, or be subject to carry forward requests (position being finalised for outturn).		(73,000)	+0
	Audit Fees	Awaiting confirmation of Audit Commission position, but underspend is expected.		(48,000)	(20,000)
	VAT Recovery Claim	Awaiting information from HMRC, but net recovery on VAT on cultural / leisure activities expected to be around £600K, assuming claim is successful.		+0	(600,000)
CC(D)S	Transport Costs : Fuel	Savings due to reduction in oil prices.		(12,000)	(24,000)
	Recycling Income	The market for recyclables collapsed (as widely reported in the media) in the autumn.		+6,000	+19,000
	Trade Refuse - Waste Disposal Costs	Tonnage down therefore costs reduced.		(20,000)	(20,000)
	Trade Refuse Income	Latest predictions suggest a fall in trade refuse income.		+15,000	+15,000
Property Services	St.Leonard's House - Electricity	March invoice to be accrued, but usage to be reviewed.		(10,700)	(8,400)
	St.Leonard's House - Gas	Still awaiting March invoice, estimated at £5K. Overspend to be reviewed.		+2,200	+7,200
	Storey Institute - Hire of Premises	Windfall income for room hire.		+0	(16,000)
	Kellet Road - Rental Payments	2008/09 payments charged into 2007/08 in error resulting in a current year saving.		(12,200)	(18,000)
	Kellet Road - Rental Income	2008/09 income credited into 2007/08 in error resulting in reduced income in this year.		+10,600	+8,000
	Lancaster Market - Rental Income	Reduced tenancies due to market's uncertain future.		+16,600	+16,600
	Lancaster Market - Service Charges	Reduced tenancies due to market's uncertain future.		+14,100	+14,100
	Postage	Underspend due to additional savings in first year of TNT contract.		(17,500)	(9,600)
	Municipal Buildings - Gas	Overspend due to market forces. Usage to be reviewed.		+4,700	+6,500
	Municipal Buildings - Room Hire	Additional income received from bookings - mainly in the last quarter.		(12,700)	(13,200)
	Mgt & Admin - General Services	Underspend due to failure of consultant/contractor to provide services in final quarter for which appointment was made.		(15,600)	(12,700)
	Off-Street Parking - Electricity	Energy initiative introduced in Qtr 2 with the extraction fans at St.Nicholas Arcades car park has produced savings but monitoring is being commissioned to confirm air quality implications.		(15,900)	(10,400)
	Off-Street Parking - Fee Income	Since revised budget was set, income has been 2% above target in December, 1% above in January and March and 1.5% below in February.		(15,900)	(26,900)
	Off-Street Civil Parking Enforcement	The off-street account has not performed as well as expected and a year end review is currently being undertaken to inform the remaining Parkwise arrangements up to September and beyond.		+9,000	+9,000
	On-Street Civil Parking Enforcement	The on-street account has improved but is still likely to be in deficit at year end but this has no impact on the City Council's budget due to the funding arrangements with the County Council.		(7,000)	+0
	On-Street Residents Parking - Contracts (Permits)	Increased resident permits, visitor card and tradesman permit sales.		(5,500)	(5,000)
	Concessionary Travel Expenses	Awaiting projected outturn pooling figures from County Council.		?	?

## SUMMARY OF MAJOR VARIANCES (Qtr 4 2008/09)

(Not included elsewhere in the report)

Service	Service Area	Reason for Variance & Action being taken	C/Fwd Request	Variance to Date	Projected Variance to Year End
				£	£
				+ = Adverse	
				() = Favourable	
VARIANCES REPORTED THROUGH PRT PROCESS (SERVICE HEAD COMMENTS)					
Economic Development & Tourism	Business Development Grants	Underspend on Business Development scheme. The uncommitted balance of £4.3K on the Rent Grant scheme will be put forward as a carry forward request	C/Fwd	(6,300)	(6,300)
	Morecambe Visitor Centre - Souvenirs	Income of only £16.5K has been achieved this year. Income targets to be reviewed.		+5,000	+5,000
Other Regeneration	Poulton Neighbourhood Mgt	Savings on severance payments due to redeployments		(63,800)	(63,800)
Cultural Services	The Dome	Originally reported an expected overspend of £20K, however due to monitoring of spend and an additional income amount of £11.6K on admissions this is now projected to be a saving.		(2,000)	(5,300)
	Heysham Pool - Energy Costs	Additional energy costs resulting from energy supplier undercharging error.		+20,500	+23,000
	Heysham Pool - Private Hire	Loss of private hirers. Unable to sell space to other clubs.		+9,000	+9,000
	Heysham Pool - Adult Swimming	Additional grant towards swim for fitness scheme received, but not guaranteed for future years.		(7,200)	(7,200)
	Salt Ayre Sports Centre : Electricity	Small increase in consumption year on year. New contract agreed by LCC in Nov 08 which has resulted in increased charges.		+8,000	+22,700
	Salt Ayre Sports Centre : Gas	Small increased usage due to cold weather conditions. N.Power now charging transportation costs.		+17,700	+31,000
Health & Strategic Housing	DFG Administration Charges	Admin fee is based on the original capital budget for DFG, a later allocation was made increasing the DFG Capital budget thus increasing the admin charge receivable. This has resulted in a favourable variance.		(15,300)	(15,300)
	Mgt & Admin - contracted services	Budget set up on the agreement that it was for the payment of consultants to update the Housing Strategy which has not been carried out in 2008/09.		(26,400)	(26,400)
	Environmental Protection - Radiation Analysts	Difficulties in the installation of new automatic radiation monitoring equipment on third party land has led to a delay in installation costs. There has also been an unexpected one-off discount in Radmil partnership fees for 2008/09. The equipment installation costs have been budgeted within existing resources in 2009/10.		(7,200)	(7,200)
	Homelessness Services - Bed & Breakfast	An increase in the Homeless priority need order budget has led to the success of prevention initiatives, which in turn has led to less vulnerable people requiring B&B.		(6,400)	(6,400)
	Homelessness - Government Grants	Income of £11.5K for 2007/08 has been paid by central government in 2008/09. A new arrangement has been set up for payments in 2009/10.		(11,500)	(11,500)
	Pest Control - Insect Control Charges	Demand for treatments fallen due to adverse weather conditions affecting insect population.		+6,200	+6,200
Planning Services	Planning Application Fees	At Qtr 3 it was reported that an anticipated further loss of planning application fee income of £50K would be incurred. However, fee income picked up in the last Qtr, due to a number of large applications, and finally exceeded revised targets.		(12,200)	(12,200)
	Building Control - Employee Costs	Savings due to staffing reduction and prudent use of budgets.		(14,900)	(14,000)
	Building Control - Fee Income	Reduction in application numbers against revised budget and loss of large projects to Approved Inspectors.		+9,900	+14,000
	Townscape Heritage Initiative 2	Programme work delayed - Carry forward request.	C/Fwd	(16,200)	(16,200)
	Luneside East Estate Management	Delayed utility dis-connection and maintenance works - Carry forward request.	C/Fwd	(3,000)	(9,500)
	Christmas Decorations	Maintenance element of Christmas Lighting was less than predicted. Probably due to use of LED technology. Budget to be reviewed in 2009/10.		(5,400)	(5,400)
	Capital Salaries	Target for fee income exceeded.		(11,700)	(11,700)
Land Drainage	Some costs absorbed by capital scheme funded by the Environment Agency.		(21,800)	(21,500)	
	The TERN project	Two items of maintenance have cost substantially less than estimated.		(16,800)	(11,900)
Revenue Services	Council Tax / Community Charge	Various savings, including Legal / No Bail costs.		(7,000)	(7,000)
	NNDR Administration	Savings on Legal / Bailiff Fees and Bail costs.		(5,500)	(5,500)
	LHA / DWP Funding	Underspend on externally funded scheme - Carry forward request	C/Fwd	(36,000)	(36,000)
VARIANCES NOT REPORTED THROUGH PRT PROCESS					
<b>TOTAL VARIANCES</b>				<b>(541,400)</b>	<b>(1,002,200)</b>
				Known Carry Forward Requests to date	+96,200
Net Projected Underspend (excluding salaries), should known C/F requests be approved					<b>(906,000)</b>



# PERFORMANCE REVIEW TEAM

## 2008/09 Treasury Management Progress Report to 31 March 2009

### Report of Head of Financial Services

#### 1. Introduction

It is a requirement of the CIPFA Code of Practice on Treasury Management that regular monitoring reports are presented to Members on treasury activities. These reports will normally be presented soon after the end of June, September, December and March.

Cabinet approved the Treasury Strategy for 2008/09 on 19 February 2008 and the Investment Strategy was approved by Council at its meeting on 27 February 2008. This report outlines activities undertaken in pursuance of those strategies during the financial year. It should be noted, however, that some figures are still provisional and may well change in completing the closure of accounts.

Please note that colour copies of the graphs contained in this report are available on request.

#### 2. Summary

- The administrators of the Icelandic bank KSF (with whom the Council has £2M) have published their intention to pay a dividend of £0.10 per £1 before the end of 2009 with a minimum total payment of £0.50 per £1. We await further news from KSF as to the exact amounts and timing as well as notification from Glitnir and Landsbanki.
- Quarter 4 has seen a further move towards lowering counterparty risk whilst trying to maintain some level of return on the Council's treasury operations. This has been achieved by repaying £5.6M of PWLB loans, which were costing the authority 4.49% in interest. This saving outweighs any return that could be obtained on investing an equivalent sum and also reduces counterparty risk through lowering investment levels.
- Some limited temporary borrowings have been required due to the Council having less cash than anticipated towards the end of the year, mainly down to repayment of PWLB loans mentioned above and frozen Icelandic investments. These temporary borrowings have only cost 0.9% on average.
- The provisional out-turn figures for investment interest are broadly in line with the £42K deficit against the £1,003K budgeted figure, as predicted at quarter 3. This deficit is matched by the saved interest of £42.5K on PWLB loans repaid, although there is an additional £5.5K of interest payable on short term (temporary) borrowing. Overall, the net outturn (before finalising any further year end transactions) is around a £2K net cost. This is felt reasonable, given the reductions in interest rates over the last quarter.

### 3. Icelandic banks update

The administrators of KSF issued an update to creditors on 17<sup>th</sup> April 2009. This states the intention to pay £0.10 per £1 to creditors at some point over the summer of 2009. In addition, a minimum total dividend figure of £0.50 per £1 has been disclosed as the lower threshold for the total return. The Council currently has £2M of frozen investments with KSF plus £48K of interest due, up to the point the bank went into administration on the 8<sup>th</sup> October 2008. This would mean an initial dividend of £205k with minimum recovery of £1,025K. A full copy of the report is available at:

<http://www.kaupthingsingers.co.uk/pages/3962>

The administrators of Glitnir (£3M held, £126K of interest accrued) and Landsbanki (£1M held, £88K of interest accrued) have yet to make any comment over likely returns.

Furthermore, CIPFA are due to release an update to the accounting Statement of Recommended Practice (SORP) that will deal explicitly with how to account for Icelandic investments the final accounts. At present, in terms of the budget, the Council has assumed that the interest earned on these investments will be receivable, but up to the date that the banks went into administration.

### 4. Debt Portfolio

There have been some changes to the Council's debt portfolio in Quarter 4. £5.6M of PWLB loans were repaid at the end of January and this has saved interest costs at 4.49% on the loans. This is an attractive alternative to investing the money, which would have retained a higher counterparty risk and would have earned at most 1% interest in the current climate.

As we have less cash available due to repayment of loans and the assets frozen in Iceland, there has been the need to borrow short term on occasion to manage our day to day cash flow. This can be typical towards the end of any financial year, as cash from monthly instalments of Council Tax and Business Rates income generally falls off in February and March (such instalments being spread over 10 months, not 12). The cost of short term debt is currently very low with the average rate on these loans being 0.9%.

The Council had £8.5M of such short term loans as at 31/3/09 which, in the main, may reflect the £3M that was due back at year end from Glitnir, together with the £5.6M of PWLB loans repaid. At the year end the Council's total level of borrowing was £47.7M. This is comfortably within both the Operational Boundary (£49.1M) and the Authorised Limit (£56.3M) for external borrowing (see **Appendix A** for definitions of the above).

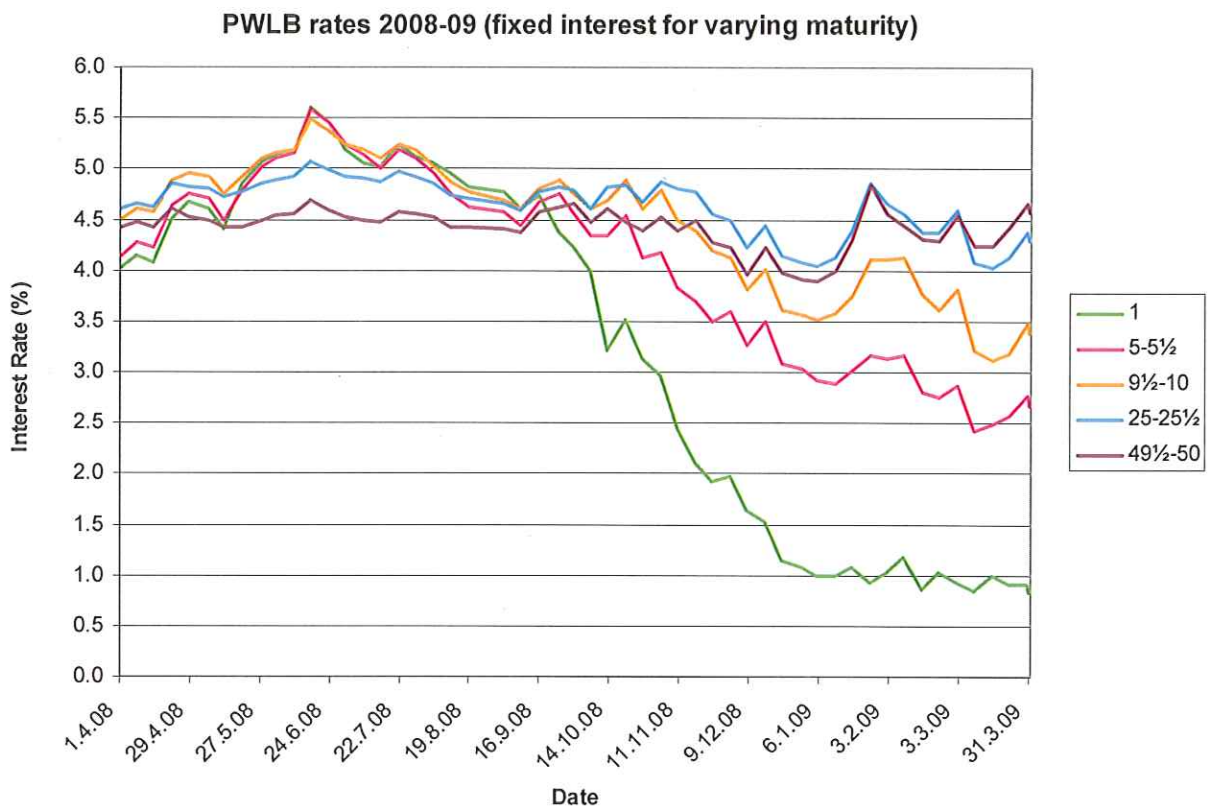
As reported for Quarter 3, the medium term forecast position on external borrowing remains static despite the fact that by the end of 2008/09 there will be a cumulative increase in the underlying need to borrow of £3.584M (2006/07 £1.608M, 2007/08 £1.762M, 2008/09 £0.214M) for which no actual long term additional borrowing has been taken up. This is because the twin issues of the amounts set aside for the future repayment of debt, and a cashflow position which is forecast to remain relatively strong, mean that there is no immediate need to take out new long term loans.

It is anticipated that as the remaining fixed term investments mature during the 2009/10, there will be no need for short term borrowings. Overall this will leave the Council with fewer cash investments but less debt. Given that the Council's loans currently cost more than investments could earn, this is a good option in terms of both VFM and counterparty risk.

## 5. Cost of borrowing

The graph below shows that the rate for short term (1 year) borrowing has seen a sharp decline to around the 1% level over the year. Medium term borrowing (5 to 10 years) has seen a less dramatic reduction to around the 3% level. Long term rates have fluctuated around the 4.5% level.

The implications of this disparity between long term and short term rates are, firstly, that short term borrowing is relatively cheap. Although the graph only shows PWLB rates, experience to date suggests that these rates reflect the general market rates for short term loans. Secondly, further opportunities to pay off more expensive long term debt may still arise. Similar to the repayment performed in January, this may be a good option in terms of both VFM and reduction of counterparty risk. The position will be monitored throughout 2009/10, with reference to forecast cash balances.



## 6. Investing Activities

No fixed term investments have been placed since September 2008. Any surplus cash has been managed on a day to day basis using the call accounts. A full list of the investments placed during the year is enclosed at **Appendix B**.

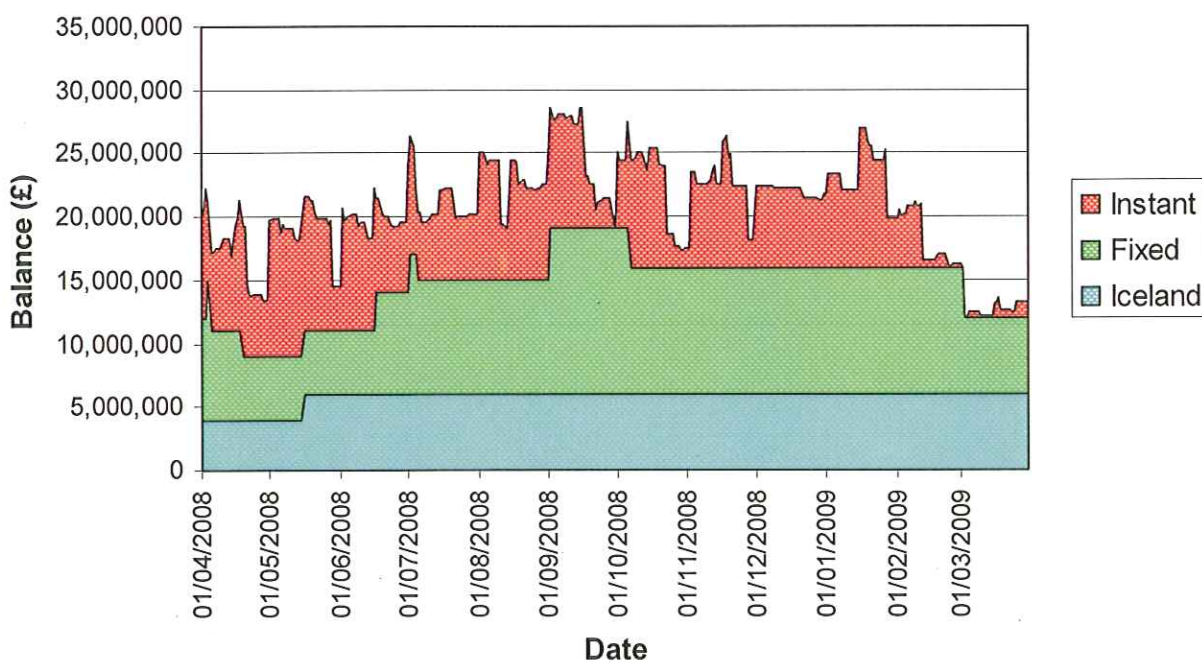
The aim with Investments is to prioritise security and liquidity. This is to minimise any further chance of a counterparty failing and the Council not being able to remove its deposits. The use of the call accounts meets these requirements although since the repayment of the PWLB loans, the amount of surplus cash has been minimal (average daily balance of £1.6M after 28/1/09 vs. £6.9M before that date).

The split of fixed term investments and the balances held within the call accounts is shown graphically below (see also further details in **Appendix B**). At the year end, the fixed term balances were made up of £6M of Icelandic investments, a £3M deposit with Irish Permanent that matured on the 2<sup>nd</sup> of April and a further £3M held with Anglo Irish, due to mature on 17<sup>th</sup> June 2009. There was £1.3M on call at the year end.

During the Quarter Anglo Irish were removed from the Council's list of approved counterparties, although their short term ratings are still strong (F1+, P-1, A-1, as at 24/4/2009). Following discussion with the bank, there is no option to recover this deposit before it matures but Officers are monitoring the situation in partnership with the Council's treasury consultants.

The Irish government has guaranteed all deposits (such as the City Council's) although their sovereign rating has dropped to AA+ from the AAA gold standard. A further possible mitigating factor is that Ireland is a member of the EU which may increase the chance of external support. Overall, there is currently judged to be minimal risk of not receiving the full principal and interest back on this investment – although as mentioned above, the situation is being monitored.

**Investment values over the period (fixed vs instant access)**



**7. Summary of Budget Position and Performance at 31 March 2009**

Based on preliminary out-turn figures, interest earned in the year came to £964K against the revised budget of £1,003K. This variance is slightly better than the predicted out-turn as reported for Quarter 3, which estimated a budget shortfall of £42K for the year. The variance is due to a reduced return on call account balances, as these are linked to the base rate.

In addition though, costs have been incurred for short term borrowing, amounting to £5.5K although there has been a saving in year of £42.5K from the repayment of PWLB loans.

Taking account of the above, the net position across investments and borrowings is a £2K shortfall against the revised budget. This does however assume that interest on Icelandic bank deposits is receivable up to 8/10/08.

In terms of performance against external benchmarks, the return on investments compared to the LIBID and bank rates over the year is as follows:

Base Rate	3.61%
3 Month LIBID	4.59%
Lancaster CC Investments	5.46%
Lancaster CC investments*	4.69%

\*This rate includes £6M frozen in Icelandic banks, at 0% from 8/10/08.

This performance appears good but it should be noted that it is affected by the longer term investments that were taken out previously when rates were high. Furthermore, it does not take account of any potential losses in connection with Icelandic investments. Also, it is reiterated that at present emphasis is very much on security and liquidity of deposits, not investment returns.

## 8. Risk management

The main focus of risk within treasury management is security of deposits and their liquidity. The Council's investment strategy is designed to engineer risk management into investment activity largely by reference to credit ratings and length of deposit, together with supporting advice etc. Officers have been maintaining the portfolio well within the agreed limits by utilising instant access call accounts and avoiding any new fixed term investments. In addition, no further investments have been made with Irish counterparties since doubts were raised over the strength of some institutions and their overall economy. The use of sovereign credit ratings has been integrated into the 2009/10 investment strategy.

There is also a liquidity risk associated with accessing cash when it is needed, on a day to day basis. At present Officers are utilising short term borrowing but there is a slim possibility that there could be in a position where cash is required but cannot be obtained. However, it is not judged that this is a significant risk. The Council enjoys a privileged status as a local authority in that other lenders still see councils as safe places in which to deposit money, and councils also have access to the PWLB. As the Council's remaining fixed term investments mature, it is expected that the need for short term borrowing will reduce throughout 2009/10 although the situation will be monitored and reviewed, particularly should short term rates start to rise or should there be any potential issues with obtaining credit.

## 9. Conclusion

The news from KSF suggests that the administration process is making progress and that the Council will hopefully receive some money back over the summer. Progress of the administrators of Glitnir and Landsbanki is still unclear. The cash frozen in Iceland is starting to have an effect on day to day operations and there has been the need to take on some short term borrowings, although the final two months of the year can be difficult anyway, in cashflow terms.

In addition, during this Quarter Officers have taken the decision to reduce long term loan balances. This has benefits in terms of counterparty risk and value for money. Going forward, as the cash position recovers, this may well be an attractive option for any further surplus cash, as the cost of existing PWLB debt is likely to out-strip any investment returns, especially given that the focus is on keeping invested sums liquid and with highly secure counterparties. In addition, the Council's status as a privileged borrower means that it does not run the same risks as private institutions in terms of raising credit if required.

The full annual treasury management report for 2008/09, including performance against prudential indicators, will be presented to Cabinet and Council later in the year.

**PRUDENTIAL INDICATORS - LANCASTER CITY COUNCIL**  
**Quarter 4 Update on Treasury Management activities, Performance Review Team,**  
**31 March 2009**

2008/09  
£'000

**AFFORDABILITY**

<b>PI 1:</b> Estimates of ratio of financing costs to net revenue stream	Non - HRA HRA Overall	13.4% 9.4% 12.1%
<b>PI 3:</b> Original estimate of impact of Capital Investment decisions on the Council Tax This includes the impact of all elements of funding, including any increase in the need to borrow, required to finance new schemes added to the Capital Programme		£0.28 0.16%
<b>PI 4:</b> Estimates of impact of Capital Investment on Housing Rents		Nil

**PRUDENCE**

<b>PI 6:</b> Original estimates of capital expenditure	Non - HRA HRA Total	31,133 3,280 34,413
<b>PI 8:</b> Original estimates of Capital Financing Requirement	Non - HRA HRA Total	30,642 15,303 45,945
<b>PI 10:</b> Authorised Limit Authorised Limit for Borrowing Authorised Limit for Other Long Term Liabilities Authorised Limit for External Debt		56,290 310 56,600
<b>PI 11:</b> External Debt: Operational Boundary		49,100

**TREASURY MANAGEMENT**

<b>PI 13:</b> Treasury Management: adoption of CIPFA code of Practice	The Council adopted the CIPFA code of Practice for Treasury Management at its meeting on the 13th March 2002.	
<b>PI 14:</b> Fixed Interest Rate Exposure The Authority will limit its exposure to fixed interest rate costs to the amounts payable on the following proportion of its outstanding debt. At 31 March 2008 the Council was exposed to fixed interest rate costs on 100% of its outstanding debt		100%
<b>PI 15:</b> Variable Rate Interest Rate Exposure The Authority will limit its exposure to variable interest rate costs to the amounts payable on the following proportion of its outstanding debt. At 31 March 2008 the Council was exposed to variable interest rate costs on 0% of its outstanding debt		30%
<b>PI 16:</b> Maturity Structure of Borrowing		
Upper and Lower Limits	Under 12 months 12 months and within 24 months 24 months and within 5 years 5 years and within 10 years 10 years and above	0% to 35% 0% to 5% 0% to 10% 0% to 20% 60% to 100%
Maturity Profile of Current Outstanding Debt at 31 March 2008	Under 12 months 12 months and within 24 months 24 months and within 5 years 5 years and within 10 years 10 years and above	0% 0% 0% 0% 100%
<b>PI 17:</b> Investments for periods longer than 364 days		
Maximum principal sum to be invested The above limit does not include sums for forward deals placed up to six months in advance for periods of 364 days or less. At 31 June 2008, the total amount of investments placed by the Council during the year, for periods of greater than 364 days, was £3m (see Appendix B).		6,000

**AUTHORISED LIMIT** - The maximum amount of external debt, including both borrowing and other long-term liabilities, into which the Council may enter in the specified period.

**OPERATIONAL BOUNDARY** - The working boundary of total external debt, including both borrowing and other long-term liabilities, which will provide the day-to-day focus for Treasury Management activities. Unlike the Authorised Limit, it is not an absolute limit. It provides a mechanism to highlight whether or not external debt is being managed within the expected levels. The Operational Boundary can be exceeded if developing circumstances require, but if this happens then it will be the trigger for either corrective action or a revision of the relevant indicators.

## APPENDIX B

## INVESTMENT INTEREST EARNED TO 31 March 2009

Name	Start	End	Rate %	Days up to 31/3/09	Principal £	Interest £
<b>Fixed term investments</b>						
<b>Deposited 2007/08</b>						
Northern Rock (1 Yr Fwd Deal)	31-Mar-08	18-Apr-08	4.98	18	2,000,000	4,912
Landsbanki Islands	31-Mar-08	08-Oct-08	6.25	191	1,000,000	32,705
EBS B.S.	31-Mar-08	03-Apr-08	5.90	3	2,000,000	970
Glitnir	31-Mar-08	08-Oct-08	5.76	191	3,000,000	90,346
<b>Deposited 2008/09</b>						
Bradford & Bingley	04-Apr-08	04-Jul-08	6.05	91	2,000,000	30,167
EBS B.S.	04-Apr-08	06-Oct-08	6.02	185	3,000,000	91,537
Kaupthing, Singer & Friedlander	16-May-08	08-Oct-08	6.00	145	2,000,000	47,671
Anglo Irish Bank Corporation	17-Jun-08	17-Jun-09	6.56	288	3,000,000	155,283
Irish Permanent Plc	02-Jul-08	02-Apr-09	6.31	273	3,000,000	141,586
Scarborough BS	02-Sep-08	02-Mar-09	5.98	181	2,000,000	59,308
Kent Reliance	02-Sep-08	02-Mar-09	6.02	181	2,000,000	59,705
Sub total						714,191
<b>Call accounts</b>						
Abbey National						181,095
Allied Irish						64,301
Yorkshire bank						4,295
Subt total						249,691
<b>TOTAL</b>						<b>963,882</b>

For investments highlighted, the counterparties have since been downgraded and removed from the counterparty list as noted in the quarter 2 report. Those in yellow (Anglo Irish & Irish Permanent) have also been removed from the counterparty list since the 2009/10 investment strategy came into force but were still on the list for Quarter 4 in 2008-9. The Irish Permanent and Bradford and Bingley deposits have now been returned.

Icelandic banks have been accounted for up to 8/10/08, the point at which they went into administration.

As at 25 November, no monies are held in the Allied Irish Call Account.

#### Call account information

The maximum balance on the call accounts during the quarter was £11M (vs total approved limit of £12M)

The minimum balance during the quarter was 0.

The opening balance was £5.73M

The closing balance was £1.3M



## West End Masterplan Mid-Term Review 2<sup>nd</sup> June 2009

### Report of Corporate Director (Regeneration)

PURPOSE OF REPORT			
To update members on the Mid-term Review of the West End Masterplan and recommendations arising from appraisal and outline the next steps in implementing and maintaining local scrutiny of the refreshed priorities.			
<b>Key Decision</b>	<b>X</b>	<b>Non-Key Decision</b>	<b>Referral from Cabinet Member</b>
<b>Date Included in Forward Plan</b>		26th January 2009	
<b>This report is public</b>			

#### RECOMMENDATIONS OF CORPORATE DIRECTOR (REGENERATION):

- (1) That Cabinet endorses Mid-term review recommendations and implementation plan and notes the independent appraisal and consultation feedback appended to the report.
- (2) That Cabinet advises which of the Options 2 to 5 (shown in section 7.0) should be taken forward.

#### 1.0 Introduction

- 1.1 In the light of the Lancaster district Local Strategic Partnership (LDLSP) refresh of economic priorities for the District, Cabinet agreed in October 2008 (minute reference 65) that officers undertake a mid-term review of existing and 'pipeline' West End Masterplan projects, in order to identify, match and prioritise them taking account of the current policy framework and funders' priorities.
- 1.2 The results of the review, and 'refresh' of the Masterplan detailed in this report show which of the proposed physical work elements in the West End will contribute to the objectives of the Economic Programme, are likely to attract external funding support and can realistically be delivered. This report presents the full analysis, describing processes and appraisal and proposes the next steps in the outline implementation plan for the priority projects.

#### 2.0 Background

- 2.1 Following October Cabinet officers prepared a report entitled "Draft West End Masterplan Review". The report gave a detailed summary of:



- The genesis and development of the original Masterplan document through baseline analysis, options, consultation and adoption by the Council as a Supplementary Planning Document in February 2005;
- The formulation of objectives and prioritising of activity and the particular emphasis on housing and public realm interventions;
- An analysis of achievements and progress to date and any outstanding issues
- A current strategic view of emerging policy and funding considerations;
- A detailed analysis and interim recommendations for a renewed focus for the physical work in the West End.

2.2 Summarised below are the key points of the report:

### *Masterplan origins*

The plan identified that the housing and social problems, and the associated environment and image issues, particularly in the West End, have a serious effect on the economy and therefore the economic future of the town. The development process that resulted in the Masterplan final report was widely consulted and has a considerable amount of endorsement from the local community, the Council and its strategic partners.

### *Progress and Issues*

The first 3 years work concentrated on “Phase 1” projects and public realm and a number of achievements can be recognised:

- *Housing remodelling* has resulted in major tenure improvement along key streets including Clarendon Road and West End Road;
- *West End Gardens*: an outstanding improvement scheme incorporating public art, play areas and a new ‘destination’ café draws;
- *Private sector investment*: Investment in the Former Bus Depot and part of the Frontierland site can be linked to improved confidence in the area;
- *Commercial core*: Yorkshire Street public realm improvements have been well received and prompted a number of new physical investment proposals.

The original intention to create a ‘Central Park’ as a major public realm intervention failed ‘value for money’ test pointing to a need for greater ‘realism’ in public realm strategy. As a result Cabinet agreed in October 2008 (minute reference 65) to remove Central Park as a Masterplan proposal.

### *Emerging Policy and Strategic Considerations*

Clearly there are a great number of policy documents produced by a range of agencies but at a district level the West End Masterplan ‘fit’ with the following is most important:

- *LDLSP “Economic Programme”*: The Sustainable Community Strategy 2008-11 identifies 5 key economic themes: Knowledge Economy; Heysham/M6 employment corridor; Reinventing Morecambe; Lancaster City and Riverside; Carnforth Northern Gateway.
- *Local Development Framework (LDF)*: The new planning system will provide a vital tool in achieving ‘step-change’ and supporting the Economic Programme. An Area Action Plan has been proposed for central Morecambe and it is prudent to set West End priorities in the context of the LDF’s approved Core Strategy and emerging Action Plan Framework to exploit synergy and economic linkages.
- *Lancaster City Council Corporate Plan*: The Council itself sets out its own objectives and priorities to ensure its officer and financial resources are applied to best effect.

- *Housing Capital Programme:* The detail of the programme beyond 2008-09 has not been decided but a broad programme has been agreed focussing on the original 'High Priority' Phase 1 Masterplan areas. There should continue to be synergy between economic regeneration and this housing work.

2.3 With the current economic climate in mind, and the fragility of the housing market being uppermost, there must also be recognition that deliverability – in the sense of the ability of projects to attract funding and which can be implemented with the resources in hand in a timely manner – is an important consideration in all strategic policy.

### **3.0 Details of Draft Review Document and Consultation**

3.1 The West End Masterplan was adopted as a Supplementary Planning Document (SPD) on 22 February 2005 by Cabinet (minute 149). Planning policy guidance states that councils should update SPDs where changing circumstances require it, and the significant changes in local and national policy as well as the projects already delivered mean that this review is timely.

3.2 The Draft Mid-Term Review has assessed each of the proposed work elements potential contribution towards high level objectives, in particular those of the LDLSP's emerging Economic Programme, against a standardised 'scoring' template. The template had previously been agreed by Cabinet at its October 2008 meeting (minute reference 65).

3.3 An independent scrutiny panel was convened by the Council's Programme Secretariat consisting of officers from the City Council experienced in aspects of: risk management; finance and funding; planning and policy; programme development and performance. The purpose of the Mid Term Review is to assess project viability in terms of:

- Fit to strategic aims and policy
- Deliverability
- Availability of funding
- Risk
- Value for Money

3.4 The overall strategic aims of the current Master Plan are considered to be relevant and appropriate. Concentrating future regeneration activity upon a focussed and prioritised list of projects making the best use of limited resources is supported as an appropriate way forward in the current financial climate.

3.5 A revised Draft Mid-Term Review report was presented to the West End Partnership (WEP) for feedback and comment. The partnership agreed with much of the Mid-term review but raised the following issues:

- *Bold Street proposal 'medium' should be changed to 'high' priority:* Bold Street exhibited the poorest property condition and officers originally considered it high priority. However due to a transcription error the information provided to the WEP was not updated. This error has been corrected and Bold Street is listed as a high priority project.
- *The Central Park proposal be reintroduced:* Cabinet resolved to remove Central Park from the Masterplan (minute reference 65) in October 2008 and nothing has changed to alter officers' views that the proposal is not feasible.
- *The low and medium priority classification assigned to West End Road and Clarendon Road East remodelling respectively:* The previous 'remodelling' strategy used was no longer economically viable and the officer recommendation is to review

alternate delivery models to see if the Masterplan aims of reducing low quality private rented properties, particularly HMOs, and the provision of more family homes for owner occupiers can be achieved for these properties.

The detailed consultation response from the WEP can be found in Appendix 1.

3.6 Following this process a Final Draft West End Masterplan Mid-term Review has been produced (Appendix 2). The high level recommendations now reflect appraisal comments and the consultation feedback. The ranking of proposals has also altered during this process. Listed below is the portfolio of proposals that have been prioritised as high or medium priority ranking:

**High Ranking Projects/Areas**

*Offering greatest regeneration impact, secure best policy fit, have greatest chance of securing funding, provide value for money/additionality.*

- Co-Op Building
- Commercial Core
- Regent Road
- Exemplar
- Bold Street and West End Gardens
- Marine Road West (public realm)

**Medium Ranking Projects / Areas**

*Meeting most of the assessment criteria and viable but of a slightly lower priority or for implementation in the medium to long term.*

- Clarendon Road Living Street
- Frontierland
- Heysham Road Gateway
- Bus / Illuminations Depot
- Regent Park
- Clarendon Road East
- West End Road
- Marine Road West (housing)
- Avondale / Barnes Road (workshops)

3.7 The remaining proposals are ranked as low or lowest priority – meaning in effect that the ideas offer limited or poor policy fit and should be deferred or no longer pursued or investigated as viable proposals unless strategic policy circumstances change in the medium to long term.

3.8 Appendix 1 also details the final recommendation listed against each Masterplan area following consultation and forms an outline implementation plan and the officer responsible for taking matters forward. If Members approve the Recommendations and Implementation Plan this will be included in a final Mid-Term Review document, and circulated as a record of the achievements and a formal statement of working priorities moving forward.

**4.0 Masterplan Options and Options Analysis (including risk assessment)**

4.1 The following options have been identified:

Option	Advantages	Disadvantages	Risks
1. Do nothing – make no decision on West End Masterplan priorities.	No advantages identified.	No clear statement of direction, in either strategic or development terms, of Council priorities for economic	Potential for 'drift', confusion and waste in allocation of financial and human resources in development and

		regeneration in the West End.	delivery.
2. Cabinet endorses Mid-term review recommendations and implementation plan and notes the independent appraisal and consultation feedback appended to the report.	<p>Clear commitment to and direction for economic and housing regeneration work in the West End.</p> <p>Independent appraisal has endorsed recommendations.</p> <p>The West End Partnership has been consulted and provided formal feedback that has led to some changes in priority.</p>	Although formal community consultation feedback has been received appraisal process has essentially been officer led.	Usual risks associated with practical delivery relating to achieving development funding, managing and shaping projects and initiatives.

4.2 While the focus of the review is around the economic regeneration theme, it should be noted that particular economically ‘low ranking’ proposals may find support within the LDLSP’s other Thematic Groups and their associated priorities. Essentially the West End Masterplan Mid-term Review and the implementation plan is a programme rather than a collection of individual projects. It provides a strategic overview and a framework for any projects that are supported. As individual projects are developed they will be subject to detailed internal appraisal and conform to the Council’s project management systems.

**5.0 Officer Preferred Option (and comments)**

5.1 Option 2 is the preferred option as this provides a clear commitment and direction for economic and housing regeneration work in the West End through the stated priorities and outline implementation plan. Cabinet can be reassured by the fact that the projects and recommendations have been subject to independent appraisal and community consultation.

**6.0 Local Governance and Scrutiny of Masterplan Implementation**

6.1 The West End Partnership (WEP) was set up in order to give local input into three initiatives targeted specifically at the West End neighbourhood in past years. The initiatives were:

- The West End Masterplan
- Neighbourhood Management
- Cleaner, greener and safer community funding

The WEP is an independent partnership with an ‘unincorporated’ constitution, and was financially supported by the three funding streams.

6.2 The discrete Neighbourhood Management initiative for the West End has ended along with the associated budgets. There is no specific budget identified to fund

administrative support and provide for hire of rooms/refreshments for meetings. The cleaner, greener fund has now also ended.

Physical Masterplan priority projects will continue to be delivered in the West End but the Economic Programme focus is on integration and synergy across Morecambe's communities and economic linkages to the wider District and Regional economy rather than discrete neighbourhood work. The creation of a new Morecambe Parish Council (covering the wards of Torrisholme, Bare, Poulton, Westgate, Harbour and Heysham North) is also significant. The LDLSP is also undertaking detailed work on a Community Engagement Framework for its activities and areas of influence.

- 6.3 The previous WEP enjoyed a degree of authority and autonomy over resource allocation. However, it is now perhaps more appropriate for major resource allocation decisions to be taken at a more strategic level given the Economic Programme strategy. The correct 'scale' for the consideration of major strategic resources and projects is at City Council Cabinet and Corporate Director level. However, for any new or ongoing initiatives affecting a community such as the West End there will still be a requirement for local community input and engagement.
- 6.4 The role and purpose of the WEP in relation to 'governance' and scrutiny of the ongoing Masterplan project issues therefore needs to be considered. This is particularly pressing in the light of recent democratic and partnership changes. An analysis of the WEP's constitutional objectives and its involvement in issues is attached in Appendix 3. The options for local engagement arising from this analysis are outlined in the table under 7.0.

## 7.0 Proposals

Option	Advantages	Disadvantages	Risks/Issues
1. Do nothing	Council has no view on the future governance and community scrutiny of Masterplan projects/ proposals. No advantages identified.	No clear Council position on local engagement in strategic or implementation for the West End.	'Drift' and uncertainty of position in relation to local engagement in ongoing West End proposals/projects.
2. New Morecambe Parish Council takes on West End 'local engagement' – potentially through its own sub-group or WEP.	The Parish Council can make a decision on resourcing 'neighbourhood' level input. It may choose to develop a new West End focus group or 'adopt' the WEP or some elements of it. Provides a democratic first 'port of call' for raising West End issues, proposals and initiatives with the community.	The Parish Council has not made a decision on how it wants to conduct its business and whether it requires 'neighbourhood' level input.	'Gap' until the new Council becomes operational and uncertainty of WEP position until elections and decisions on neighbourhood input requirements and resourcing. WEP (if a vehicle that the Parish Council wants to support) will still require its meetings serviced and a resource needs to be found to meet costs.
3. WEP supported to continue as an independent body.	Retains considerable local experience and capacity and could provide useful local commentary and input into projects and initiatives which have the potential to impact on the West End. Could interact, assist and co-operate with Parish Council on an informal basis.	No direct current funding to manage or distribute so relevance and usefulness of an independent body in the West End is questionable. Potential duplication of effort as issues will still need to be raised with the Parish Council and may work against achieving a clear community view with which to inform West End ongoing work.	WEP will still require its meetings serviced and a resource needs to be found to meet administration costs although the number of meetings could be reduced. Potential for uncertainty if an independent City Council supported group stands outside the new Parish Council structure.
4. Input and scrutiny via a specific West End Cabinet liaison group or Overview and Scrutiny task group?	Direct West End Councillor involvement is maintained. Links to Parish Council and wider project based community consultation also maintained.	City Council led and may be perceived as closed to wider community input. Issues will still need to be raised with the Parish Council with potential duplication of effort.	No substantive role for WEP would inevitably lead to loss of a well developed group that has a detailed understanding of the Masterplan and other neighbourhood issues.
5. Utilise LDLSP Community Engagement Framework.	West End engagement could be accommodated within LDLSP's Community Engagement Framework.	LDLSP has still to determine its optimum methods of engagement. Work is ongoing in evaluating which methods are working well and which solutions it will adopt.  Detailed community input on particular proposals may be difficult to achieve or it may be inappropriate to channel such work through LDLSP.	Uncertainty of position on West End local engagement until LDLSP makes a decision on its preferred engagement methods.

- 7.1 As noted in the options analysis there are a number of strategic engagement issues and ongoing analysis running alongside the need to maintain a specific community liaison /engagement in the West End Masterplan proposals and projects. Most pertinently there will be a 'gap' until many of the options identified come to fruition. The WEP's role must therefore be considered in this context and Cabinet Members are requested to consider the disadvantages / advantages of providing interim financial and administrative support for the continuation of the WEP.
- 7.2 Support for the West End Partnership from either City or Parish Council would mean retention of considerable local experience and capacity which could provide useful local commentary and input into projects and initiatives which have the potential to impact on the West End. However, with limited resource allocation powers and no current funding to manage or distribute the relevance of WEP and its current constitution is questionable. WEP will require its meetings serviced and a resource would need to be found to meet costs and these implications are outlined in the Financial Implications section.
- 7.3 Members should note that as an independent body WEP has to make a decision to 'stand down' itself, although this will clearly be influenced by a decision on continuing formal Council support.

## **8.0 Officer preferred option**

- 8.1 Officers have considered all of the practical solutions to governance and would recommend that one of the options 2 to 5 would provide a robust governance structure.

## **9.0 Conclusion**

- 9.1 The mid-term review of the West End Masterplan fits in with the Council's new corporate and strategic approach towards delivering economic regeneration placing emphasis of the overarching role of the LDLSP priorities, policy fit and 'deliverability'. The review should be welcomed for providing a renewed focus but also for taking stock of the physical achievements of the first three years. The review and outline implementation plan will assist more effective targeting on the deliverable 'high impact' projects that will build upon the positive changes seen in the West End and which will contribute directly to the wider regeneration of Morecambe.
- 9.2 Members are requested to consider the preferred method of engagement and scrutiny of West End projects. Members should consider the issues outlined in this report and comes to a recommendation on any continuing formal support for the WEP. The views of the West End Partnership will be available for the Cabinet meeting.

## **RELATIONSHIP TO POLICY FRAMEWORK**

The proposals for the start up service relate to the 2008/09 Corporate Plan through the Council's medium term objectives which include: 'Lead the regeneration of our District' and the Priority Outcome to 'improve economic prosperity throughout the Lancaster district'.

## **CONCLUSION OF IMPACT ASSESSMENT**

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

Diversity – positive impact. The proposals delivered to date have been designed to provide "access for all". Future priority proposals will continue to contribute towards equality objectives including women, black and minority ethnic groups and people with disabilities leading to greater representation of these views and perspectives during design and implementation.

Human rights – neutral impact

Community safety – neutral impact

Sustainability – positive impact. The review highlights those proposals which are 'not viable' from the perspective of being sustainable and deliverable.

Rural proofing – not applicable

## **FINANCIAL IMPLICATIONS**

### Masterplan Priorities

The proposals under the preferred option (Option 2) have no direct financial implications for the City Council. The requirements for developing the priority projects, as per the outline implementation plan, can be achieved using in-house officer resources or 'bought-in' as external funding of such resources allows. The delivery and financial arrangements for individual project proposals will be considered under separate reporting procedures and will be subject to independent appraisal before any resources are committed. The proposals and projects identified in the Masterplan review will be delivered using external funding as no specific Council capital resources are currently allocated, or expected to be, requested.

### Masterplan Scrutiny/WEP financial support

The cost of room hire and refreshments for the 10 WEP meetings undertaken over 2008/09 financial year was approximately £1,300. If Members consider the West End Partnership is the most suitable vehicle/method for local engagement and scrutiny of West End Masterplan proposals moving forward it should make a budget allowance for these meetings. However, it is also considered by officers that WEP business could be achieved with fewer meetings.

It is difficult to see how any of the other options could impact on the overall City Council budget at present, but they are unlikely to incur additional costs over and above core officer time and internal recharges. If additional costs are incurred they are unlikely to be as substantive as supporting an independent body such as West End Partnership.

It should be noted that should Option 2 be preferred (i.e. the new Morecambe Parish Council taking on West End local engagement) and the Parish agrees, this would be picked up in the parish functions / funding review being undertaken by the City Council in this year, further to the abolition of Special Expenses.



**SECTION 151 OFFICER'S COMMENTS**

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

**LEGAL IMPLICATIONS**

No legal implications have been identified for the City Council in relation to the preferred option.

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

**Appendix 1** – Summary of Recommendations and Implementation Plan  
**Appendix 2** – West End Masterplan Mid-Term Review Report (Final Draft)  
**Appendix 3** – Analysis of WEP responsibilities.

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**Ref:** N/A



**Appendix 3****Analysis of West End Partnership (WEP) Responsibilities**

<b>WEP Responsibilities (as noted in the current constitution)</b>	<b>Present Status</b>
Overseeing the implementation of the Neighbourhood Management Programme.	The local Neighbourhood Management Programme has ended.
Overseeing the implementation of the ERDF, Priority 2, Action Plan.	The ERDF funding stream/programme has finished
Ensuring the Programme is kept under review and to roll it forward on an annual basis.	The local Neighbourhood Management Programme has ended.
Ensuring that effective consultation takes place with businesses, community, and mainstream service providers.	Local Neighbourhood Management has ended but Masterplan projects and proposals will continue to be developed and implemented and require local consultation.
Approval of an annual Delivery Plan to be endorsed by the Lead Body	The local Neighbourhood Management Programme has ended and there are no further delivery plans required.
Approval of Project Appraisals and allocation of Programme grants to projects with the endorsement of the lead body.	The local Neighbourhood Management Programme has finished.
Ensuring that the whole programme is kept under review, and that any matters relevant to the successful implementation of the scheme, including links to other initiatives, are considered.	The Neighbourhood Management Programme has finished although projects associated with 'Neighbourhood Management' such as PCSOs continue as 'mainstream' initiatives.
Advising on the implementation of the West End Masterplan	Masterplan projects and proposals will continue to be developed and implemented and require local consultation.
Establishment of any additional Sub-Groups relevant to the successful implementation of its programmes.	Neighbourhood Management has finished but Masterplan projects and proposals will continue to be developed and implemented, although the necessity for discrete sub-groups necessary for scrutiny is probably reduced.
Development of a forward strategy, and exit arrangements for the end of the Programme, ensuring sustainability of all relevant Programme sponsored projects and initiatives.	Neighbourhood Management has been 'mainstreamed' and the local funding allocation is no longer available.
Identifying who will take responsibility for continuing commitments, where appropriate, after Programme payments end.	Commitments for PCSO's and other initiatives have been 'mainstreamed' or taken on by other funders
Budget responsibility delegated to Project Director, Community Engagement or Project Director, Urban Renewal as appropriate, who are responsible for reporting financial monitoring to the Board as part of the overall programme review.	Neither of the Project Director post exists following the end of Neighbourhood Management and winding up of the local team. The budget, staff and support are no longer available and this includes the servicing of the WEP by Democratic Services (minutes etc). Final Neighbourhood Management Programme responsibilities and Winning Back Physical project responsibilities have been taken up by Programme Secretariat and Planning services respectively.
Receive recommendations from Sub Groups and where appropriate instigate action.	The continuation of sub-groups depends on the necessity for discrete sub-groups to provide scrutiny which is probably reduced in the current project workload.
Lancashire County Council are the Accountable Body for the Local Area Agreement and Lancaster City Council are responsible for the delivery of the Programme and are therefore the Lead Body for the purposes of this constitution.	The LAA funding is no longer available to the WEP for delivering a local programme and therefore the responsibilities in this section of the constitution are no longer relevant.

## Appendix 1 - Recommendation and Implementation Plan

Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
Co-Op Building	<p>Area 9 is a high intervention area and the Co-Op project offers excellent policy fit, core economic outputs and represents the strongest economic regeneration opportunity in the West End. Securing investment to bring forward this project should be considered as a high priority.</p> <p>Area 9 also presents opportunities for the Housing Capital Programme to support the Exemplar by funding facelift improvements to Westminster Road properties.</p>	<p>Fully endorse recommendations in mid-term review document but would like to see potential benefits to Area 9 improvements (Westminster Road and Exemplar) explicitly identified as potential additionality rather than accepted as a given benefit</p>	<p>The Co-op Building can not be considered in isolation, as the proposed use of managed workspace would require extra car parking for both trainer and trainees, especially if it involved business start up workspaces.</p> <p>The use of the Co-op Building must be related to outcomes for the West End of Morecambe and the people living in the locale, not just an 'add on' to a much larger funding bid. This type of thinking is old hat/traditional local government approach which, at the end of the day, does not deliver any beneficial outcomes. It is not a transformational project such as the Central Park proposal; does not create any new open space, no new car parking or add to the attractiveness of the West End as a retail destination.</p>	<p>The Co-Op project offers excellent policy fit, core economic outputs and represents the strongest economic regeneration opportunity in the West End. Securing investment to bring forward this project should be considered as a high priority. Within the new Economic Regeneration Framework the proposal is now seen in a "Morecambe-wide" context contributing to the economic development of the entire area not just the 'local' West End community. Emerging West End businesses will benefit and also, if general employment and training is an objective, then West End residents will also benefit. The redevelopment of a derelict building will have major benefits for the commercial core not least in new business and 'life'. From funders' view it delivers many more potential direct and measurable benefits than Central Park proposal.</p> <p>The Co-op building is below the threshold where a transport assessment is required. Nonetheless, it would be a good idea to address travel to work, both from a policy and from a project sustainability point of view. The building is well served by public transport, has a large walk in population and is well located in relation to the District cycle network. However, car parking is also a potential "selling point" in terms of business location and could be reviewed as part of the feasibility side of the proposals. The maximum parking standard for offices in sustainable locations is one space per 30 sqm.</p> <p>Area 9 also presents opportunities for the Housing Capital Programme to support the Exemplar by funding facelift improvements to Westminster Road properties. The benefits of this need to be assessed before resources are committed.</p>	<p>Include in current NWDA funding bid for development of project proposals for the District's Economic Regeneration Programme priorities.</p> <p>Liaise with LCDL regarding interim work to be undertaken to secure their involvement (Structural Survey)</p> <p>Establish an initial project delivery group and stakeholder steering group to ensure that benefits are delivered with input from West End interests as appropriate.</p> <p>Add Westminster Road facelift scheme as a potential project for Housing Capital Programme</p>	<p>P. Rogers / T. Brown</p> <p>P. Rogers / T. Brown</p> <p>P. Rogers / T. Brown</p> <p>P. Broadley</p>

## Appendix 1 - Recommendation and Implementation Plan

Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<b>Commercial Core</b>	<p>The Commercial Core project is a high priority high profile project that has excellent policy fit and offers good value for money. The approach has already been successful on Yorkshire Street. It would however be beneficial to focus only on high impact streets; Claremont Road, West Street, Albert Road and deliver a reduced specification treatment on Springfield / Lancashire Street. The non-commercial streets of Parliament Street, Clarendon Road and Devonshire Road should be omitted. Securing investment to bring forward this project should be considered a high priority.</p> <p>In addition the Housing Capital Programme aims to support the oversupply of retail units by converting redundant shop units and focussing retail activity onto the Commercial Core.</p>	<p>Endorse recommendations – however unsure how far HCP funding is able to support this project. Interlinked strongly with Regent Road improvements</p>	<p>The Commercial Core priority raises questions for the West End Partnership who would rather see work concentrated on Regent Road and Yorkshire Street than Albert Road.</p> <p>The Partnership questioned the difference between the Commercial Core and Regent Road project set out below in the list of priorities.</p>	<p>The Commercial Core is a high priority high profile project that has excellent policy fit and offers good value for money and utilises the successful approach used for Yorkshire Street.</p> <p>The extent of the Commercial Core needs to be defined and agreed with local input as there is a difference in opinion between the Masterplan and the WEP regarding Albert Road's inclusion.</p> <p>There is overlap with the Commercial Core and Regent Road proposals and they should be treated as a single proposal focussing on</p> <ul style="list-style-type: none"> <li>• Claremont Road,</li> <li>• West Street,</li> <li>• Regent Road</li> <li>• Springfield / Lancashire Street.</li> </ul> <p>And consideration for the inclusion of Albert Road.</p> <p>The non-commercial streets of Parliament Street, Clarendon Road and Devonshire Road should be omitted.</p> <p>Opportunities for the conversion of redundant shop units outside the Commercial core back into residential should be explored through the Housing Capital Programme.</p>	<p>Include in current NWDA funding bid for development of project proposals for the District's Economic Regeneration Programme priorities.</p> <p>Identify other potential resources to deliver this project e.g. County Council</p> <p>Housing Capital Programme to identify potential opportunities to support this project as and when suitable retail properties come onto the market. Utilise cheaper refurbishment model than previous works implemented with ARCA.</p>	<p>P. Rogers / T. Brown</p> <p>P. Rogers / T. Brown</p> <p>P. Broadley</p>

## Appendix 1 - Recommendation and Implementation Plan

Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<b>Regent Road</b>	<p>The Regent Road public realm project offers excellent policy fit delivers core economic outputs represents good value for money and is in a high profile high intervention area. The approach has already been successful on Yorkshire Street. It is the main route into the West End and is the most important of the three Gateway projects and should remain a high priority for intervention and implementation. Regent Road should be considered as part of the Commercial Core package of public realm improvements.</p>	<p>This is a highly flexible intervention, capable of delivery as a stand alone project or as an integral part of the Commercial Core. It is a main route into Morecambe and essentially the gateway to the West End. Early delivery of this project would give a strong and highly visible statement of ongoing commitment to improving the area. Must ensure effective consultation and communication with retailers to avoid major disruption and foster 'buy-in'</p>	<p>The Partnership questioned the difference between the Commercial Core and Regent Road project set out below in the list of priorities.</p>	<p>The Regent Road public realm project offers excellent policy fit delivers core economic outputs represents good value for money and is in a high profile high intervention area. However, Regent Road should be considered as part of the wider proposals for the Commercial Core to enable a more integrated delivery.</p>	<p>Regent Road is one of the streets in the Commercial Core project – see above</p>	<p>P. Rogers / T. Brown</p>

## Appendix 1 - Recommendation and Implementation Plan

Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<p style="text-align: center;"><b>Marine Road West (Public Realm)</b></p>	<p>Marine Road West public realm improvement project offers good value for money and is in a high profile area that is essentially the face of the West End. This public realm project offers very good policy fit. A more comprehensive approach that looks simultaneously at improvements to both Marine Road West and the Promenade between the Battery and Midland Hotel would achieve the greatest impact. This approach has been successful in Central Morecambe in delivering a high quality public realm.</p>	<p>Although designated a medium intervention area in the Masterplan and with a less strong policy fit than other high priority projects, the high profile nature of the site as the 'Face of the West End' elevates this to a higher priority in the Mid-term review report.</p>	<p>With regard to Marine Road West Public Realm this needs to be tied in with the Frontierland which is not seen.</p> <p>The Board do not class the Marine Road West Public Realm as a priority.</p>	<p>Marine Road West public realm improvement project is in a high profile area but has a weaker policy fit than other high priority projects. However, the high profile nature of the site as the 'Face of the West End' elevates this to a higher priority</p> <p>A more comprehensive approach that looks simultaneously at improvements to both Marine Road West and the Promenade between the Battery and Midland Hotel would achieve the greatest impact. This approach has been successful in Central Morecambe in delivering a high quality public realm.</p>	<p>Aim to include wider public realm proposals for Marine Road West in the Promenade improvements. Bid to NWDA presently under development by Forward Planning</p>	<p>D. Lawson</p>

**Appendix 1 - Recommendation and Implementation Plan**

Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<p><b>Bold Street and West End Gardens</b></p>	<p>Area 11 is a high intervention phase 1 project area and offers good policy fit. Marlborough Road and the odd numbered side of Bold Street schemes are a partial solution. The remainder of Bold Street requires intervention to address the West End's worst condition properties. Exemplar funds need to be released from properties acquired on Bold Street. It is of paramount importance to secure a funded regeneration scheme for the even numbered side of Bold Street and this should remain a high priority. This is also a priority for the Housing Capital Programme.</p>	<p>Very poor quality housing remains in high concentration in this street. However there is no clear proposal for how the necessary improvements are to be delivered. The allocation of resources to determine and develop a delivery strategy and identify suitable funding to take this project forward is a high priority.</p> <p>Without this strategy in place and given the negative effect of economic climate upon purchase of properties it seems perverse to purchase more at the present time only for them to stand empty and for the council to have the expense of insurance and long-term security.</p>	<p>We would also ask that Bold Street (odd numbers) Back Wynterdyne Terrace and Marine Road West (housing) be classed as a higher priority to complement the work done on the sea defences and West End gardens.</p> <p>The placing of Bold Street in the medium section must be looked at in the overall context of what has already been achieved. It is important that Bold Street (even side) and the area behind is given a high priority. Indeed, had the Chatsworth Gardens project gone ahead in July 2008 (as anticipated), and been successful, The Partnership understands that Bold Street and the area juxtaposed would have been considered as the next major project by the Homes and Communities Agency. This opportunity must be pursued. The Bold Street triangle must be a High Priority.</p>	<p>Bold Street is a high intervention phase 1 project area that offers good policy fit. Because the even numbered side of Bold Street exhibits the poorest quality housing in the West End it is a high priority.</p> <p>LCC have acquired four properties on even numbered side of Bold Street with Exemplar funding that needs to be recycled to cashflow the acquisitions.</p> <p>The development of a preferred strategy to take forward the aims of the Masterplan for these properties is of paramount importance. This should be a high priority for the Housing Capital Programme.</p>	<p>In conjunction with the Property Strategy for the Exemplar develop a strategy to deal with the even numbered side of Bold Street.</p> <p>Identify potential options for the even numbered side of Bold Street.</p> <p>Bold Street is a high priority area for Regional Housing Board allocation.</p>	<p>P. Rogers / T. Brown / P. Broadley</p> <p>P. Broadley</p> <p>P. Broadley</p>



## Appendix 1 - Recommendation and Implementation Plan

Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<b>Housing Exemplar</b>	<p>The Exemplar (Area 5) is high intervention Phase 1 project and has very good policy fit. The Exemplar is a Flagship Masterplan project for the regeneration of the West End that will initiate positive physical and perception changes while helping to rebalance the tenure profile. A continued strong commitment to this project is felt by officers to be of high importance to the West End's regeneration. An opportunity for the Housing Capital Programme to support the Exemplar exists by funding facelift improvements to Westminster Road properties.</p>	<p>High priority strategic project with potential to provide high quality sustainable properties but with significant deliverability issues in the medium term due to market forces.</p>	<p>No comment received.</p>	<p>The Exemplar is high intervention Phase 1 project with very good policy fit. The Exemplar is a Flagship Masterplan project for the regeneration of the West End that will initiate positive physical and perception changes while helping to rebalance the tenure profile.</p> <p>High priority strategic project needs to overcome significant deliverability issues in the medium term due to market forces.</p> <p>Area 5 also presents opportunities for the Housing Capital Programme to support the Exemplar by funding facelift improvements to Westminster Road properties. The benefits of this need to be assessed before resources are committed.</p>	<p>Secure suitable funding package from Homes and Communities Agency to enable project to progress.</p> <p>Develop Property Strategy for Exemplar and West End.</p> <p>Add Westminster Road facelift scheme as a potential project for Housing Capital Programme</p>	<p>H. McManus</p> <p>P. Rogers / T. Brown / J. Greenwood</p> <p>P. Broadley</p>

## Appendix 1 - Recommendation and Implementation Plan

Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<b>Clarendon Road Living Street</b>	<p>Clarendon Road Living Street is a high priority project that has good policy fit and offers reasonable value for money. It may however be possible to reduce the cost of the scheme while delivering much of the benefits of increased permeability. While the scheme remains a high priority its success is wholly dependent upon when the Frontierland site is developed and securing an effective pedestrian and cycling route through the site to Central Morecambe.</p>	<p>Fully endorse recommendations articulated in Mid-term review report. (See also project 11 below, Frontierland)</p>	<p>With regard to Marine Road West Public Realm this needs to be tied in with the Frontierland which is not seen.</p>	<p>Clarendon Road Living Street is a high priority project that has good policy fit and offers reasonable value for money.</p> <p>This project is inextricably linked to future development of Frontierland site. This is likely to be the only opportunity to link the West End to Central Morecambe as the land is unlikely to be available in future if not secured at this point.</p>	<p>Maintain current stance on the need for Frontierland to provide greater permeability through legal powers under planning/development control process.</p>	<p>D. Hall</p>

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Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<p>Clarendon Road East (remodelling)</p>	<p>Clarendon Road East (Area 3) is a high priority intervention area and a Phase 1 project area that has benefitted from substantial investment and positive change. This key housing project aims to complete the remodelling programme and offers very good policy fit. Beyond a commitment to the existing programme the high unit cost of re-modelling properties prevents further works of this nature and a new approach for these properties is required that reduces the unit cost but maintains the required quality.</p> <p>There are also opportunities for the Housing Capital Programme to support the Exemplar by funding facelift improvements to Westminster Road properties.</p>	<p>Endorse recommendations of Mid-term report.</p> <p>However unsure of accuracy of statement re: Housing Capital Programme.</p>	<p>By transforming areas in the West End, like West End Road, Clarendon Road East, Chatsworth Gardens, Bold Street and by creating new open space and providing a civic focus, this will improve the local environment, the existing social mix and encourage new business starts ups and generating more jobs in the West End than a revamped Co-op building ever would as a stand alone project.</p> <p>There are some projects in the medium category which need a high priority. For example, all the good work done on Clarendon Road East may be undone if three or four properties are not acquired and remodelled for family homes in line with the rest of the street. These are numbers 16, 24, 26 and 36. By working with Adactus and or North British and private landlords, these properties should be bought and upgraded into family homes ASAP</p>	<p>Clarendon Road East (Area 3) is a medium priority intervention area and a Phase 1 project area that has benefitted from substantial investment and positive change.</p> <p>The high unit cost of re-modelling properties prevents further works of this nature and a new approach for these properties is required to achieve the aims of the Masterplan for this area.</p> <p>Area 3 also presents opportunities for the Housing Capital Programme to support the Exemplar by funding facelift improvements to Westminster Road properties. The benefits of this need to be assessed before resources are committed.</p>	<p>Assess value of alternative ways of achieving the successful completion of the Masterplan's aims for Clarendon Road East through the Housing Capital Programme.</p> <p>Add Westminster Road facelift scheme as a potential project for Housing Capital Programme</p>	<p>P. Broadley</p> <p>P. Broadley</p>

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Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<p><b>West End Road (remodelling)</b></p>	<p>West End Road (Area 2) is a high priority intervention area and a Phase 1 project area that has benefitted from substantial investment and positive change but a number of target properties are yet to be acquired. This key housing project aims to complete the remodelling programme and offers very good policy fit. Beyond a commitment to the existing programme the high unit cost of re-modelling properties prevents further works of this nature and a new approach for these properties is required that reduces the unit cost but maintains the required quality.</p>	<p>This project is substantially complete. Of the target properties which were originally identified, only one remains to be improved and this is still in private ownership.</p> <p>Improvements delivered to date have delivered additional benefits, with 3 private landlords having improved their properties independent of the wider scheme.</p> <p>We would suggest that this is no longer a high priority and completion of this project should be moved to a LOWEST status.</p>	<p>The Board disagrees with the appraisal panel's decision to re-grade the West End Road Housing Project from High priority to Low priority given that only one more property needs to be remodelled to complete all of this work. Work on West End Road needs to be completed – the exterior finishes need to a High Priority. The one remaining will be a blight on the rest which have had work carried out, will spoil the appearance of the area and send out the message that we have backed out at the last minute</p>	<p>West End Road (Area 2) is a medium priority intervention area and a Phase 1 project area that has benefitted from substantial investment and positive change.</p> <p>The high unit cost of re-modelling properties prevents further works of this nature and a new approach for these properties is required to achieve the aims of the Masterplan for this area.</p>	<p>Assess value of alternative ways of achieving the successful completion of the Masterplan's aims for West End Road through the Housing Capital Programme.</p>	<p>P. Broadley</p>

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Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<p><b>Yorkshire Street Environmental Improvement (shop fronts)</b></p>	<p>Yorkshire Street (Area 8) is a high intervention phase 1 project that offers good policy fit. Public realm works have been successful in reducing shop voids and this has improved some frontages. However, it is difficult to capture and attribute outputs to the investment made to the proposed shopfronts project and this reduces the projects effectiveness. This is largely due to the positive impact of the already implemented public realm works. With limited resources available it seems prudent to defer investment decisions in the short term and focus on other high intervention areas and other public realm improvements to spread the benefits throughout the commercial core.</p>	<p>Strongly suggest remains in the plan as a project to be revisited at a future date but it was strongly felt that other priorities should be tackled first – therefore status should change from Medium to Low – not reflecting its relative importance but rather its place in the timetable.</p> <p>The improvements to the public realm in Yorkshire Street have increased the feeling of prosperity and the number of sustainable retail units. This alone is having a positive impact upon the quality of the shop frontages.</p> <p>Suggest that project is delayed assess whether it is still required after development of Commercial Core.</p>	<p>The WEP Board supports this and feels the priority is set correctly.</p> <p>Could THI funding be explored for this scheme?</p>	<p>Yorkshire Street is a high intervention phase 1 project that offers good policy fit. Public realm works have been successful in reducing shop voids and this has led to some frontages being improved.</p> <p>The proposed shopfront improvements project should be revisited after implementation of Commercial Core project and assess whether it is still required.</p>	<p>Defer assessment of project's value until after the implementation of the Commercial Core project.</p>	<p>P. Rogers / T. Brown</p>

## Appendix 1 - Recommendation and Implementation Plan

Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<b>Frontierland</b>	<p>Frontierland (Area 1) represents the largest site for redevelopment in the West End and is located on the waterfront close to the recently re-opened Midland Hotel and is a high priority and Phase 1 project. This private development site offers good policy fit and should remain a priority to bring forward a suitable high quality mixed use development that provides the added benefit of improved permeability. Development Control should continue to press for high quality scheme that provides the added benefits of improved permeability through to Central Drive.</p>	<p>Clarendon Road Living Street forms a key part of this project. Recommendations are wholly endorsed</p>	<p>With regard to Marine Road West Public Realm this needs to be tied in with the Frontierland which is not seen.</p>	<p>Frontierland (Area 1) represents the largest site for redevelopment in the West End and is located on the waterfront close to the recently re-opened Midland Hotel and is a high priority and Phase 1 project. This private development site offers good policy fit and should remain a priority to bring forward a suitable high quality mixed use development that provides the added benefit of improved permeability.</p>	<p>Maintain current stance on the need for a high quality development that provides the added benefits of improved permeability through to Central Drive through development control process.</p>	<p>D. Hall</p>

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Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<b>Heysham Road Gateway</b>	<p>Heysham Road Gateway is a high priority high intervention project that offers good policy fit. However feasibility work has identified high cost and low impact caused by physical constraints. Improvements to this Gateway should therefore only be deferred as a medium priority for the medium term.</p>	<p>This project's strength is in delivering considerable positive visible impact in a high profile, high intervention area. It would support and complement adjacent improved areas; However due high costs and mixed land ownerships the possibility of delivery is low in the current climate.</p>	<p>No comment</p>	<p>Heysham Road Gateway is a high priority high intervention project that offers good policy fit. Feasibility work has identified deliverability issues, namely high cost and low impact caused by physical constraints. This project should therefore be deferred as a medium priority for the medium term.</p>	<p>No action</p>	

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Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<p>Marine Road West (housing)</p>	<p>Marine Road West (Area 7) is a medium intervention area and a medium priority that offers good policy fit. Although refurbishing properties on Marine Road West represents poor value for money and with limited resources available for housing it would be better to focus on high priority intervention areas that will yield substantial change. This housing project should therefore be deferred to the medium to long term.</p> <p>To safeguard the historic fabric and bring Trinity Church back into productive use intervention and resources need to be focussed to obtaining a satisfactory resolution to this semi-derelict building on the Promenade.</p>	<p>Recommendations are endorsed – deliverability of project will be greatly improved by future public realm works and development of the Frontierland site.</p>	<p>We would also ask that Bold Street (odd numbers) Back Wynterdyne Terrace and Marine Road West (housing) be classed as a higher priority to complement the work done on the sea defences and West End gardens.</p>	<p>Marine Road West is a medium intervention area and a medium priority that offers good policy fit. Refurbishing properties on Marine Road West represents poor value for money. The limited resources available would be better to focused on high priority intervention areas that will yield substantial change. This housing project should therefore be deferred to the medium to long term.</p> <p>To safeguard the historic fabric and bring Trinity Church back into productive use intervention and resources need to continue to be focussed to obtaining a satisfactory resolution to this semi-derelict building on the Promenade.</p>	<p>Defer to medium term and review options once high priority housing projects have been delivered.</p> <p>While a solution is found to bring it back into productive use continue to use enforcement to ensure security and appearance of Trinity Church.</p> <p>Negotiate with owner to find a longterm solution for Trinity Church.</p>	<p>P. Broadley</p> <p>S. Gardner</p>



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Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<b>Avondale / Barnes Road</b>	<p>Avondale / Barnes Road (Area 13) is a medium intervention area and offers poor policy fit. The improvement of rear garden space is low impact and therefore a low priority.</p> <p>The potential to provide higher value employment opportunities through the redevelopment of the old workshops offers core economic outcomes and should remain a medium priority for investment. However, options to bring forward redevelopment at little or no cost should be pursued as a high priority.</p>	<p>Proposals to create additional garden space should not be pursued.</p> <p>Proposals for redevelopment of workshop units to provide mixed use schemes/workspace should be put forward in isolation.</p>	<p>No comment</p>	<p>Avondale / Barnes is a medium intervention area and offers poor policy fit. The improvement of rear garden space is low impact and therefore a low priority and should not be pursued.</p> <p>Proposals for redevelopment of workshop units to provide mixed use schemes/workspace should be put forward in isolation of gardens proposal.</p>	<p>No action</p> <p>In the medium term the potential to develop a mixed use/workspace proposal for Back Avondale Road West should be explored.</p>	<p>P. Rogers</p>

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Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<b>Bus / Illuminations depot</b>	<p>The Bus / Illuminations Depot (Area15) is a high intervention high priority area that offers good policy fit. The private developer has hit financial difficulties and only half the site has been completed and it now seems unlikely to finish in the short term. The completion of this important site remains a high priority, but the ability to influence this is limited.</p>	<p>The development offers good fit with the LDF and LSP priorities however the ability to influence the project is limited.</p>	<p>The WEP Board question why the Illuminations Depot is still in the Masterplan.</p>	<p>The Bus / Illuminations Depot is a high intervention high priority area and phase 1 project that offers good policy fit. The private developer has hit financial difficulties and only half the site has been completed and it now seems unlikely to finish in the short term. The completion of this important site remains a high priority, but the ability to influence this is limited.</p>	<p>Continue to press for the completion of the development through statutory planning powers.</p> <p>Consider alternative potential options to bring forward successful completion,</p>	<p>D. Hall</p> <p>P. Broadley</p>

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Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
Regent Park	<p>Regent Park (Area 6) is an area for low intervention and a low priority offering poor policy fit. However, in light of the removal of Central Park from the Masterplan it can help offset the lack of provision of both private and public open space in the West End through high quality leisure provision that maximises the currently under-utilised space. Economic Programme funding is unlikely to be the most appropriate source and resources should be focussed on high intervention areas. This area should no longer be pursued as a viable masterplan proposal.</p>	<p>Endorse recommendations – panel strongly felt this should remain in the plan – but that Cultural Services are clearly identified as responsible for delivery. Given that there is no longer a possibility to improve the amount of public open space in the West End it is important to improve the quality of the existing amenity.</p>	<p>Regent Park is a high priority for local residents and, although on the face of it does not appear to have any economic outputs, by improving the park as a facility for people of all ages, it will improve as a visitor destination (just like Happy Mount Park), and will encourage greater participation in the two bowling festivals, with visitors from several parts of the North of England. This equates to full hotel bed spaces. Moreover, as the park improves and the number of festivals and events increase, so too will visitor numbers, once again adding to the number of filled bed spaces and use of local cafes and restaurants.</p>	<p>Regent Park is an area for low intervention and a medium priority offering poor policy fit in an “economic” sense. Given that there is no longer much possibility of improving the amount of public open space in the West End it is important to improve the quality of the existing amenity.</p>	<p>Work with Friends Group to implement the recently completed Masterplan for Regent Park.</p>	<p>D. Owen</p>

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Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<p style="text-align: center;"><b>Alexandra Road (Secondary Routes)</b></p>	<p>Alexandra Road is a Secondary Route classed as medium priority offering fair policy fit. Improvements to Alexandra Road would bring masterplan benefits to an area that has seen little change. Improvements to Alexandra Road should be pursued as a medium term medium level priority. West End Road has already been improved and should not be pursued.</p>	<p>Recommendations of Mid Term review to focus resources on high intervention areas with greater impact are wholly endorsed.</p>	<p>No comment</p>	<p>Alexandra Road public realm improvements is a Secondary Route classed as low priority offering fair policy fit. Improvements to Alexandra Road would bring masterplan benefits to an area that has seen little change.</p> <p>West End Road has already been improved and should not be pursued.</p>	<p>No action</p>	
<p style="text-align: center;"><b>Tertiary Streets (high intervention areas)</b></p>	<p>Marlborough Road and Bold Street are high priority tertiary streets linked to existing funded housing regeneration proposals, offer good policy fit and should be considered a high priority for medium term intervention.</p>	<p>Despite being high intervention zone, the project would have low impact, resources would be better directed at projects with better value for money and greater impact on objectives on MasterPlan.</p>	<p>No comment</p>	<p>Despite Marlborough Road and Bold Street being high priority tertiary streets linked to existing funded housing regeneration proposals the project would have low impact. Resources would be better directed at projects with better value for money and greater impact on objectives on MasterPlan.</p>	<p>No action</p>	

## Appendix 1 - Recommendation and Implementation Plan

Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<p style="text-align: center;"><b>Local residential streets</b> (medium and high intervention areas)</p>	<p>The high intervention local residential streets highlighted for Homezone treatments only offer fair policy fit and local impact due to their low visibility and should therefore be considered a medium priority for the medium to long term. The implementation of Homezone treatments is supported as an option for the Housing Capital Programme beyond 2009.</p> <p>The medium and low priority local residential streets offer poor policy fit low value for money low impact and should no longer be pursued as a viable masterplan proposal.</p>	<p>Use role as influencer with County Council to deliver some element of scheme.</p> <p>Recommendations of Mid Term review to focus resources on high intervention areas with greater impact are wholly endorsed</p>		<p>The high intervention local residential streets highlighted for Homezone treatments only offer fair policy fit and local impact due to their low visibility and should therefore be considered a medium priority for the medium to long term. The implementation of Homezone treatments is supported as an option for the Housing Capital Programme beyond 2009.</p> <p>The medium and low priority local residential streets offer poor policy fit low value for money low impact and should no longer be pursued as a viable masterplan proposal.</p>	<p>No action</p> <p>No action</p>	<p>T. Brown</p>

**Appendix 1 - Recommendation and Implementation Plan**

Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
Central Park	<p>Central Park (Area 9) is a high priority for intervention and a phase 1 project. Due to high cost and poor value for money Central Park has been removed from the Masterplan project proposals by Cabinet as it will take limited resources away from other projects. However, a principal aim of the Masterplan was to create new public open space and this was widely supported in all community consultations.</p>	<p>Previous Cabinet decision – Minute NO: 65 resolution no. 7, 7 October 2008.</p>	<p>The WEP Board request that Central Park Area be included as a high priority. The main reason for this is the addition of extra parking for the commercial core Regent Road, Albert Road and Yorkshire Street. If the Co-op building is ranked highest then additional parking is urgently required. <i>Please refer to the letter from the Federation of Small Businesses.</i></p> <p>At the last West End Partnership Meeting the “Young Persons Stakeholders Group” gave a talk and we viewed a DVD they had produced. <u>All</u> of the young people wanted more green spaces in the regeneration area.</p> <p>All of the CAWE (Community Association for West End) members who had attended previous meetings have indicated support for the Central Park Area.</p> <p>The original Masterplan also gave prominence to the Central Park Area :</p>	<p>Due to high cost and poor value for money Central Park has been removed from the Masterplan as a project proposal.</p> <p>However, a principal aim of the Masterplan was to create new public open space and this was widely supported in all community consultations. Given that there is no longer a possibility to improve the amount of public open space in the West End it is important to improve the quality of the existing amenity.</p> <p>Potential for additional car parking to support the Co-op building proposal to be noted.</p>	<p>No action</p> <p>See Regent Park and Promenade improvements.</p>	

## Appendix 1 - Recommendation and Implementation Plan

Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<b>Granville Road</b>	<p>Granville Road (Area 16) is a medium priority area for intervention that offers poor policy fit and delivers few economic outputs. Resources would be better focussed on high priority intervention areas that will yield substantial change. This area should no longer be pursued as a viable masterplan proposal.</p>	<p>Recommendations of Mid Term review to focus resources on high intervention areas with greater impact are wholly endorsed</p>	<p>No comment</p>	<p>Granville Road is a low priority area for intervention that offers poor policy fit and delivers few economic outputs. Resources would be better focussed on high priority intervention areas that will yield substantial change. This area should no longer be pursued as a viable masterplan proposal.</p>	<p>No action</p>	
<b>Chatsworth Road East</b>	<p>Chatsworth Road East (Area 4) is a low priority for intervention and one of the most sustainable neighbourhoods in the Masterplan area. The area fits poorly with the Economic Programme and other Policy criteria and represents poor value for money. The limited resources available would be better focussed on high priority intervention areas that will yield substantial change. This area should no longer be pursued as a viable masterplan proposal.</p>	<p>It was recommended that this should not be pursued as a viable MasterPlan project due to poor fit with policy criteria and economic programme however the panel could not find sufficient information to conduct an effective appraisal of this recommendation.</p>	<p>No comment</p>	<p>Chatsworth Road East is a low priority for intervention and one of the most sustainable neighbourhoods in the Masterplan area. The area fits poorly with the Economic Programme and other Policy criteria and represents poor value for money. The limited resources available would be better focussed on high priority intervention areas that will yield substantial change. This area should no longer be pursued as a viable masterplan proposal.</p>	<p>No action</p>	

## Appendix 1 - Recommendation and Implementation Plan

Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<b>Devonshire, Balmoral and Claremont</b>	<p>Balmoral Road (Area 10) is a low intervention area and is one of the most sustainable neighbourhoods in the Masterplan area. It has poor policy fit and offers low value for money against economic criteria. The limited available resources would be better focussed on high priority intervention areas that will yield substantial change. This holds true for both Housing and Economic Programme funding. This area should no longer be pursued as a viable masterplan proposal.</p>	<p>Recommendations of Mid Term review to focus resources on high intervention areas with greater impact are wholly endorsed</p>	<p>No comment</p>	<p>Balmoral Road is a low intervention area and is one of the most sustainable neighbourhoods in the Masterplan area. It has poor policy fit and offers low value for money against economic criteria. The limited available resources would be better focussed on high priority intervention areas that will yield substantial change. This area should no longer be pursued as a viable masterplan proposal.</p>	<p>No action</p>	



**Appendix 1 - Recommendation and Implementation Plan**

Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<p><b>Gardner Road</b></p>	<p>Gardner Road (Area 12) is a medium intervention and a medium priority area that offers poor policy fit. The limited resources available for the improvement and remodelling of housing would be better focussed on high priority intervention areas that will yield substantial change. The light industrial units at Grafton Place however offer better policy fit and value for money and present an economic opportunity to remove an inappropriate use from a residential area and provide new build affordable family homes and should be pursued as medium term objective. Alternatively the light industrial units present an opportunity to develop an infill housing development gap funded by the Housing Capital Programme.</p>	<p>Endorse recommendations of Mid-term report.</p>	<p>No comment</p>	<p>Gardner Road is a low priority area for intervention that offers poor policy fit and delivers few economic outputs. Resources would be better focussed on high priority intervention areas that will yield substantial change. This area should no longer be pursued as a viable masterplan proposal.</p>	<p>No action</p>	

## Appendix 1 - Recommendation and Implementation Plan

Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<b>Sefton/St Stanley Road</b>	Stanley / Sefton Road (Area 14) is a low intervention low priority area and fits poorly with Economic Programme and other policy criteria. Offering few economic outputs resources would be better focussed on high priority intervention areas that will yield substantial change. This area should no longer be pursued as a viable masterplan proposal.	Recommendations of Mid Term review to focus resources on high intervention areas with greater impact are wholly endorsed	No comment	Stanley / Sefton Road is a low priority for intervention that offers poor policy fit and would deliver few economic outputs. Resources would be better focussed on high priority intervention areas that will yield substantial change. This area should no longer be pursued as a viable masterplan proposal.	No action	
<b>Fairfield Road</b>	Fairfield Road (Area 17) is low priority for intervention that offers poor policy fit and would deliver few economic outputs. Resources would be better focussed on high priority intervention areas that will yield substantial change. This area should no longer be pursued as a viable masterplan proposal.	Recommendations of Mid Term review to focus resources on high intervention areas with greater impact are wholly endorsed	No comment	Fairfield Road is a low priority for intervention that offers poor policy fit and would deliver few economic outputs. Resources would be better focussed on high priority intervention areas that will yield substantial change. This area should no longer be pursued as a viable masterplan proposal.	No action	

## Appendix 1 - Recommendation and Implementation Plan

Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
<p style="text-align: center;"><b>Secondary Routes</b> (low priority intervention areas)</p>	<p>The low priority Secondary Routes do not offer good value for money or significant impact and should no longer be pursued as a viable masterplan proposal.</p>	<p>Do not pursue, will help to reduce the areas set aside for highest quality treatment ensuring money is channelled into higher impact areas.</p>	<p>Those streets categorised as low priorities were low intervention areas in the original Masterplan and never intended for major intervention. Indeed, it was always the assumption that the transformational projects would inspire home owners/ landlords in the private sector to improve their properties so that only a little bit of 'pepper-potting' may be required.</p>	<p>The low priority Secondary Routes offer poor policy fit low value for money low impact and should no longer be pursued as a viable masterplan proposal.</p>	<p>No action</p>	
<p style="text-align: center;"><b>Tertiary Streets</b> (low priority intervention areas)</p>	<p>The low priority tertiary street have poor policy fit and offer low value for money and should no longer be pursued as a viable masterplan proposal.</p>	<p>Recommendations of Mid Term review to focus resources on high intervention areas with greater impact are wholly endorsed</p>	<p>Those streets categorised as low priorities were low intervention areas in the original Masterplan and never intended for major intervention. Indeed, it was always the assumption that the transformational projects would inspire home owners/ landlords in the private sector to improve their properties so that only a little bit of 'pepper-potting' may be required.</p>	<p>The low priority Tertiary Street offer poor policy fit low value for money low impact and should no longer be pursued as a viable masterplan proposal.</p>	<p>No action</p>	

## Appendix 1 - Recommendation and Implementation Plan

Project	Review Recommendation	Appraisal Recommendation	WEP Consultation Feedback	Final Recommendation	Actions	Officer Responsible
Local Residential Streets (low/medium intervention areas)	The medium and low priority local residential streets offer poor policy fit low value for money low impact and should no longer be pursued as a viable masterplan proposal.	Recommendations of Mid Term review to focus resources on high intervention areas with greater impact are wholly endorsed	Those streets categorised as low priorities were low intervention areas in the original Masterplan and never intended for major intervention. Indeed, it was always the assumption that the transformational projects would inspire home owners/ landlords in the private sector to improve their properties so that only a little bit of 'pepper-potting' may be required.	The medium and low priority Local Residential streets offer poor policy fit low value for money low impact and should no longer be pursued as a viable masterplan proposal.	No action	



## West End Masterplan Mid-Term Review – Final Draft Report

Date: May 2009  
Author: Tom Brown, Regeneration Officer  
Checked by: Paul Rogers, Principal Regeneration Officer  
Version: 1.03



## 1. Introduction

### Purpose of this Review

The aim of this review is to provide a renewed focus for regeneration activity in the West End. The Masterplan contained proposals for almost every street and property in the West End, and while this comprehensive approach is useful given the 15 year timeframe envisaged for delivery, it did not provide a clear implementation plan. The Masterplan did identify eight *Phase 1 Projects* that were to be delivered in the first five years and the review aims to take stock of the achievements of the first three years and provide a renewed set of priorities for delivery taking into account current national, regional and local economic regeneration policy.

A key driver for the review is the recent refresh of economic regeneration priorities for the District adopted by the Lancaster District Local Strategic Partnership (LDLSP). The review will concentrate on the proposed physical work elements for each Masterplan area/project and undertake to: show their contribution to the objectives of the LDLSP's new Economic Regeneration Programme; identify which elements are likely to attract external funding support; and identify which proposals can realistically be delivered. This will enable both financial and human resources to be effectively focussed on the deliverable high impact projects that will build upon the positive changes seen in the West End and which will also complement and contribute more directly to the wider regeneration of Morecambe. This course of action was confirmed at by Cabinet at its meeting of October 2008.

### Origins of the Masterplan

In 2004 Lancaster City Council, English Partnerships and the North West Development Agency endorsed an Action Plan for the Regeneration of the coastal town of Morecambe. The plan identified that the housing and social problems, and the associated environment and image issues, particularly in the West End, have a serious effect on the economy and therefore the economic future of the town.

The Masterplan brief recognised that significant change was required to the built environment of the area to maximise its potential and that the development of a spatial strategy would need to consider the strategic objectives identified for the West End in the Morecambe Action Plan:-

- To increase the attractiveness of the West End as an area to live for existing residents and to attract new people to move into the area as long term residents, having a knock-on impact to improve the overall image of the resort.
- To increase the proportion of owner occupiers and reduce the private rented sector as a means of improving stability
- To diversify the types of housing available.
- To increase the amount of useable quality open space.
- To improve the quality of the built environment.
- To assure the sustainability of local shops through consolidation and establishing a niche market identity.

The outline for the development brief for the West End Masterplan plan was to *Identify the role that the West End can play in the local housing market set in the context of the districts economic future and with reference to local housing needs. Develop, consult and finalise proposals for a spatial strategy for the West End.*

## Development of the Masterplan

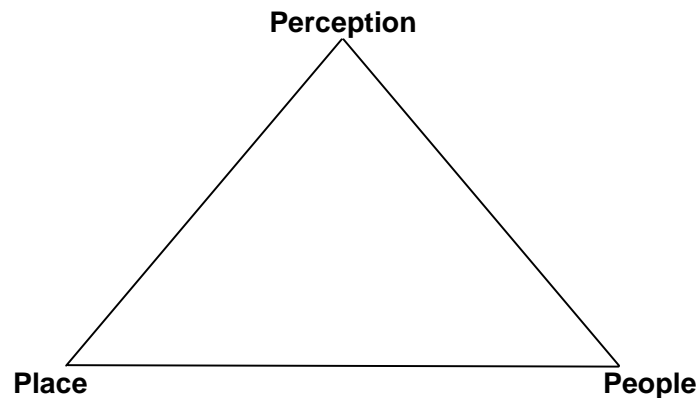
Over the course of 2004 the appointed consultants, Building Design Partnership, Jones Lang LaSalle and Gleeds, worked with the strategic partners English Partnerships, Northwest Development Agency and Lancaster City Council and the local community stakeholders to develop the West End Masterplan. The *Masterplan and Delivery Strategy* was developed through the following documents;

- **Baseline Sustainability Report** – dated July 2004
- **Draft Options Report** – dated July 2004
- **Case Study Research** – presented at 2<sup>nd</sup> August Steering Group
- **Final Report** – adopted as a Supplementary Planning Document on 22 February 2005

The development process that resulted in the Masterplan final report was widely consulted. The final report has a considerable amount of endorsement from the local community, the Council and its strategic partners.

## Masterplan Vision and Aims

The overarching and fundamental component of the vision for the West End is **to create an exceptionally good place to live, work and play**. During the Enquiry by Design event in June 2004, there was strong support for the creation of an attractive residential area with a significant appeal to families. The vision for the West End is based on a 3 cornered set of principles:



The '3 P's' were intended to convey guiding principles and the approach that should be taken to deliver a new Morecambe West End. The strategic objectives identified in the matrix below were the basis for identifying and justifying the key projects. The matrix was used to justify the Phase 1 projects and were intended to be used to assist in the identification, evaluation and justification of future projects in the West End i.e. Phase 2 and beyond.

1. Perception	2. Place	3. People
1a. The redefined vision for the West End encompassing high quality living, working and incidental leisure / tourism offers	2a. A place where people want to live as homeowners for the long term	3a. Improvement in local school provision, building on the County Council's education strategy and taking forward proposals for enhanced local school opportunities, including preschool provision
1b. A broad range of housing aimed at a number of areas of need as identified in the Couttie report	2b. A place where unfit homes are replaced by high quality housing at a range of affordability levels	3b. Weaving into the strategy a 'healthy living ideal ' which takes the best features of Morecambe's reputation for healthy living
1c. A high quality retail offer, based upon a blend of local and specialist shopping activity	2c. A place where people want to educate their children in high quality pre – school and primary schools	3c. Plans to change the housing market, by changing tenure mix and taking out of the supply chain HMOs and absentee landlord properties
1d. A home for higher education, based upon the possible establishment a campus for St Martins College	2d. A place where people want to shop for local services and goods as well as for their discretionary and specialist requirements	3d. The delivery of affordable homes identified as a core requirement in the district housing strategy - this should principally be delivered through new home ownership options.
1e. A high quality food / drink offer based upon a number of new outlets in the West End	2e. A place where people want to eat, socialise and mix in a friendly an beautiful environment	3e. By creation of new employment opportunities, based around a number of economic initiatives particularly in the fields of arts, digital technologies, retail and leisure
1f. A redefined accommodation strategy based upon higher quality self-catering and boutique hotels, continuing the envisaged success that the Midland Hotel project will instigate	2f. A place where people want to enjoy views, vistas and open spaces populated by sculpture, public art and high quality street furniture	3f. Higher education, the delivery of a higher education campus if possible and all that it brings with it will have a terrific positive impact on the West End
	2g. A place that mixes soft and hard landscape in a clever and complementary manner drawing out the best aspects of the sustainable urban neighbourhood	3g. Sustainable Living Principles that will be woven into the plan
	2h. A place that is truly sustainable in all aspects of a living community.	

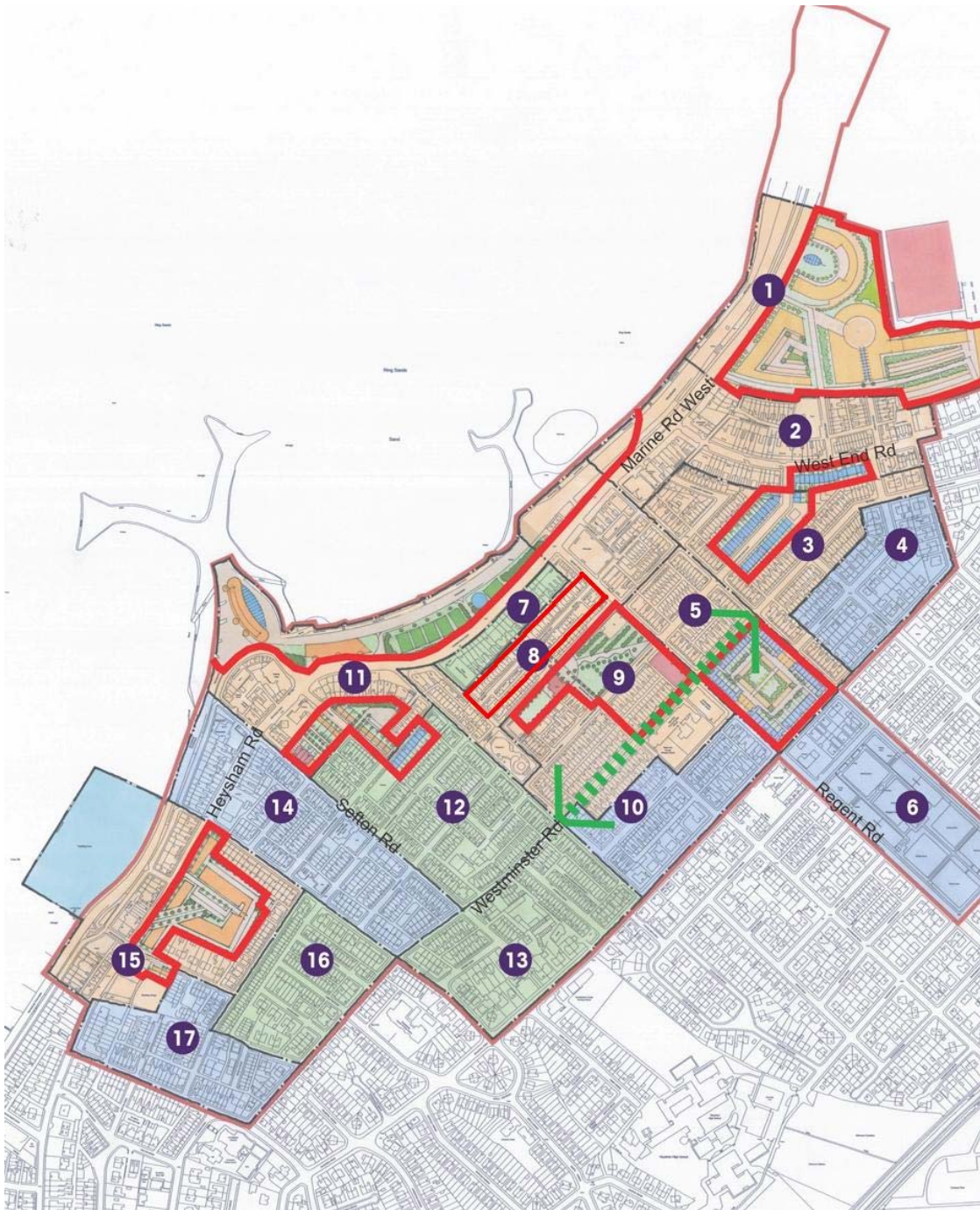
### Prioritisation of Project Activity

The West End Masterplan is based on a market assessment of the strengths and weaknesses of the area, as well as the opportunities and threats. In order to address the range of issues facing the area in a comprehensive manner, the West End was sub-divided into a series of zones of intervention. All Masterplan areas were scored against the matrix of strategic objectives and this led to the identification of clear priorities. The redevelopment of the key sites aimed to have a catalytic effect, ensuring the wider regeneration of the West End. The key or phase 1 project sites included:



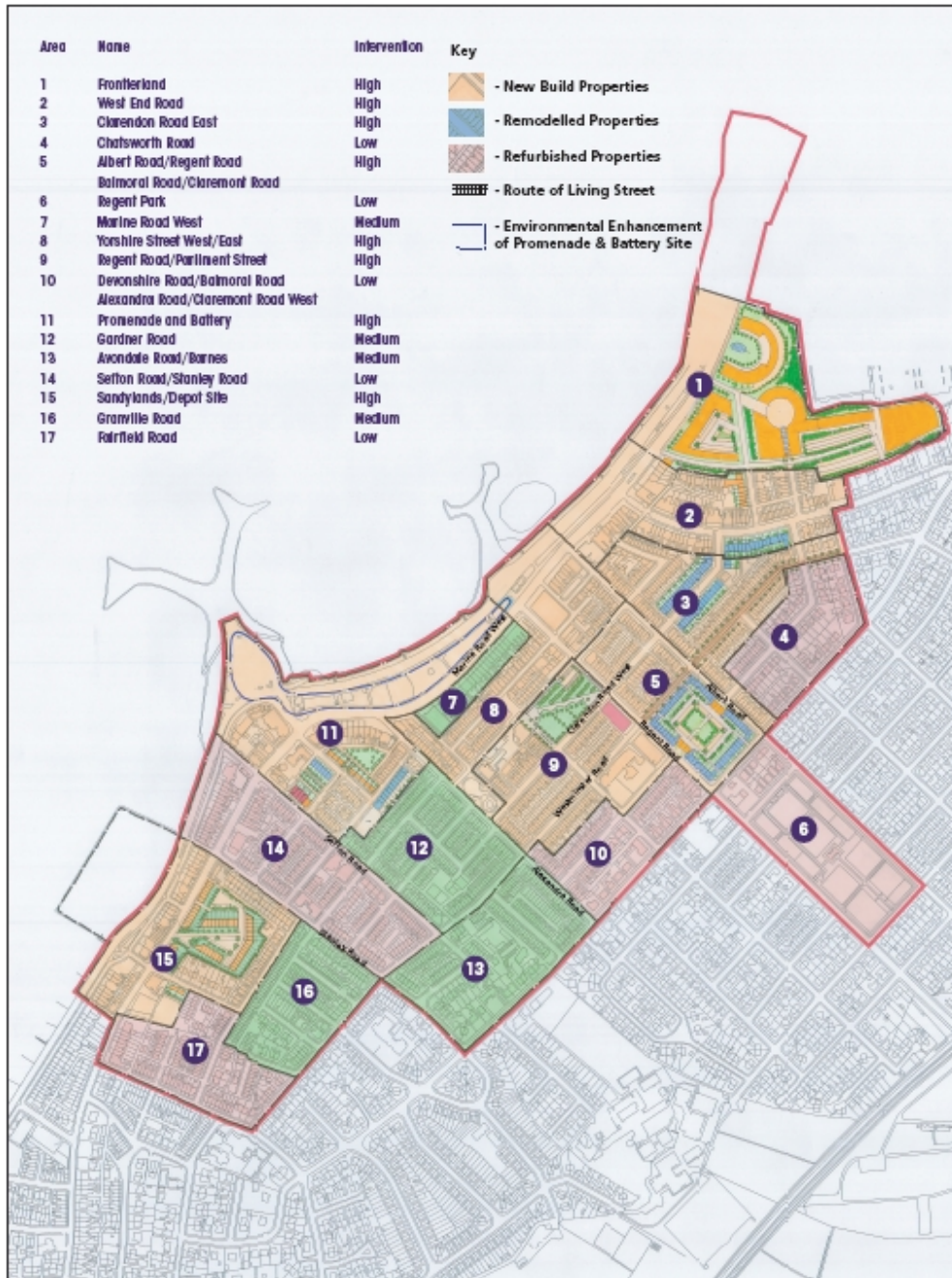
- Frontierland Re-development (1)
- West End Road Re-modelling (2)
- Clarendon Road Re-modelling (3)
- Housing Exemplar (5)
- Yorkshire Street Environmental Improvements (8)
- Central Park (9)
- Battery / Bold Street / Marine Road West / West End Gardens (11)
- Bus and Illuminations Depots (15)

The plan below shows the 8 Key or Phase 1 projects, highlighted in red, to be delivered in the first 5 years. The specific proposals identified as the Phase 1 projects were subject to consultation and supported by the West End Partnership and the City Council.



The illustration below shows the overall objective was to retain the overall layout of the West End and enhance the area through:

- The remodelling of selective properties,
- The demolition and new-build of selected houses,
- The redevelopment of key development sites,
- The creation of new public open spaces, and
- The remodelling / resurfacing of selective streets.



## Public Realm Strategy

In addition to the specific project proposals and prioritisation of Masterplan areas a strategy describing the overall vision for the West End in terms of image and environment was developed. The Public Realm Strategy stated: *The design philosophy aims to capture the essence of the West End, which is characterised by a formal grid-iron street pattern. The strategy aims to:*

- *Clearly define the heart of the West End, providing a core area that clearly integrates with the coast (via harnessing vistas and strong visual axes to the coastline)*
- *Provide improved connections to Morecambe Town Centre by concentrating on important east-west routes such as the Promenade and the Living Street concept set back within the heart of the West End but running parallel to the promenade.*
- *Generate a greater sense of arrival into the West End and providing an attractive front door through the creation of an attractive coastal promenade.*
- *Act as a catalyst for linking all the various elements of the public realm.*
- *Provide Access for All*
- *Establish a street hierarchy which distinguishes between primary, secondary, tertiary and local residential streets and also highlights the proposed location of a 'living street' and streets associated with the commercial core of the West End*

In addition to the street hierarchy all streets were prioritised for intervention in much the same way as the Masterplan areas. The plan below shows the public realm strategy for the West End.

### PUBLIC REALM & MOVEMENT STRATEGY

MRO9607 (-0) L200

Morecambe West End

1. PROMENADE
2. REGENT PARK
3. PADDLING POOL
4. OPTION 1 - NEW SCHOOL & PUBLIC SPACE  
OPTION 2 - COMMUNITY PARK
5. FRONTIERLAND SITE
6. NEIGHBOURHOOD PLAY AREA



KEY

- STUDY BOUNDARY
- PRIMARY ROUTES
- LIVING STREET
- SECONDARY STREETS
- COMMERCIAL CORE
- TERTIARY STREETS
- LOCAL RESIDENTIAL STREETS
- CYCLE ROUTES
- BUS ROUTES
- OPEN SPACE

public realm strategy plan  
0 100 200 300 400 500

BDP

## 2. Masterplan Achievements and Progress

Following the adoption of the Masterplan by Cabinet in February 2005 a delivery team was appointed to begin implementing the phase 1 projects that aimed to be completed in 5 years. Listed below is a brief summary of the achievements of the first three years of the Masterplan against the principal aims, the phase 1 projects and the public realm strategy.

- **Frontierland Re-development** – Rear third of the site has been re-developed successfully and negotiations with City Council planners for the remainder of the site are ongoing.
- **West End Road Re-modelling** – 10 of the 15 target properties have been remodelled successfully improving both the quality of the Conservation Area and the tenure profile.
- **Clarendon Road Re-modelling** – 26 of the 38 target properties have been remodelled successfully improving both the quality of the Conservation Area and the tenure profile.



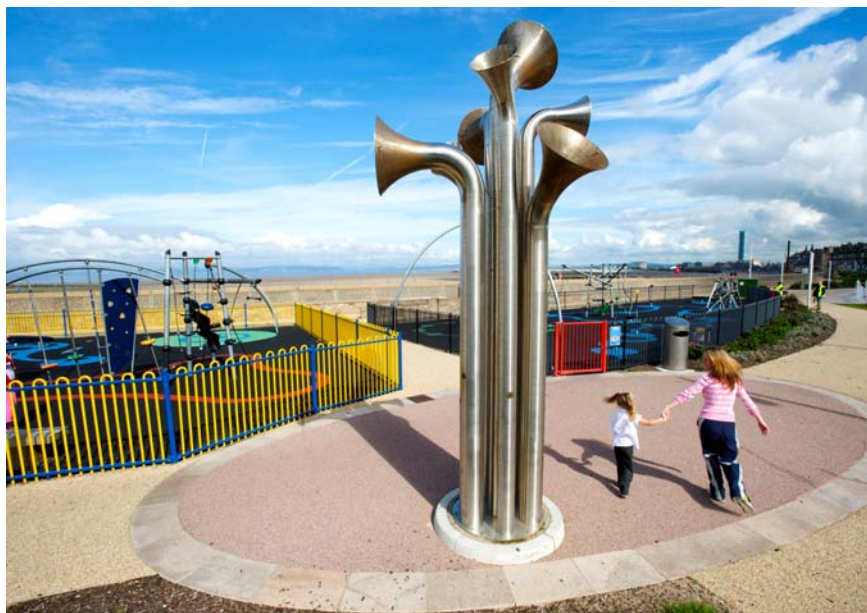
*Fflat conversions on West End Road and remodelled family homes on Clarendon Road East*

- **Housing Exemplar** – 50 of 73 target properties have been acquired and outline planning permission for 100 units of high quality family homes has been granted.
- **Yorkshire Street Environmental Improvements** – streetscene improvements have been implemented enhancing the quality of the public realm and reducing shop voids.



*Completed Yorkshire Street public realm works*

- **Central Park** – a detailed feasibility study has been completed but this highlighted poor value for money due to high cost with low economic outputs. Following rejection of a funding application by the NWDA this has been removed as a Masterplan proposal.
- **Battery / Bold Street / Marine Road West / West End Gardens** – The regeneration of West End Gardens has been a great success and the café nominated for a regional award by the RIBA. A new build housing scheme for Marlborough Road will remove a large number of HMOs and offer shared ownership housing. A frontage improvement scheme for the odd numbered side of Bold Street is also underway.



*The improved West End Gardens.*



*New Café at West End Gardens*

- **Bus and Illuminations Depots** – A private developer obtained planning consent to build 83 houses and flats and has completed half of the development.
- **Clearly define the heart of the West End** – Improvements to Yorkshire Street are a successful first phase of supporting the West End's Commercial Core.
- **Improved connections to Morecambe Town Centre; Promenade and the Living Street** – Limited progress has been made on this aim although the West End Gardens/Café improvement creates greater interest drawing people from the Midland Hotel to the Battery.
- **Gateway project to generate a greater sense of arrival** – The improvements to West End Gardens has had a positive impact on both the Promenade and Regent Road but further work to enhance these routes is required.
- **Act as a catalyst for linking all the various elements of the public realm** – Some improvements have been made but the large geographic area and limited resources available prevent this from being a realistically attainable aim.
- **Establish a street hierarchy** – Again this is not a realistically attainable aim given the limited resources available.
- **Provide Access for All** – All the public realm improvements made so far have met this aim being designed to current access requirements

### **3. Key Current Policy Framework /Funding Considerations**

Clearly there are a number of policy documents produced by a range of agencies and statutory bodies which may impact on the support or delivery of a particular proposal. However, of critical concern at a District strategic level are any proposal's 'fit' with the following:

#### **The LDLSP's Economic Programme**

Emerging policy has been given impetus by the Government's Sub National Review of Economic Development and Regeneration (SNR) and its emphasis on the role of Local Authorities. The potential for direct delegations of economic development/regeneration funding to Local Authorities at a level where a natural economic geography exists and where there is proven capacity to manage and deliver thus allowing for far more local influence over funding priorities now exists. The context of the new Lancaster District Local Strategic Partnership (LDLSP) and the role of the economy as a theme in the developing Sustainable Community Strategy are therefore important.

The Lancaster District Economic Vision was widely consulted upon and adopted by Council as its Regeneration Strategy in 2006. More recently, the Economic Vision has been refreshed following a joint Council/ Vision Board event in May and as part of the LDLSP Action Planning process.

As part of the SNR, the government has produced a further White Paper. Transforming Places – Changing Lives. This proposes an approach that coordinates and prioritises regeneration investment in the right places, devolves investment decisions to the most local level possible, aligns investment behind local and regional priorities and focuses in tackling underlying economic problems, particularly in deprived areas.

The government makes the point that regeneration, a sub set of economic development, is about tackling barriers to economic growth, which should deliver economic inclusion, contributing to the growth of the overall economy. In the future, government funds for regeneration will come from two primary sources; the Regional Development Agencies, which have had responsibility for economic development and regeneration for some years, and the new Homes and Communities Agency, which brings together English Partnerships and the Housing Corporation to improve the effectiveness of housing regeneration.

The LDLSP has made further progress by establishing various Thematic Groups and developing initial Action Plans to highlight high level objectives for the District. The Council has been closely involved in a number of Thematic Groups, providing both elected member representation and officer support. The Economy Thematic Group is particularly relevant in respect of any economic development/regeneration priorities and this group has considered in detail the existing Economic Vision and information arising from its 'refresh' in 2008.

An initial draft "Economic Programme" has been produced, which incorporates all of the key actions required to deliver the economic objectives that have been identified by both the LDLSP Economy Thematic Group partners. The Programme is ambitious and represents some high aspirations across the District, which will rely heavily on external funding and, in some cases, on private sector investment. Whilst there are no guarantees that these will be available, the Action



Plan provides a strong framework that takes account of funders' present requirements. The approach centres around five strategic Area Themes. These are;

- Maximise employment and economic activity in the KNOWLEDGE ECONOMY
- Develop a HEYSHAM TO M6 EMPLOYMENT CORRIDOR where accessible economic opportunities will bring our communities together
- Regenerating and REINVENTING MORECAMBE as an attractive choice to live, work and visit
- Place shape LANCASTER CITY and RIVER SIDE as a regionally significant visitor and shopping destination and a competitive employment destination with an outstanding waterfront
- Develop CARNFORTH as a NORTHERN GATEWAY to increase economic activity in rural areas and facilitate access to the natural

To attract external funding to deliver the District's economic aspirations, particularly as delegated funds, it is critical that a clear and organised strategy is agreed and management and delivery arrangements are understood. The emerging Economic Programme provides the broad framework for this but further work is needed to develop the investment rationale, including testing of achievability and 'value for money' of any planned outcomes, identifying benchmarks and comparators and monitoring and evaluation planning. To achieve this, a formal Investment Strategy, centred around the five economic themes, will be required as well as a clear Performance Plan linked to the LDLSP Economy Action Plan, to provide the basis for a programme of delivery.

Clearly the remaining aspirations of the West End Masterplan have to be tested to see whether they are of a high enough priority and impact to be part of this emerging programme with deliverability – in the sense the ability of projects/proposals to be funded and their actual implementation – being an important consideration.

While the focus of this review work is Economic Regeneration the Masterplan review will also suggest where, if appropriate, particular proposals may find support within the other six Thematic Groups, and their associated priorities as articulated in the recently approved Sustainable Community Strategy 2008-11, in the key priority areas of:

- Children & Young People
- Education, Skills & Opportunities
- Environment
- Health & Wellbeing
- Safety
- Valuing People

## **Local Development Framework**

Under the terms of the Planning and Compulsory Purchase Act 2004, the Council is required to prepare and keep up to date various spatial planning documents which together form the "Local Development Framework" (LDF). These documents include the recently adopted Core Strategy, other development plan documents such as the Land Allocations Document, Area Action Plans and Supplementary Planning Documents.

The LDF complements the Economic Programme themes and will provide a critical tool in achieving 'step-change' regeneration. The recently adopted Core Strategy identifies Central Morecambe as a Regeneration Priority Area of sub-regional importance. Policy ER2 states that: *"Through tourism, housing renewal and heritage led regeneration, central Morecambe will be reinvented as a visitor destination drawing on its natural and built heritage, and as an office and service centre with restored historic townscape and a revived housing market"*.

The Council is taking steps to build upon Morecambe's current positive image provided by the opening of the Midland Hotel and promote further and more extensive regeneration in central Morecambe. A first and key stage in the process will be the production of an Area Action Plan. This would underpin and complement other initiatives in the area and provide a detailed spatial planning framework for the area.

The Plan would build upon recent initiatives, particularly those in Poulton and the West End, and set out specific measures for promoting sustainable development that would help bring these communities together. Critically, the Plan would be a major tool in assisting bids for external funding and in maximising the benefits to the local community from development proposals. It would provide certainty to those wishing to invest in central Morecambe and promote confidence in the area.

It is currently envisaged that the plan would broadly cover the central area from the former Frontierland Site through to Queen Street and inland as far as the Euston Road / Central Drive junction). It is therefore clearly prudent to set West End Masterplan priorities in the context of the Core Strategy and emerging Action Plan framework to exploit any synergy and enhance physical and economic linkages.

### **Lancaster City Council Corporate Plan**

The Council's Corporate Plan sets out the strategic objectives and priorities and officer involvement and any future resources applied to proposals and projects must be consistent with these corporate objectives.

The Corporate Plan together with the Annual Report (which includes detailed performance tables relating to all statutory BVPIs and local performance indicators) forms the Council's Best Value Performance Plan. Lancaster City Council's Vision for 2009-2011 is listed below.

***"By promoting city, coast and countryside, we will secure a safe and prosperous community that's proud of its natural and cultural assets and provides lasting opportunities for all."***

In Morecambe this means a seaside town recognised as vital and vibrant in an exceptional natural setting with a sustainable economy and a stable resident community. The issues we have prioritised (our medium term objectives) are set out below:

- Ensure cost effective services that give good value for money
- Provide customer focused, accessible services
- Make our district a cleaner and healthier place
- Contribute to a safer society
- Lead the regeneration of our District
- Support sustainable communities and action on climate change

- Give local communities more influence and involvement in the way their services are delivered and decisions that affect them are made

### **Housing Capital Programme**

The Housing Capital Programme has focused upon Morecambe and the West End delivering a series of transformational projects remodeling some of the largest HMOs on West End Road and Clarendon Road East. The programme for 2008-09 focussed upon:

- Develop Shared Ownership Scheme (lateral conversions West End Road).
- Demolish and re-develop HMOs and commercial property on Marlborough Road to create family sized homes and flats for shared ownership.
- External works to Clarendon Road.
- Group Repair Schemes on Bold Street (odd numbers).
- Creation of landscaped schemes on acquired sites.
- Gateway improvements to Heysham Road.

The detail of the programme beyond 2008-09 has not yet been decided. Although Cabinet agreed on 8<sup>th</sup> July how the funding would be allocated for the period 2008-11 between Disabled Facilities Grant and Housing Regeneration. Cabinet agreed that 75% of the regeneration funding be allocated to the West End. The West End's Project Liaison Group discussed the future direction of the Programme in the area agreeing the projects put forward to Cabinet and a broad direction for the programme. Due to the expensive unit cost of re-development and re-modelling of HMOs, a revised approach would be needed to implement the aims of the Masterplan. This would involve:

- Identify high risk properties (large properties currently HMOs) and re-model
- "Lighter Touch" intervention to blocks of smaller properties by carrying out improvements to make the external features match those on Clarendon Road and remove HMOs
- Reduce oversupply of retail units and focus retail onto Yorkshire Street and Regent Road with Claremont Road as commercial area.
- "Homezone" type work on the highway and external areas

Re-modelling of properties would lead to a high unit cost but the low cost of "lighter touch" interventions would reduce the average unit cost for the area. Future project activity would focus on Phase 1 High Priority Masterplan Areas including;

- Completion of existing 2008-09 project commitments
- The re-development of the even numbered side of Bold Street
- Westminster Road facelift scheme to improve through route opposite Exemplar
- Contribute towards "Homezone" style streetscene improvements
- Replace light industrial units at Grafton Place with family homes

As with previous projects the Housing Capital Programme funding is often used to gap fund projects to ensure the appropriate quality is attained.

## 4. Recommendations and Implementation Plan

The review assessed each of the proposed physical work elements contribution against the objectives of the LDLSP's Economic Programme, the likelihood of attracting external funding support and whether they can realistically be delivered.

The review also aimed to identify, match and prioritise for each Masterplan area and project taking account of the current policy framework and funders' priorities. Following the initial assessment the Masterplan the proposals were ranked against the assessment criteria and split into High, Medium and Low ranking groups. The detailed assessment of each proposal area is contained in Appendix 2.

An independent scrutiny panel was convened by the Council's Programme Secretariat consisting of officers from the City Council experienced in aspects of: risk management; finance and funding; planning and policy; programme development and performance. The purpose of the appraisal process was to subject the proposals identified and prioritised in a Draft Mid-term Review document to an independent and objective challenge, assessing project viability in terms of:-

- Fit to strategic aims and policy
- Deliverability
- Availability of funding
- Risk
- Value for Money

The overall strategic aims of the current Master Plan were endorsed by the Panel as relevant and appropriate. Concentrating future regeneration activity upon a focussed and prioritised list of projects making the best use of limited resources is supported as an appropriate way forward in the current financial climate. The majority of the recommendations of the Mid-term review document were strongly endorsed.

Following panel appraisal the findings were collated and presented to the West End Partnership for feedback and comment in a Revised Draft Mid-term Review document. The Partnership agreed with much of the Mid-term review but raised a number of objections and queries.

Following appraisal a revised Draft Mid-Term Review report was presented to the West End Partnership (WEP) for feedback and comment. The partnership agreed with much of the Mid-term review but raised the following issues:

- *Bold Street proposal 'medium' should be changed to 'high' priority:* Bold Street exhibited the poorest property condition and officers originally considered it high priority. However due to a transcription error the information provided to the WEP was not updated. This error has been corrected and Bold Street is listed as a high priority project.
- *The Central Park proposal be reintroduced:* Cabinet resolved to remove Central Park from the Masterplan (minute reference 65) in October 2008 and nothing has changed to alter officers' views that the proposal is not feasible.
- *The low and medium priority classification assigned to West End Road and Clarendon Road East remodelling respectively:* The previous 'remodelling' strategy used was no longer economically viable and the officer recommendation is to review alternate delivery models to see if the Masterplan aims of reducing low quality private rented properties, particularly HMOs, and the provision of more family homes for owner occupiers can be achieved for these properties.

Following appraisal and consultation the following portfolio of proposals have been prioritised by the City Council as high, medium, low or lowest priority ranking as follows:

**High Ranking Projects / Areas** fall into the highest ranked grouping offer the greatest regeneration impact, the best policy fit, have the greatest chance of securing funding, provide good value for money and deliver the greatest additionality. The following projects have been ranked into this category:

- Co-Op Building
- Commercial Core
- Regent Road
- Exemplar
- Bold Street and West End Gardens
- Marine Road West (public realm)

**Medium Ranking Projects / Areas** meet most of the assessment criteria and are still viable projects but of a slightly lower priority or for implementation in the medium to long term. The following projects have been ranked into this category:

- Clarendon Road Living Street
- Frontierland
- Heysham Road Gateway
- Bus / Illuminations Depot
- Regent Park
- Clarendon Road East
- West End Road
- Marine Road West (housing)
- Avondale / Barnes Road (workshops)

**Low Ranking Masterplan Projects / Areas** offer limited policy fit and should either be deferred to the medium to long term or no longer pursued as viable masterplan proposals. The following projects have been ranked into this category:

- Yorkshire Street Shopfronts
- Secondary Routes (high intervention)
- Granville Road
- Tertiary Street (high intervention)
- Local Residential Streets (high intervention)

**Lowest Ranking Masterplan Projects / Areas** offer poor policy fit and should no longer pursued as viable masterplan proposals. The following projects have been ranked into this category:

- Chatsworth Road
- Secondary Routes (low /med)
- Gardner Road
- Sefton / Stanley Road
- Central Park
- Fairfield Road
- Devonshire Balmoral Alexandra Claremont
- Tertiary Streets (low /med)
- Local Residential Streets (low /med)

Appendix 1 details the final recommendation listed against each Masterplan area following consultation and forms an outline implementation plan noting the officer responsible for taking matters forward. ***(Note: Members must approve the Recommendations and Implementation Plan this will be included in a Final Mid-Term Review document, and circulated as a record of the achievements and a formal statement of working priorities moving forward).***

## ***Appendix 1 - Recommendations and Implementation Plan***

To be included following approval by Cabinet at its meeting of 2<sup>nd</sup> June 2008

## Appendix 2

### Masterplan Areas and Project/Proposal Scores

#### Frontierland – Area 1 – PHASE 1 PROJECT

The former Frontierland site represents a major development opportunity and is an area of high level intervention. The masterplan puts forward a conceptual layout to demonstrate how a mixed-use scheme could be developed with;

- High quality residential development along Marine Road West taking advantage of the views over Morecambe Bay;
- Cedar Street and Grove Street are extended into the Frontierland site to provide important linkages through the area and to ensure new properties are suitably linked into the wider urban fabric of the West End;
- The treatment of the public realm should be of a high quality to reflect the importance of this area as a gateway location.
- Future development will be brought forward by the private sector and the Council will seek the highest possible standard of development that incorporates 'sustainability' features.

#### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	None
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	Outline planning permission for a mixed use development
<b>Pre-commencement / feasibility work</b>	
<b>Achievements to date</b>	The rear third of the site has been brought forward by a private developer with 3 retail units occupied by Homebase, JJB Sports and Next and has had a positive impact.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

#### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels.</i></p> <p>Council priority: <i>Lead the regeneration of our District.</i></p> <p>LDF Core Strategy: <i>Policy SC1 – Sustainable Development – Accommodate new development on previously used land in sustainable locations;</i></p> <p><i>Policy SC4 – Deliver new homes and affordable homes to meet regional targets</i></p> <p><i>Policy ER2 – Re-invent Morecambe...an office and service centre with a revived housing market</i></p> <p><b>Policy Fit - Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Environment Priority 2 <i>Protect and improve air, water and land quality and use resources sustainably with due regard to the interests of the wider community and the environment.</i></p>

#### Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	Private developer led
<b>Realistic match funding sources</b>	Private developer led

<b>Likelihood of securing key/major “Economic Programme” resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

### Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>				
<b>Economic Impact of preferred option</b>	High		Med	✓	Low
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work and improved linkages between West End and Central Morecambe				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Medium	Low	Low	Medium	Medium	Medium
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> Yes a high quality mixed use development would initially provide local construction jobs and in the long term a limited number of retail and catering jobs.					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>					

### Risks

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Strategic Seafront Site developed	Fall in house prices and lending restrictions	Dependence on developer and housing market	Lapse of outline planning permission
Hold/refer as opportunity/plan review	Wait for housing market to pick back up	Momentum of positive regen impact lost	Vacant site continue to have adverse effect	Uncertainty of housing market
End involvement	None	Optimum benefits for Morecambe not obtained	Missed opportunity	-

### Strategic Recommendation and Actions

<p>Frontierland (Area 1) represents the largest site for redevelopment in the West End and is located on the seafront close to the recently re-opened Midland Hotel and is a high priority and Phase 1 project. This private development site offers good policy fit and should remain a priority to bring forward a suitable high quality mixed use development that provides the added benefit of improved permeability.</p> <p>➤ Maintain current stance on the need for a high quality development that provides the added benefits of improved permeability through to Central Drive through development control process.</p>
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**West End Road Re-modelling – Area 2 – PHASE 1 PROJECT**

West End Road represents an area of high level intervention. The aim is to;

- Retain good quality hotel and guest house accommodation
- Converting HMOs and low quality guesthouses into high quality, large flats
- Redevelopment of the depot site on Grove Street to create new housing to reinforce the connections to the Frontierland site and thence to the town centre

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	Homes and Communities Agency
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	Not for future phases
<b>Pre-commencement / feasibility work</b>	Many properties have been successfully converted but there are still a number of target properties to be acquired and remodelled.
<b>Achievements to date</b>	Ten of the fifteen target properties on West End Road have been re-modelled into lateral conversions providing high quality flats for shared ownership with Adactus Housing Association. Of the 5 properties that remain 3 have or are in the process of being substantially improved by private landlords and 1 further property for remodelling is due to be completed in June 2009. In addition to successfully changing place and perception this intervention has removed of over 60 units of poor quality private rented accommodation has had a positive impact on. Reduction in the level of private rented flats.
<b>Contract commenced</b>	2005
<b>Contract completion</b>	Ongoing
<b>End date of project</b>	When properties are finally sold

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels. Transforming the best of Morecambe's built heritage.</i></p> <p>Council priority - <i>Support sustainable communities – Increase the provision of affordable housing.</i></p> <p>LDF Core Strategy: <i>Policy SC1 – Sustainable Development – Accommodate new development on previously used land in sustainable locations;</i></p> <p><i>Policy SC4 – Deliver new homes and affordable homes to meet regional targets</i></p> <p><i>Policy ER2 – Re-invent Morecambe ... an office and service centre with a revived housing market</i></p> <p><i>Policy E1 – Conserve Built Heritage (West End Conservation Area)</i></p> <p><i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place;</i></p> <p><b>Policy Fit – Very Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Health <b>Priority 4: Increase the proportion of people who have a decent, affordable, warm, safe home. To balance the housing market to meet customer needs focusing on the supply of good quality affordable housing and improving the condition of accommodation across the district.</b></p>

**Realism / Time:**

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£			
<b>Realistic match funding sources</b>	Housing Capital Programme and Homes and Communities Agency			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	

<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

### Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work and improved linkages between West End and Central Morecambe					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>	
Low	Low	Low	Medium	Medium	Medium	
<b>Does the project therefore represent value for money in terms of Economic Vision priorities? Yes</b> this project offers medium value for money						
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>						

### Risks

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Completion of all target properties will maximise impact	High unit cost if current delivery method	Uncertainty of housing market and high costs	
Hold/refer as opportunity/plan review	Develop an alternate delivery method	Need to maintain momentum and impact	Uncertainty of housing market	
End involvement	Cost	Impact of scheme reduced	Missed opportunity	

### Strategic Recommendation and Actions

<p>West End Road (Area 2) is a medium priority intervention area and a Phase 1 project area that has benefitted from substantial investment and positive change. The high unit cost of re-modelling properties prevents further works of this nature and a new approach for these properties is required to achieve the aims of the Masterplan for this area.</p> <p>➤ Assess value of alternative ways of achieving the successful completion of the Masterplan's aims for West End Road through the Housing Capital Programme.</p>
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## Clarendon Road Re-modelling – Area 3 – PHASE 1 PROJECT

Clarendon Road East is a zone where high level intervention in order to tackle a concentration of poor quality HMOs is proposed. The primary aim is to;

- Create housing stock suitable for family and owner occupier accommodation
- Properties along Clarendon Road East will be remodelled as indicated by the masterplan

### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	Homes and Communities Agency
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	Not for future phases
<b>Pre-commencement / feasibility work</b>	Many properties have been successfully converted but there are still a number of target properties to be acquired and remodelled.
<b>Achievements to date</b>	Twenty-six of the thirty-eight target properties on Clarendon Road East have been remodelled from HMOs and guesthouses into family homes for shared ownership with Adactus Housing Association. Ten properties have not been acquired for re-modelling. Two properties beyond repair have been demolished along with inappropriate light industrial units clearing a back-land site that will provide amenity space and parking for neighbouring properties. Successfully changing place and perception. Removal of over 136 units of poor quality private rented HMO units
<b>Contract commenced</b>	2005
<b>Contract completion</b>	Ongoing
<b>End date of project</b>	When properties are finally sold

### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels. Transforming the best of Morecambe's built heritage.</i></p> <p>Council priority - <i>Support sustainable communities – Increase the provision of affordable housing.</i></p> <p>LDF Core Strategy: <i>Policy SC1 – Sustainable Development – Accommodate new development on previously used land in sustainable locations;</i></p> <p><i>Policy SC4 – Deliver new homes and affordable homes to meet regional targets</i></p> <p><i>Policy ER2 – Re-invent Morecambe ... an office and service centre with a revived housing market</i></p> <p><i>Policy E1 – Conserve Built Heritage (West End Conservation Area)</i></p> <p><i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place;</i></p> <p><b>Policy Fit – Very Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Health <b>Priority 4: Increase the proportion of people who have a decent, affordable, warm, safe home. To balance the housing market to meet customer needs focusing on the supply of good quality affordable housing and improving the condition of accommodation across the district.</b></p>

### Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£			
<b>Realistic match funding sources</b>	Housing Capital Programme and Homes and Communities Agency			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓

	Low		Long term	
If funded project delivery is:	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

### Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>				
<b>Economic Impact of preferred option</b>	High		Med		Low ✓
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work and improved linkages between West End and Central Morecambe				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Medium	Medium	Medium
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> Yes					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>					

### Risks

Coarse risk profile:	Advantage	Disadvantage	Risk	Mitigation
Deliver	Completion of all target properties will maximise impact	High cost and unsold completed properties	Uncertainty of housing market and growing gap to fund	HMO tenure problems will continue
Hold/refer as opportunity/plan review	Wait for housing market to pick back up	Need to maintain momentum and impact	Market uncertainty	Increased market confidence
End involvement	Focus resources on other areas	Impact of existing scheme reduced	Missed opportunity	

### Strategic Recommendation and Actions

<p>Clarendon Road East (Area 3) is a medium priority intervention area and a Phase 1 project area that has benefitted from substantial investment and positive change. The high unit cost of re-modelling properties prevents further works of this nature and a new approach for these properties is required to achieve the aims of the Masterplan for this area. Area 3 also presents opportunities for the Housing Capital Programme to support the Exemplar by funding facelift improvements to Westminster Road properties. The benefits of this need to be assessed before resources are committed.</p> <ul style="list-style-type: none"> <li>➤ Assess value of alternative ways of achieving the successful completion of the Masterplan's aims for Clarendon Road East through the Housing Capital Programme.</li> <li>➤ Add Westminster Road facelift scheme as a potential project for Housing Capital Programme</li> </ul>
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**Chatsworth Road (East) – Area 4**

This area, focused around Chatsworth Road, is a zone of low level intervention. Properties in the Chatsworth Road area are generally in good condition and the area does not display any obvious problems. Opportunities might come forward to assist home owners that wish to refurbish properties in need of improvement. However, no specific proposals are planned in the short term and this would not be in the form of grants but through low cost finance initiatives.

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	None
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	None
<b>Achievements to date</b>	There has been no public funded physical regeneration in this area.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Vision, Local Development Framework Core Strategy and/or the Council's priorities?</b>          This Masterplan project area does not fit with the Economic Programme or Council Priorities.          LDF Core Strategy  <i>Policy SC4 – Deliver new homes and affordable homes to meet regional targets</i>  <i>Policy ER2 – Re-invent Morecambe as... an office and service centre with a revived housing market</i>  <b>Policy fit - Poor</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b>          This project does not provide good fit with LSP policy.</p>

**Realism / Time:**

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£400k			
<b>Realistic match funding sources</b>	Lancashire County Council			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work.					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						

<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Medium	Low	Low
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project would provide few economic outputs and have a low impact and therefore offers poor value for money.					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) No</b>					

### Risks

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improved quality of environment to residential streets	Low intervention area offering little impact	Poor value for money	
Hold/refer as opportunity/plan review	None	None	None	
End involvement	Enable focus of Masterplan to be on high intervention and high priority areas	None	None	

### Strategic Recommendation and Actions

<p>Chatsworth Road East is a low priority for intervention and one of the most sustainable neighbourhoods in the Masterplan area. The area fits poorly with the Economic Programme and other Policy criteria and represents poor value for money. The limited resources available would be better focussed on high priority intervention areas that will yield substantial change.</p> <p>➤ This area should no longer be pursued as a viable masterplan proposal.</p>
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## Housing Exemplar – Area 5 – PHASE 1 PROJECT

Bordered by the key routes of Regent Road, Albert Road, Balmoral Road and Claremont Road, this is an area of high intervention. The aim is to;

- Deliver a the Masterplan's 'flagship' project - the Housing Exemplar in the block formed by Regent Road, Balmoral Road, Albert Road and Westminster Road.
- This involves the demolition of properties along a section of Chatsworth Road to create a communal green space and private parking for the surrounding remodelled properties.
- Relocation of business retail uses into the consolidated retail area
- The housing exemplar scheme might include some live/work units.

### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	Homes and Communities Agency and Places for People (developer)
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	Outline planning permission granted
<b>Pre-commencement / feasibility work</b>	Two phases of investment of £2.2m and £4.5m have secured 47 of the 73 properties.
<b>Achievements to date</b>	Over two-thirds of the 73 of target properties have been acquired. The Exemplar gained outline planning permission June 2008
<b>Contract commenced</b>	July 2004, December 2005
<b>Contract completion</b>	Ongoing
<b>End date of project</b>	2013

### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels.</i></p> <p>Council priority - <i>Support sustainable communities – Increase the provision of affordable housing and Lead the regeneration of our District – Prioritise the development of previously used land.</i></p> <p>LDF Core Strategy: <i>Policy SC1 – Sustainable Development – Accommodate new development on previously used land in sustainable locations. Policy SC4 – Deliver new homes and affordable homes to meet regional targets. Policy SC8 – The Council will investigate the provision of new and improved open space in the following areas of deficiency...Morecambe West End. Policy ER2 – Re-invent Morecambe... an office and service centre with a revived housing market. Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place.</i></p> <p><b>Policy Fit – Very Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder</b></p> <p>This project has good fit with LSP Health <b>Priority 4: Increase the proportion of people who have a decent, affordable, warm, safe home. To balance the housing market to meet customer needs focusing on the supply of good quality affordable housing and improving the condition of accommodation across the district.</b></p>

### Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£5m (under ongoing review due to current economic/market conditions)			
<b>Realistic match funding sources</b>	Homes and Communities Agency			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High	✓	Short term	
	Medium		Medium term	✓
	Low		Long term	

If funded project delivery is:	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

### Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>				
<b>Economic Impact of preferred option</b>	High		Med	✓	Low
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work.				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Medium	Medium	Medium
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project represents reasonable value for money in its current form.					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus)?</b> Yes					

### Risks

Coarse risk profile:	Advantage	Disadvantage	Risk	Mitigation
Deliver	Demonstrates positive change	Obtaining necessary funding	Uncertainty of market and 'gap'	47 of 73 homes acquired.
Hold/refer as opportunity/plan review	Obtain necessary funding and other commitments	Negative impact high levels of vacant housing	Area blight and loss of momentum	Increase security but at additional costs
End involvement	Reduced financial risk	Excess stock brought in market. Properties revert to low quality landlord/HMOs	Missed opportunity. Downturn in market exacerbated.	-

### Strategic Recommendation and Actions

<p>The Exemplar is high intervention Phase 1 project with very good policy fit. The Exemplar is a Flagship Masterplan project for the regeneration of the West End that will initiate positive physical and perception changes while helping to rebalance the tenure profile. High priority strategic project needs to overcome significant deliverability issues in the medium term due to market forces. Area 5 also presents opportunities for the Housing Capital Programme to support the Exemplar by funding facelift improvements to Westminster Road properties. The benefits of this need to be assessed before resources are committed.</p> <ul style="list-style-type: none"> <li>➤ Secure suitable funding package from Homes and Communities Agency to enable project to progress.</li> <li>➤ Develop Property Strategy for Exemplar and West End.</li> <li>➤ Add Westminster Road facelift scheme as a potential project for Housing Capital Programme</li> </ul>
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**Regent Park – Area 6**

This area is dominated by the historic Regent Park and is an area of low intervention and as such, it is not a priority for radical intervention.

- Opportunities exist to improve, upgrade and enhance this valuable community resource.
- Boundary treatments, footpaths, lighting and seating could all be improved.
- The general aim should be to relieve the current conflict that exists between different users of the park. This could be done, in part, by clearly defining the different areas of use.

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	N/A
<b>Pre-commencement / feasibility work</b>	A comprehensive Masterplan for Regent Park has been recently produced with County Council and aims to complete the regeneration of the park.
<b>Achievements to date</b>	Replacement of old playground with new modern equipment. One bowling green has been relayed. The boundary treatment has been repainted and repaired. The improvements have enhanced the park's amenity and level of use.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>This Masterplan project area does not fit with the Economic Programme or Council Priorities. LDF Core Strategy: <i>Policy SC8 – The Council will investigate the provision of new and improved open space in the following areas of deficiency...Morecambe West End;</i> <i>Policy E1 – Using all practicable means to make places more pleasant and liveable with safer, cleaner and more attractive streets and spaces;</i> <b>Policy Fit - Fair</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Health <b>Priority 1: Reduce health and wellbeing inequalities. Reduce the difference in life expectancy between the best and worst areas in the Lancaster district.</b></p>

**Realism / Time:**

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	Unknown			
<b>Realistic match funding sources</b>	Lottery, Trusts etc			
<b>Likelihood of securing key/major "Economic Vision" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility	✓	Short term	
	Med possibility		Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>
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<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work.					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>	
Medium	Low	Low	Low	Low	Low	
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> No this project offers low value for money.						
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>						

### Risks

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Quality provision will offset local shortage of provision	Low intervention area that is largely sustainable	Low economic outputs	Investment in existing Open Space mitigates loss of Central Park
Hold/refer as opportunity/plan review	Enable funding strategy for Masterplan to be completed	Low intervention area that is largely sustainable	Low economic outputs	Investment in existing Open Space mitigates loss of Central Park
End involvement	Enable focus of Masterplan to be on high intervention and high priority areas	The Park is one of the few public open spaces serving the West End and needs to serve a diverse range of needs	Lose active Friends group	

### Strategic Recommendation and Actions

<p>Regent Park is an area for low intervention and a medium priority offering poor policy fit in an “economic” sense. Given that there is no longer much possibility of improving the amount of public open space in the West End it is important to improve the quality of the existing amenity.</p> <p>➤ Work with Friends Group to implement the recently completed Masterplan for Regent Park.</p>
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## Marine Road West – Area 7

This area comprises a mix of four storey residential, hotel, bed and breakfast and commercial units along this key frontage and represents a zone of medium level intervention. Opportunities exist to:

- Refurbish properties fronting Marine Road West to incorporate new high quality restaurants and cafes.
- Trinity Church represents a key development opportunity.

### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	None
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	None
<b>Achievements to date</b>	A planning application did come forward for Trinity Church but this was not approved and negotiations to bring forward a suitable re-use of the building have stalled resulting in s215 Untidy Land Notice being served.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels.</i></p> <p>Council priority <i>Lead the regeneration of our District – Improve economic prosperity throughout the Lancaster district</i></p> <p>LDF Core Strategy: <i>Policy ER2 – Re-invent Morecambe as... an office and service centre with a revived housing market</i></p> <p><i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place</i></p> <p><i>Policy E1 – Conserving listed buildings;</i></p> <p><b>Policy Fit - Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project does not provide good fit with LSP policy.</p>

### Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£3m estimated			
<b>Realistic match funding sources</b>	Lottery, Trusts etc			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

### Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>
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<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	Improved image of promenade properties					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>	
Low	Low	Low	Low	Low	Low	
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The improvements to properties on Marine Road West provide few economic outputs and offers poor value for money.						
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) No</b>						

### Risks

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improved properties fronting promenade	High cost in medium priority area	Low economic outputs	High profile
Hold/refer as opportunity/plan review	Refocus just onto Trinity Church. to bring forward private development at no cost to Council	Some prominent poor condition properties will remain on sea front	Limited resources and powers to action and bring forwards redevelopment of Trinity Church	Statutory obligation to enforce to protect listed building
End involvement	Enable focus of Masterplan to be on high intervention and high priority areas	Listed Building at risk that requires intervention to save and bring back into use	Poor quality of seafront properties stymie regeneration	

### Strategic Recommendation and Actions

Marine Road West is a medium intervention area and a medium priority that offers good policy fit. Refurbishing properties on Marine Road West represents poor value for money. The limited resources available would be better to focused on high priority intervention areas that will yield substantial change. This housing project should therefore be deferred to the medium to long term.

To safeguard the historic fabric and bring Trinity Church back into productive use intervention and resources need to continue to be focussed to obtaining a satisfactory resolution to this semi-derelict building on the Promenade.

- Defer to medium term and review options once high priority housing projects have been delivered.
- While a solution is found to bring it back into productive use continue to use enforcement to ensure security and appearance of Trinity Church.
- Negotiate with owner to find a long-term solution for Trinity Church.

## Yorkshire Street Environmental Improvements – Area 8 – PHASE 1 PROJECT

This area centred on Yorkshire Street represents a zone of high level invention and the aim is to;

- Consolidate and enhance the retail offer in this area to provide a niche-led retail focus to the West End.
- Develop stronger retail ‘anchors’ at each end of Yorkshire Street; at the northern end this could be formed through the redevelopment of the Alhambra and at the southern end this may require clearance to realise a suitable development site.
- High quality public realm improvements in this area will reflect the area’s important role as the focal point of the West End, creating a pedestrian dominated environment.

### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan’s delivery
<b>Partner / funders commitment</b>	NWDA concept was previously approved
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	NWDA funded pre-approval expenditure has enabled the shopfront improvement project to be designed and costs produced.
<b>Achievements to date</b>	Public realm works have enhanced the environment addressing issues of poor perception. There has been a significant reduction in the high level of void shops with 8 new shops opening up since completion. Ground floor of Alhambra has changed from low quality amusement arcade into an Antiques market. A recent planning application to replace 4 very low quality shops with 3 quality two-storey shop units poses a substantial improvement.
<b>Contract commenced</b>	June 2007 (Phase 1)
<b>Contract completion</b>	April 2008 (Phase 1)
<b>End date of project</b>	2011

### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council’s priorities?</b></p> <p>Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels. Deliver high quality public realm by; Developing a strategy for West End retail core.</i></p> <p>Council priority <i>Lead the regeneration of our District – Improve economic prosperity throughout the Lancaster district</i></p> <p>LDF Core Strategy: <i>Policy ER4 – Identifies West End as a local shopping centre providing key services to local communities;</i></p> <p><i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place</i></p> <p><b>Policy Fit - Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project does not provide good fit with LSP policy.</p>

### Realism / Time:

<b>Likely Cost of main project (excluding ‘sunk’ costs)</b>	£975k			
<b>Realistic match funding sources</b>	Contribution from landlords and shop keepers			
<b>Likelihood of securing key/major “Economic Programme” resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓

	Low		Long term	
If funded project delivery is:	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

### Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>				
<b>Economic Impact of preferred option</b>	High		Med	✓	Low
<b>Key Project Benefit (output / outcome)</b>	Reduced shop voids, improved retail sector performance and enhanced offer for the West End as a place to live and work				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Medium	Medium	Medium	Medium	Medium	Low
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project would offer medium value for money, but the outputs are difficult to capture, attribute and at best indirect making the project more likely to be low value for money.					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus)?</b> No					

### Risks

Coarse risk profile:	Advantage	Disadvantage	Risk	Mitigation
Deliver	Improved quality of environment	High cost and indirect outputs	Failure to capture / attribute outputs	Commitment to phase 1 project
Hold/refer as opportunity/plan review	Allow first phase to make impact and review need	Continue to defer private investment in shopfronts	Failure to capture / attribute outputs	Commitment to phase 1 project
End involvement	Enable shopkeepers to invest	Some poor quality frontages will not be improved	None	

### Strategic Recommendation and Actions

<p>Yorkshire Street is a high intervention phase 1 project that offers good policy fit. Public realm works have been successful in reducing shop voids and this has led to some frontages being improved. The proposed shopfront improvements project should be revisited after implementation of Commercial Core project and assess whether it is still required.</p> <p>➤ Defer assessment of project's value until after the implementation of the Commercial Core project.</p>
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**Central Park – Area 9 – PHASE 1 PROJECT**

This is a high intervention area containing some of the most significant proposals within the masterplan to;	
<ul style="list-style-type: none"> <li>• Create a new park that will act as a civic heart for the West End and will provide an extended and enhanced new green space for use by local residents and this responds directly to some of the views previously expressed by local people.</li> <li>• A block of properties between Regent Road and Devonshire Road would need to be cleared.</li> <li>• Provide the location for a new Children's Centre.</li> <li>• Linked proposals include refurbishing the existing Co-op building.</li> </ul>	

**Current Delivery Status:**

<b>Lead body commitment</b>	Central Park has been removed from the Masterplan proposals by Cabinet.
<b>Partner / funders commitment</b>	NWDA stated that the project offered poor value for money
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	EP Collaboration Agreement funding enabled the acquisition of 4 of the 22 properties needed to be acquired. NWDA funded pre-approval expenditure has enabled the project to be costed.
<b>Achievements to date</b>	The feasibility of the Co-Op Building's re-development is being explored with partners with an initial structural survey planned (see other scoring sheet).
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>This Masterplan project area does not fit with the Economic Programme or Council Priorities. LDF Core Strategy: <i>Policy SC8 – The Council will investigate the provision of new and improved open space in the following areas of deficiency...Morecambe West End;</i> <i>Policy E1 – Using all practicable means to make places more pleasant and liveable with safer, cleaner and more attractive streets and spaces;</i> <b>Policy Fit - Fair</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project does not provide good fit with LSP policy.</p>

**Realism / Time:**

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£4.7m			
<b>Realistic match funding sources</b>	Landfill Tax Funding			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>					
<b>Economic Impact of</b>	High		Med	✓	Low	

<b>preferred option</b>					
<b>Key Project Benefit (output / outcome)</b>	Improved quality of life and quality of the built environment				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Low	Low
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project offers poor value for money					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus)?</b> No					

### Risks

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improved quality of environment	Incredibly high cost	Cost over runs and CPO failure	Impact on place making
Hold/refer as opportunity/plan review	Scale down to provide car park / improved park	Does not provide the scale of place making benefits	Failure to acquire Imperial Public House	Attainable and still delivers outputs
End involvement	£4.7m could be better spent elsewhere	Lack of open space and no new civic heart	Need to resell acquired properties	

### Strategic Recommendation and Actions

<p>Due to high cost and poor value for money Central Park has been removed from the Masterplan as a project proposal. However, a principal aim of the Masterplan was to create new public open space and this was widely supported in all community consultations. Given that there is no longer a possibility to improve the amount of public open space in the West End it is important to improve the quality of the existing amenity. Potential for additional car parking to support the Co-op building proposal to be noted.</p> <ul style="list-style-type: none"> <li>➤ No action.</li> <li>➤ See Regent Park and Promenade improvements.</li> </ul>
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**Co-Op Building – Area 9**

This is a high intervention area containing some of the most significant economic proposals within the masterplan to refurbish the existing Co-op building and bring it back into positive use.

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	LCDL and NWDA have expressed interest
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	EP Collaboration Agreement funding enabled the building to be acquired. Structural survey to be undertaken jointly funded by LCDL and Neighbourhood Management
<b>Achievements to date</b>	Building has been secured while proposals are developed to bring the building back into economic use.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b>  Economic Programme objective: <i>Develop an East – West Employment Corridor along the new M6 Link route, where accessible economic opportunities will bring our communities together.</i>  Council priority <i>Lead the regeneration of our District – Improve economic prosperity throughout the Lancaster district</i>  LDF Core Strategy: <i>Policy ER4 – Identifies West End as a local shopping centre providing key services to local communities;</i>  <i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality</i>  <i>Policy ER2 – Re-invent Morecambe... an office and service centre with a revived housing market</i>  <b>Policy Fit – Excellent</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b>  This project has good fit with LSP Education, Skills &amp; Opportunities <b>Priority 1: Increase the provision and opportunities for all people to self develop</b></p>

**Realism / Time:**

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£2.2m (estimate)			
<b>Realistic match funding sources</b>	LCDL			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High	✓	Short term	✓
	Medium		Medium term	
	Low		Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High	✓	Short term	✓
	Medium		Medium term	
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility	✓	Short term	
	Med possibility		Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Establish Morecambe as a Business Location</i>					
<b>Economic Impact of preferred option</b>	High	✓	Med		Low	

<b>Key Project Benefit (output / outcome)</b>	Increased employment and businesses in deprived community				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Medium	Low	Low	Medium	Medium
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> Yes this project offer good value for money and will deliver core economic outputs – jobs / businesses					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus)?</b> Yes					

## Risks

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Bring building back into use and create business space and employment	Potential issues re lack of parking and cost of remedial works	Demand in unproven market. Unforeseen building refurb costs	Carry out demand analysis in advance of investment
Hold/refer as opportunity/pl an review	Potential additional demand through upturn in economy	Funding will need to be found from elsewhere to reimburse Exemplar. Further deterioration	Increased capital costs due to deterioration	Seek to deliver through two funders thereby sharing the risk
End involvement	No further public investment	Building in prime location continues to be an eyesore and underused	Difficulty in selling building in current market to reimburse Exemplar	Sell building with conditions on re-use

## Strategic Recommendation and Actions

<p>The Co-Op project offers excellent policy fit, core economic outputs and represents the strongest economic regeneration opportunity in the West End. Securing investment to bring forward this project should be considered as a high priority. Within the new Economic Regeneration Framework the proposal is now seen in a “Morecambe-wide” context contributing to the economic development of the entire area not just the ‘local’ West End community. Emerging West End businesses will benefit and also, if general employment and training is an objective, then West End residents will also benefit. The redevelopment of a derelict building will have major benefits for the commercial core not least in new business and ‘life’. From funders’ view it delivers many more potential direct and measurable benefits than Central Park proposal. The Co-op building is below the threshold where a transport assessment is required. Nonetheless, it would be a good idea to address travel to work, both from a policy and from a project sustainability point of view. The maximum parking standard for offices in sustainable locations is one space per 30 sqm.</p> <p>Area 9 presents opportunities to support the Exemplar through facelift improvements to Westminster Road properties. The benefits of this need to be assessed before resources are committed.</p> <ul style="list-style-type: none"> <li>➤ Include in current NWDA funding bid for development of project proposals for the District’s Economic Regeneration Programme priorities.</li> <li>➤ Liaise with LCDL regarding interim work to be undertaken to secure their involvement (Structural Survey)</li> <li>➤ Establish an initial project delivery group and stakeholder steering group to ensure that benefits are delivered with input from West End interests as appropriate.</li> <li>➤ Add Westminster Road facelift scheme as a potential project for Housing Capital Programme</li> </ul>
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**Devonshire, Balmoral, Alexandra, Clarendon and Chatsworth Road – Area 10**

This is a zone of low intervention and contains primarily residential properties in good condition. Opportunities might come forward to assist home owners that wish to refurbish and remodel larger properties to create family accommodation. This could involve the removal of outriggers and the creation of larger private gardens. However no specific proposals are planned in the short term and this would not be in the form of grants.

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	None
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	None
<b>Achievements to date</b>	There has been no public funded physical regeneration in this area.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>This Masterplan project area does not fit with the Economic Programme or Council Priorities. LDF Core Strategy: <i>Policy ER2 – Re-invent Morecambe as... an office and service centre with a revived housing market.</i> <b>Policy Fit - Poor</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project does not provide good fit with LSP policy.</p>

**Realism / Time:**

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£600k public realm and £2m housing			
<b>Realistic match funding sources</b>	Lancashire County Council Homes and Communities Agency Housing Capital Programme			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						

<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Low	Low
<b>Does the project therefore represent value for money in terms of Economic Vision priorities?</b> This project offers poor value for money.					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus)</b> No					

### Risks

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improved quality of environment to residential streets	Low intervention area offering little impact	Poor value for money	-
Hold/refer as opportunity/plan review	Plan review of alternative interventions	Still a low priority for resources	Time to re-develop low priority options	Low cost
End involvement	Enable focus of Masterplan to be on high intervention and high priority areas	Lack of impact in this Masterplan neighbourhood	None	

### Strategic Recommendation and Actions

<p>Balmoral Road is a low intervention area and is one of the most sustainable neighbourhoods in the Masterplan area. It has poor policy fit and offers low value for money against economic criteria. The limited available resources would be better focussed on high priority intervention areas that will yield substantial change.</p> <p>➤ This area should no longer be pursued as a viable masterplan proposal.</p>
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## Bold Street, Marine Road West and West End Gardens – Area 11 – PHASE 1 PROJECT

This is an area of high intervention and proposals include;

- Major public realm improvements to the promenade and West End Gardens as presently the quality of the public realm and visitor experience is poor.
- Create a visitor destination that draws people into the West End and that enlivens the area.
- Create complementary visitor facilities to strengthen the West End as a visitor destination.
- Raising the gardens, to exploit views out over the bay (currently blocked by the sea defences) is worth considering and this may enable off street car parking to be provided
- Housing remodelling and improvement project is proposed for Bold Street, to tackle a specific problem of poor housing conditions. In addition, subject to detailed appraisals, to acquire and demolish the even numbered side of Bold Street and back Winterdyne to develop new private housing, having regard to the long term future of Winterdyne Terrace.

### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	Marlborough Road – Adactus and Homes and Communities Agency (?)
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	Planning permission for Marlborough Road redevelopment has been granted
<b>Pre-commencement / feasibility work</b>	4 Bold Street properties acquired using English Partnership's funding. EP funding now needs to be released for the Exemplar project.
<b>Achievements to date</b>	West End Gardens improvements and the New iconic Café now provide a first class amenity that is a popular destination and attraction. A facelift scheme for odd numbered side of Bold Street is underway. Even-numbered side of Marlborough Road is to be re-developed in partnership with Adactus to provide shared ownership flats and townhouses and aim to start on site in October 2010.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Vision, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels.</i></p> <p>Council priority <i>Support sustainable communities – Increase the provision of affordable housing.</i></p> <p>LDF Core Strategy: <i>Policy SC1 – Sustainable Development – Accommodate new development on previously used land in sustainable locations. Policy SC4 – Deliver new homes and affordable homes to meet regional targets. Policy SC8 – The Council will investigate the provision of new and improved open space in the following areas of deficiency...Morecambe West End. Policy ER2 – Re-invent Morecambe ... an office and service centre with a revived housing market. Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place.</i></p> <p><b>Policy Fit – Very Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Health <b>Priority 4: Increase the proportion of people who have a decent, affordable, warm, safe home. To balance the housing market to meet customer needs focusing on the supply of good quality affordable housing and improving the condition of accommodation across the district.</b></p>

### Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£1.75m
<b>Realistic match funding sources</b>	Homes and Communities Agency
<b>Likelihood of securing key/major "Economic</b>	High
	Short term

Programme” resources i.e. NWDA, ERDF, private sector.	Medium		Medium term	✓
	Low	✓	Long term	
Likelihood of securing other stakeholder resources/commitment.	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
If funded project delivery is:	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

### Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>				
<b>Economic Impact of preferred option</b>	High		Med	✓	Low
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Medium	Medium
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> Yes because the area's poor condition has such a negative impact on the West End					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>					

### Risks

Coarse risk profile:	Advantage	Disadvantage	Risk	Mitigation
Deliver	Tackle worst properties in area	None	Current economic climate	Low property values
Hold/refer as opportunity/plan review	Air of dereliction continues	Need to release Exemplar funding	Continued decline	Time to obtain funding
End involvement	Release funding for Exemplar	Houses return to private rented	Existing schemes suffer	

### Strategic Recommendation and Actions

<p>Bold Street is a high intervention phase 1 project area that offers good policy fit. Because the even numbered side of Bold Street exhibits the poorest quality housing in the West End it is a high priority. LCC have acquired four properties on even numbered side of Bold Street with Exemplar funding that needs to be recycled to cashflow the acquisitions.</p> <p>The development of a preferred strategy to take forward the aims of the Masterplan for these properties is of paramount importance. This should be a high priority for the Housing Capital Programme.</p> <ul style="list-style-type: none"> <li>➤ In conjunction with the Property Strategy for the Exemplar develop a strategy to deal with the even numbered side of Bold Street.</li> <li>➤ Identify potential options for the even numbered side of Bold Street.</li> <li>➤ Bold Street is a high priority area for Regional Housing Board allocation.</li> </ul>
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**Gardner Road – Area 12**

This is a zone of medium level intervention where much of the housing stock is in good condition and requires minimal refurbishment. Opportunities exist to remodel a number of the larger properties in the area to create accommodation suitable for families.

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	None
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	None
<b>Achievements to date</b>	There has been no public funded physical regeneration in this area.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b>          This Masterplan project area does not fit with the Economic Programme or Council Priorities.          LDF Core Strategy: <i>Policy ER2 – Re-invent Morecambe as... an office and service centre with a revived housing market.</i>  <b>Policy fit - Poor</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b>          This project does not provide good fit with LSP policy.</p>

**Realism / Time:**

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£1.5m			
<b>Realistic match funding sources</b>	Housing Capital Programme and the Homes and Communities Agency			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	Make the West End a place people want to live and work					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						

<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Low	Low
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project would provide few economic outputs and offers poor value for money.					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) No</b>					

### Risks

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Provide more family accommodation	High cost in medium priority area	Low economic outputs	
Hold/refer as opportunity/plan review	Refocus onto re-development of Grafton Place industrial units for residential	Previously failed to secure Housing Corporation investment	Current state of housing market	Lower cost of industrial property compared to residential
End involvement	Enable focus of Masterplan to be on high intervention and high priority areas	Inappropriate light industrial units will remain in residential area	Lack of impact in this Masterplan neighbourhood	

### Strategic Recommendation and Actions

<p>Gardner Road is a low priority area for intervention that offers poor policy fit and delivers few economic outputs. Resources would be better focussed on high priority intervention areas that will yield substantial change.</p> <p>➤ This area should no longer be pursued as a viable masterplan proposal.</p>
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**Avondale and Barnes Road – Area 13**

This is an area of medium level intervention.

- Opportunities exist to improve the amenity of this area through redevelopment of the current workshop units along Back Avondale Road (East) to create additional garden space for surrounding residential properties.
- The workshops units along Back Avondale Road (West) could also be removed and replaced with a high quality mixed use scheme, perhaps incorporating workspace for creative industries in the West End.

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	None
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	None
<b>Achievements to date</b>	There has been no public funded physical regeneration in this area.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>Economic Programme objective: <i>Develop an East – West Employment Corridor along the new M6 Link route, where accessible economic opportunities will bring our communities together.</i></p> <p>Council priority <i>Lead the regeneration of our District – Improve economic prosperity throughout the Lancaster district</i></p> <p>LDF Core Strategy: <i>Policy ER2 – Re-invent Morecambe as... an office and service centre with a revived housing market.</i></p> <p><i>Policy E1 – In areas such as the West End of Morecambe, seeking development which is of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place;</i></p> <p><b>Policy Fit - Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project does not provide good fit with LSP policy.</p>

**Realism / Time:**

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£1m			
<b>Realistic match funding sources</b>	Homes and Communities Agency			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>				
<b>Economic Impact of</b>	High		Med	✓	Low

<b>preferred option</b>					
<b>Key Project Benefit (output / outcome)</b>	Make the West End a place people want to live and work				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Medium	Medium
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The provision of gardens offers few economic outputs and represents poor value for money. The redevelopment of poor quality workshops delivers core economic outputs and could offer good value for money.					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) No</b>					

### Risks

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Provide more suitable family accommodation Remove inappropriate light industrial units Higher value employment	High cost housing intervention in medium priority area. Business premises in a largely residential area	Low economic outputs from gardens project. Demand for business space in unproven market	Lower land values Carry out demand analysis in advance of investment
Hold/refer as opportunity/plan review	Identify alternative means to bring forward development	Previously failed to secure Housing Corporation investment	Current state of housing market	Lower land values
End involvement	Focus resources on higher priority / impact projects	Inappropriate light industrial units will remain in residential area	No benefit to area from Masterplan	Higher priority projects will do more for area

### Strategic Recommendation and Actions

<p>Avondale / Barnes is a medium intervention area and offers poor policy fit. The improvement of rear garden space is low impact and therefore a low priority and should not be pursued.</p> <p>Proposals for redevelopment of workshop units to provide mixed use schemes/workspace should be put forward in isolation of gardens proposal.</p> <ul style="list-style-type: none"> <li>➤ In the medium term the potential to develop a mixed use/workspace proposal for Back Avondale Road West should be explored.</li> </ul>
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**Sefton and Stanley Road – Area 14**

This is a zone of low level intervention.

- Opportunities exist to carry out some refurbishment of the housing stock where necessary.
- There are also opportunities to carry out low level public realm improvements in the future, though no immediate public sector investment is planned.
- However there may be opportunities to assist home owners that wish to carry out home improvements through low cost Finance Initiatives.
- However no specific proposals are planned in the short term and this would not be in the form of grants.

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	None
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	None
<b>Achievements to date</b>	Refurbishment of 1 vacant corner shop with Adactus to provide Live Work Unit
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme Local Development Framework Core Strategy and/or the Council's priorities?</b>          This Masterplan project area does not fit with the Economic Programme or Council Priorities.          LDF Core Strategy: <i>Policy ER2 – Re-invent Morecambe as... an office and service centre with a revived housing market.</i>  <b>Policy fit - Poor</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b>          This project does not provide good fit with LSP policy.</p>

**Realism / Time:**

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£950k			
<b>Realistic match funding sources</b>	Lancashire County Council			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						

<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Low	Low
<b>Does the project therefore represent value for money in terms of Economic Programme?</b> The project would provide few economic outputs and have a low impact and therefore offers poor value for money.					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus)</b> No					

### Risks

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improved quality of environment to residential streets	Low intervention area offering little impact	Poor value for money	
Hold/refer as opportunity/plan review	Review need and type of intervention in area	Low priority for expending resources on a review	None	
End involvement	Enable focus of Masterplan to be on high intervention and high priority areas	No improvement to this area	No change	Better focus resources onto high priority / impact areas

### Strategic Recommendation and Actions

<p>Stanley / Sefton Road is a low priority for intervention that offers poor policy fit and would deliver few economic outputs. Resources would be better focussed on high priority intervention areas that will yield substantial change.</p> <p>➤ This area should no longer be pursued as a viable masterplan proposal.</p>
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## Bus and Illuminations Depots – Area 15 – PHASE 1 PROJECT

The former bus depot site is an area of high intervention and represents a major redevelopment opportunity. The masterplan proposes;

- High quality residential development comprising townhouses and some apartments.
- The emphasis will be on home ownership, larger family orientated units and high quality in terms of design and sustainability.

### Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	Private developer Harron Homes taking forward scheme
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	Full planning permission granted
<b>Pre-commencement / feasibility work</b>	
<b>Achievements to date</b>	Private developer, Harron Homes, has completed approximately half of the planned 84 3-4 bedroom homes and apartments. Development has stalled due to the credit crunch with only half the units completed and number of completed units remains unsold.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

### Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>This Masterplan project area does not fit with the Economic Programme or Council Priorities. LDF Core Strategy: <i>Policy SC1 – Sustainable Development – Accommodate new development on previously used land in sustainable locations. Policy SC4 – Deliver new homes and affordable homes to meet regional targets. Policy ER2 – Re-invent Morecambe... an office and service centre with a revived housing market. Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place; Policy Fit – Good</i></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Health <b>Priority 4: Increase the proportion of people who have a decent, affordable, warm, safe home. To balance the housing market to meet customer needs focusing on the supply of good quality affordable housing and improving the condition of accommodation across the district.</b></p>

### Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£0			
<b>Realistic match funding sources</b>	Private developer			
<b>Likelihood of securing key/major "Economic Vision" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium		Medium term	
	Low	✓	Long term	✓
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>	
Low	Low	Low	Low	Low	Low	
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> No						
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>						

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Complete construction on site	Private development	Housing Market Uncertainty	Low property values
Hold/refer as opportunity/plan review	Wait for housing market to pick back up	Incomplete site in interim	Impact of undeveloped half of site	It is still an improvement on previous use
End involvement	None	Site needs completing	Undeveloped site has adverse impact on completed half	

**Strategic Recommendation and Actions**

<p>The Bus / Illuminations Depot is a high intervention high priority area and phase 1 project that offers good policy fit. The private developer has hit financial difficulties and only half the site has been completed and it now seems unlikely to finish in the short term. The completion of this important site remains a high priority, but the ability to influence this is limited.</p> <ul style="list-style-type: none"> <li>➤ Continue to press for the completion of the development through statutory planning powers.</li> <li>➤ Consider alternative potential options to bring forward successful completion.</li> </ul>
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**Granville Road – Area 16**

This is an area of medium level intervention characterised by a lack of private garden space and poor quality backs to many properties.

- Significant public realm improvements to enhance the quality of the streets are envisaged in the longer term.
- Harrington Road and Hampton Road are regarded as potentially suitable streets to receive a 'homezone' treatment.

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	None
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	
<b>Achievements to date</b>	None
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>This Masterplan project area does not fit with the Economic Programme or Council Priorities. LDF Core Strategy: <i>Policy ER2 – Re-invent Morecambe... an office and service centre with a revived housing market. Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place;</i> <b>Policy Fit - Fair</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project does not provide good fit with LSP policy.</p>

**Realism / Time:**

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£450k			
<b>Realistic match funding sources</b>	Lancashire County Council (Highways)			
<b>Likelihood of securing key/major "Economic Vision" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						

<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Low	Low
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project would provide few economic outputs and offers poor value for money.					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) No</b>					

### Risks

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improve residential offer of the West End	High cost in medium priority area	Low economic outputs	
Hold/refer as opportunity/plan review	Always intended to be a medium to long term intervention			
End involvement	Acceptance that this is beyond the limitations of currently available funding	This area has not seen any change as a result of the Masterplan		

### Strategic Recommendation and Actions

<p>Granville Road is a low priority area for intervention that offers poor policy fit and delivers few economic outputs. Resources would be better focussed on high priority intervention areas that will yield substantial change.</p> <p>➤ This area should no longer be pursued as a viable masterplan proposal.</p>
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**Fairfield Road – Area 17**

This is a zone of low level intervention comprising mainly two storey housing in a good state of repair.

- Opportunities exist to refurbish properties where necessary.
- Low level public realm improvements would be beneficial but this is not an area where public funding will be targeted in the short term.
- Opportunities may come forward to assist home owners that wish to refurbish their properties through low cost Finance Initiatives. However, no specific proposals are planned in the short term and this would not be in the form of grants.

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	None
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	None
<b>Pre-commencement / feasibility work</b>	None
<b>Achievements to date</b>	None
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b>          This Masterplan project area does not fit with the Economic Programme or Council Priorities.          LDF Core Strategy: <i>Policy ER2 – Re-invent Morecambe... an office and service centre with a revived housing market.</i>  <b>Policy Fit - Poor</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b>          This project does not provide good fit with LSP policy.</p>

**Realism / Time:**

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£300k			
<b>Realistic match funding sources</b>	Lancashire County Highways			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Developing Morecambe as a desirable choice as a place to live and work</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	Enhanced residential environment will improve the West End as a place to live and work					

<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Low	Low
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project would provide few economic outputs and offers poor value for money.					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) No</b>					

### Risks

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improve residential offer of the West End	High cost in low priority area	Low economic outputs	
Hold/refer as opportunity/plan review	Always intended to be a medium to long term intervention			
End involvement	Acceptance that this is beyond the limitations of currently available funding	This area has not seen any change as a result of the Masterplan		

### Strategic Recommendation and Actions

<p>Fairfield Road is a low priority for intervention that offers poor policy fit and would deliver few economic outputs. Resources would be better focussed on high priority intervention areas that will yield substantial change.</p> <p>➤ This area should no longer be pursued as a viable masterplan proposal.</p>
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## Primary Routes

These key access routes are a high priority for intervention and will be the subject of a comprehensive package of environmental enhancements comprising boulevard landscaping, enhanced signage, new floorscape, lighting and public art for the following streets;

- Marine Road West
- Heysham Road
- Regent Road

## Primary Routes - Heysham Road Gateway

<b>Project Title:</b>	Heysham Road Gateway
<b>Masterplan reference:</b>	Areas 11, 14 and 15
<b>Brief description</b>	Heysham Road is a gateway into the West End from the port of Heysham and exhibits very poor environmental quality; this is exacerbated by some of the properties backing onto Heysham Road. Improvements to some of the rear boundaries and the rears of properties as well as some junction improvements to enhance the public realm are proposed.

## Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	NWDA concept was previously approved
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	NWDA funded pre-approval expenditure has enabled the project to be designed and costs produced.
<b>Achievements to date</b>	Housing Capital Programme is improving rear of some properties
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

## Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels.</i></p> <p>Council priority <i>Lead the regeneration of our District – Improve economic prosperity throughout the Lancaster district</i></p> <p>LDF Core Strategy: <i>Policy ER2 – Re-invent Morecambe... an office and service centre with a revived housing market. Policy E1 – In areas such as the West End of Morecambe, seeking development which is of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place.</i></p> <p><b>Policy Fit - Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Environment <b>Priority 3: Promote and enhance sustainable forms of transport and reduce private car use in urban areas throughout the district. Reduce vehicle traffic and deliver better public transport and cycling and walking routes</b></p>

## Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£998k			
<b>Realistic match funding sources</b>	Lancashire County Highways / Housing Capital Programme			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	✓
	Medium	✓	Medium term	
	Low		Long term	

Likelihood of securing other stakeholder resources/commitment.	High		Short term	✓
	Medium	✓	Medium term	
	Low		Long term	
If funded project delivery is:	High possibility	✓	Short term	✓
	Med possibility		Medium term	
	Low possibility		Long term	

### Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Establish Morecambe as Business Location</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	<i>Transformation of quality of built and natural environment</i>					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>	
Low	Low	Low	Low	Medium	Low	
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> There are considerable physical constraints that reduce the impact of public realm works combined with the high cost result in the project providing low value for money.						
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>						

### Risks

Coarse risk profile:	Advantage	Disadvantage	Risk	Mitigation
Deliver	Key gateway improves perception	Delivers few actual economic outputs	High cost and low impact	-
Hold/refer as opportunity/plan review	Small scale improvements more effective	Piecemeal	Private landowner permissions	Good value for money
End involvement	Funding can be directed to higher impact projects	High priority for intervention	Negative impact continues	High cost and few economic outputs

### Strategic Recommendation and Actions

<p>Heysham Road Gateway is a high priority high intervention project that offers good policy fit. Feasibility work has identified deliverability issues, namely high cost and low impact caused by physical constraints.</p> <p>➤ This project should therefore be deferred as a medium priority for the medium term.</p>
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**Primary Routes - Marine Road West**

<b>Project Title:</b>	Marine Road West
<b>Masterplan reference:</b>	1, 2, 8 and 11
<b>Brief description</b>	The importance of this street in terms of its location along the seafront and as a key visitor gateway is not reflected by the existing treatment. There is a real opportunity to raise the character of the street through artwork that links into recent work carried out around Morecambe town centre. Introducing street trees, a high quality floorscape and lighting strategy will begin to promote increased use.

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	None
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	None
<b>Achievements to date</b>	
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels. Deliver high quality public realm by; Completing the transformation of the Seafront with the upgrading of the West End Promenade</i></p> <p>Council priority <i>Lead the regeneration of our District – Improve economic prosperity throughout the Lancaster district</i></p> <p>LDF Policy Context: <i>Policy ER2 – Through tourism...regeneration Re-invent Morecambe as... an office and service centre with a revived housing market.</i></p> <p><i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place;</i></p> <p><b>Policy Fit – Very Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Environment <b>Priority 3: Promote and enhance sustainable forms of transport and reduce private car use in urban areas throughout the district. Reduce vehicle traffic and deliver better public transport and cycling and walking routes</b></p>

**Realism / Time:**

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£750k			
<b>Realistic match funding sources</b>	Lancashire County Highways			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility	✓	Short term	
	Med possibility		Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Transforming how Morecambe looks and maximising the potential of the visitor economy</i>				
<b>Economic Impact of preferred option</b>	High		Med	✓	Low
<b>Key Project Benefit (output / outcome)</b>	<i>Transformation of quality of built and natural environment</i>				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Medium	Medium
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project represents good value for money and is a high impact area					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>					

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Key gateway improves perception	Needs to incorporate Prom improvements	Impact may be reduced unless prom included	High profile site
Hold/refer as opportunity/plan review	Tie in with Prom and Frontierland	Poor quality image continues	Positive change momentum lost	Allow time for planning and consultation
End involvement	Funding can be directed to higher impact projects	High priority for intervention	Negative impact continues	Hard to attribute outputs to investment

**Strategic Recommendation and Actions**

<p>Marine Road West public realm improvement project is in a high profile area but has a weaker policy fit than other high priority projects. However, the high profile nature of the site as the 'Face of the West End' elevates this to a higher priority.</p> <p>A more comprehensive approach that looks simultaneously at improvements to both Marine Road West and the Promenade between the Battery and Midland Hotel would achieve the greatest impact. This approach has been successful in Central Morecambe in delivering a high quality public realm.</p> <ul style="list-style-type: none"> <li>➤ Aim to include wider public realm proposals for Marine Road West in the Promenade improvements. Bid to NWDA presently under development by Forward Planning</li> </ul>
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**Primary Routes - Regent Road**

<b>Project Title:</b>	Regent Road
<b>Masterplan reference:</b>	8 and 5
<b>Brief description</b>	This is the main street in the West End and is the focus for retail business. The existing floorscape is ageing, with a mix of various treatments from brick pavers to stone flags. Unification in treatments will bring up the quality of the floorscape. Introducing street trees will improve the character of the street and help to frame views of the seafront.

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	NWDA concept was previously approved
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	NWDA funded pre-approval expenditure has enabled public realm improvements to be designed and costs produced.
<b>Achievements to date</b>	
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels. Deliver high quality public realm by; Developing a strategy for West End retail core.</i></p> <p>Council priority <i>Lead the regeneration of our District – Improve economic prosperity throughout the Lancaster district</i></p> <p>LDF Policy Context: <i>Policy ER4 – Identifies West End as a local shopping centre providing key services to local communities. Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place</i></p> <p><i>Policy ER2 – Re-invent Morecambe... an office and service centre with a revived housing market</i></p> <p><b>Policy Fit – Excellent</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Environment <b>Priority 3: Promote and enhance sustainable forms of transport and reduce private car use in urban areas throughout the district. Reduce vehicle traffic and deliver better public transport and cycling and walking routes</b></p>

**Realism / Time:**

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£257k			
<b>Realistic match funding sources</b>	Lancashire County Council (Highways)			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	✓
	Medium	✓	Medium term	
	Low		Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility	✓	Short term	✓
	Med possibility		Medium term	
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Transforming how Morecambe looks and maximising the potential of the visitor economy</i>				
<b>Economic Impact of preferred option</b>	High		Med	✓	Low
<b>Key Project Benefit (output / outcome)</b>	<i>Transformation of quality of built and natural environment</i>				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Medium	Low	Medium	Medium
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project represents good value for money					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>					

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Key gateway improves perception and focuses retail activity into core	Potential impact dependent upon private sector investment in property	Private sector investment not realised	This approach has been successful on Yorkshire Street
Hold/refer as opportunity/plan review	Incorporate into wider programme of improvements	Poor quality image continues and does not lend support to existing and future projects	Positive change momentum lost	Enable comprehensive programme to be delivered
End involvement	Funding can be directed to other projects	High priority for intervention	Negative impact continues	

**Strategic Recommendation and Actions**

<p>The Regent Road public realm project offers excellent policy fit delivers core economic outputs represents good value for money and is in a high profile high intervention area. However, Regent Road should be considered as part of the wider proposals for the Commercial Core to enable a more integrated delivery.</p> <p>➤ Regent Road is included as one of the streets to be improved in the Commercial Core project.</p>
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**Clarendon Road Living Street**

<b>Project Title:</b>	Clarendon Road Living Street
<b>Masterplan reference:</b>	1, 2, 3, 5 and 9
<b>Brief description</b>	A key part of the public realm strategy is the creation of a quality pedestrian/ cycle route running north-south through the West End connecting the residential hinterland to Morecambe town centre. Running along Clarendon Road onto West End Road and down Cedar or Grove Street to connect into and through the Frontierland re-development site this new route is of high importance.

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	NWDA concept was previously approved
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	NWDA funded pre-approval expenditure has enabled public realm improvements to be designed and costs produced.
<b>Achievements to date</b>	
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>This Masterplan project is concerned with <i>Transformation of quality of built and natural environment and Improved connections to Lancaster and beyond</i>. Council priority Support sustainable communities – Reduce the impact of climate change within the district.</p> <p>LDF Policy Context: <i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place.</i></p> <p><i>Policy E2 – Improving walking and cycling networks, creating links and removing barriers.</i></p> <p><b>Policy Fit - Good</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Environment <b>Priority 3: Promote and enhance sustainable forms of transport and reduce private car use in urban areas throughout the district. Reduce vehicle traffic and deliver better public transport and cycling and walking routes</b></p>

**Realism / Time:**

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£624k			
<b>Realistic match funding sources</b>	Lancashire County Highways, Frontierland Developer			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	✓
	Medium	✓	Medium term	
	Low		Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium	✓	Medium term	✓
	Low		Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Transforming how Morecambe looks and maximising the potential of the visitor economy</i>				
<b>Economic Impact of preferred option</b>	High		Med	✓	Low
<b>Key Project Benefit (output / outcome)</b>	<i>Transformation of quality of built and natural environment</i>				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Medium	Medium
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project represents reasonable value for money					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>					

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improved permeability and quality of built environment	High cost	Dependent on Frontierland scheme coming forward	Comprehensive project that will provide route right through West End
Hold/refer as opportunity/plan review	Link could be delivered without majority of public realm improvements	Contributes less to changing perceptions of West End	Dependent on Frontierland scheme coming forward	Low cost option
End involvement	Poor permeability between Central and West Morecambe continues	High priority for intervention	Lost opportunity	-

**Strategic Recommendation and Actions**

Clarendon Road Living Street is a high priority project that has good policy fit and offers reasonable value for money. This project is inextricably linked to future development of Frontierland site. This is likely to be the only opportunity to link the West End to Central Morecambe as the land is unlikely to be available in future if not secured at this point.

- Maintain current stance on the need for Frontierland to provide greater permeability through legal powers under planning/development control process.

**Commercial Core**

<b>Project Title:</b>	Commercial Core - Yorkshire Street, Springfield/Lancashire St, West St, Parliament St, Devonshire Rd, Albert Rd, Clarendon Rd and Claremont Rd
<b>Masterplan reference:</b>	5 and 8
<b>Brief description</b>	Key to the Masterplan's Public Realm Strategy and a high priority for intervention. Project aims to clearly define the heart of the West End, providing a core area that clearly integrates with the coast. A major public realm scheme is proposed along Yorkshire Street and immediate surrounding streets to greatly improve the commercial and community heart of the West End. It is also proposed to create a new pedestrian link between Yorkshire Street's retail and Clarendon Road's cycleway.

**Current Delivery Status:**

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	NWDA concept was previously approved
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work undertaken / funds spent (all partners)</b>	NWDA funded pre-approval expenditure has enabled public realm improvements to be designed and costs produced for Claremont Road, Devonshire Square and West Street
<b>Achievements to date</b>	Improvements to Yorkshire Street have already been successful
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

**Strategic Fit:**

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>Economic Programme objective: <i>Regenerating and Reinventing Morecambe as an attractive choice to live, work and visit by re-inventing how Morecambe looks and feels. Deliver high quality public realm by; Developing a strategy for West End retail core.</i> Council priority <i>Lead the regeneration of our District – Improve economic prosperity throughout the Lancaster district</i></p> <p>LDF Core Strategy: <i>Policy ER4 – Identifies West End as a local shopping centre providing key services to local communities;</i></p> <p><i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place</i></p> <p><i>Policy ER2 – Re-invent Morecambe... an office and service centre with a revived housing market</i> <b>Policy Fit – Excellent</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project has good fit with LSP Environment <b>Priority 3: Promote and enhance sustainable forms of transport and reduce private car use in urban areas throughout the district. Reduce vehicle traffic and deliver better public transport and cycling and walking routes</b></p>

**Realism / Time:**

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£475k costed plus further £380k estimated			
<b>Realistic match funding sources</b>	Lancashire County Highways and Housing Capital Programme			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	✓
	Medium	✓	Medium term	
	Low		Long term	
<b>Likelihood of securing other stakeholder</b>	High		Short term	✓

resources/commitment.	Medium	✓	Medium term	
	Low		Long term	
If funded project delivery is:	High possibility		Short term	✓
	Med possibility	✓	Medium term	
	Low possibility		Long term	

### Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Transforming how Morecambe looks and maximising the potential of the visitor economy</i>				
<b>Economic Impact of preferred option</b>	High		Med	✓	Low
<b>Key Project Benefit (output / outcome)</b>	<i>Transformation of quality of built and natural environment</i>				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Medium	Medium	Medium
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project represents good value for money					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) Yes</b>					

### Risks

Coarse risk profile:	Advantage	Disadvantage	Risk	Mitigation
Deliver	Comprehensive improvements to commercial core	Not all the streets will have a high impact	Broad approach fails to focus retail activity	Yorkshire St successfully used this model
Hold/refer as opportunity/plan review	Focus on high impact streets	Some poor quality streets omitted		
End involvement	Direct funding to other projects	Oversupply of shop units	Poor quality retail does not support other initiatives	

### Strategic Recommendation and Actions

<p>The Commercial Core is a high priority high profile project that has excellent policy fit and offers good value for money and utilises the successful approach used for Yorkshire Street. The extent of the Commercial Core needs to be defined and agreed with local input as there is a difference in opinion between the Masterplan and the WEP regarding Albert Road's inclusion. There is overlap with the Commercial Core and Regent Road proposals and they should be treated as a single proposal focussing on Claremont Road, West Street, Regent Road Springfield / Lancashire Street. And consideration for the inclusion of Albert Road. The non-commercial streets of Parliament Street, Clarendon Road and Devonshire Road should be omitted.</p> <ul style="list-style-type: none"> <li>➤ Include in current NWDA funding bid for development of project proposals for the District's Economic Regeneration Programme priorities.</li> <li>➤ Identify other potetnail resources to deliver this project e.g. County Council</li> <li>➤ Housing Capital Programme to identify potential opportunities to support this project as and when suitable retail properties come onto the market. Utilise cheaper refurbishment model than previous works implemented with ARCA.</li> </ul>
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## Secondary Routes

<b>Project Title:</b>	Secondary Routes
<b>Masterplan reference:</b>	2, 4, 6, 10, 12, 13 and 14
<b>Brief description</b>	These streets are to be treated with a palette of secondary materials to reflect their status as less important in terms of hierarchy. This approach will help to reduce the areas set aside for highest quality treatment ensuring that money is channelled into these important areas. West End Road and Alexandra Road area medium priority for intervention. In addition a series of low priority interventions are proposed for Sefton, Stanley, Balmoral, Albany and Regent Road (south of Balmoral Road).

## Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	No
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	
<b>Achievements to date</b>	West End Road has benefitted from a 20mph road safety scheme implemented by Lancashire County Council.
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

## Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>This Masterplan project area does not fit with the Economic Programme or Council Priorities. LDF Core Strategy: <i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place</i> <b>Policy Fit - Poor</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project does not provide good fit with LSP policy.</p>

## Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£1m			
<b>Realistic match funding sources</b>	Lancashire County Highways,			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium		Medium term	✓
	Low	✓	Long term	
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	✓
	Low possibility		Long term	

## Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Transforming how Morecambe looks and maximising the potential of the visitor economy</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓

<b>Key Project Benefit (output / outcome)</b>	<i>Transformation of quality of built and natural environment</i>				
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Low	Low
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project represents poor value for money					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) No</b>					

### Risks

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improve areas that have not yet benefitted from the Masterplan	Mainly a low priority for intervention	Low impact project delivers little change	Regeneration benefits for other areas of West End
Hold/refer as opportunity/plan review	Focus only on medium priority streets for better VFM and impact	Some poor quality streets will be omitted		
End involvement	Funding can be directed to other projects		Benefits of masterplan fail to reach lower order streets	

### Strategic Recommendation and Actions

<p>Alexandra Road public realm improvements is a Secondary Route classed as low priority offering fair policy fit. Improvements to Alexandra Road would bring masterplan benefits to an area that has seen little change. West End Road has already been improved and should not be pursued.</p> <p>➤ The low priority Secondary Routes offer poor policy fit low value for money low impact and should no longer be pursued as a viable masterplan proposal.</p>
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## Tertiary Streets

<b>Project Title:</b>	Tertiary Streets
<b>Masterplan reference:</b>	2, 5, 6, 9, 10, 13, 14, 15 and 16
<b>Brief description</b>	Tertiary streets are short connector streets and will comprise of the secondary palette of materials, helping to reinforce many of the recently improved streets that exist. Tertiary streets ranked as a high priority for intervention are; Marlborough Road, Bold St, Granville St, Cumberland View Rd, Grove St, Clarendon Rd East and Albert Rd (south of Claremont) Tertiary streets ranked as a low priority for intervention are; Cavendish, Marlborough, Brunswick, Chatsworth, Fairfield, Devonshire, Avondale Rd, Byron St and Regent Park Avenue.

## Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	No
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	
<b>Achievements to date</b>	
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

## Strategic Fit:

<b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b> This Masterplan project area does not fit with the Economic Programme or Council Priorities. LDF Core Strategy: <i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place</i> <b>Policy Fit - Poor</b>
<b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b> This project does not provide good fit with LSP policy.

## Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£2m			
<b>Realistic match funding sources</b>	Lancashire County Highways,			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	
	Low	✓	Long term	✓
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium		Medium term	
	Low	✓	Long term	✓
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	
	Low possibility		Long term	✓

## Value for Money / Additional Benefit Check

<b>Core Objective</b>	<i>Transforming how Morecambe looks</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓

<b>Key Project Benefit (output / outcome)</b>		<i>Transformation of quality of built and natural environment</i>			
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)					
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>
Low	Low	Low	Low	Low	Low
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project represents poor value for money					
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) No</b>					

### Risks

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improve areas that have not yet benefitted from the Masterplan	Mainly a low priority for intervention	Low impact project delivers little change	Regeneration benefits for other areas of West End
Hold/refer as opportunity/plan review	Focus only on high priority streets for better VFM and impact	Some poor quality streets will be omitted		
End involvement	Funding can be directed to other projects		Benefits of masterplan fail to reach lower order streets	

### Strategic Recommendation and Actions

<p>Despite Marlborough Road and Bold Street being high priority tertiary streets linked to existing funded housing regeneration proposals the project would have low impact. Resources would be better directed at projects with better value for money and greater impact on objectives on MasterPlan.</p> <ul style="list-style-type: none"> <li>➤ The low priority Tertiary Street offer poor policy fit low value for money low impact and should no longer be pursued as a viable masterplan proposal.</li> </ul>
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## Local Residential Streets

<b>Project Title:</b>	Local Residential Streets
<b>Masterplan reference:</b>	1, 3, 11, 12, 13, 15, 16 and 17
<b>Brief description</b>	These streets have a contained neighbourhood type character, with a scale that responds to the enclosing residential properties. The first two interventions are to repair existing streets, or to replace using the secondary materials palette, with the inclusion of pinch points, signage and occasional street trees to improve and define the neighbourhood street. A more comprehensive refurbishment will be tied into streets identified as potential 'HomeZone' environments. Local residential streets ranked as a high priority for intervention as Homezones are Hampton Rd, Harrington Rd and Grafton Place. Local residential streets ranked as a medium priority for intervention Halden Rd, Gloucester Drive, Grafton Rd, Highfield Crescent, Sandylands, Cambridge Rd and Raglan Rd. Local residential streets ranked as a low priority for intervention are Norton Ave, Barnes Rd, Sefton Rd south, Byron Rd, Gardner Rd and Claremont Crescent.

## Current Delivery Status:

<b>Lead body commitment</b>	Subject to funding the Council is committed to the Masterplan's delivery
<b>Partner / funders commitment</b>	No
<b>Site / premises identified</b>	Yes
<b>Statutory permissions secured</b>	No
<b>Pre-commencement / feasibility work</b>	
<b>Achievements to date</b>	
<b>Contract commenced</b>	
<b>Contract completion</b>	
<b>End date of project</b>	

## Strategic Fit:

<p><b>How does the project fit with the strategic objectives of the new Economic Programme, Local Development Framework Core Strategy and/or the Council's priorities?</b></p> <p>This Masterplan project area does not fit with the Economic Programme or Council Priorities. LDF Core Strategy: <i>Policy E1 – In the West End of Morecambe, seeking development of a quality which will raise standards and help to deliver a step change in their environmental quality and sense of place</i> <b>Policy Fit - Poor</b></p>
<p><b>Does the project/idea fit any other LSP/stakeholder agenda or have support?</b></p> <p>This project does not provide good fit with LSP policy.</p>

## Realism / Time:

<b>Likely Cost of main project (excluding 'sunk' costs)</b>	£2.4m			
<b>Realistic match funding sources</b>	Lancashire County Highways and Housing Capital Programme			
<b>Likelihood of securing key/major "Economic Programme" resources i.e. NWDA, ERDF, private sector.</b>	High		Short term	
	Medium		Medium term	
	Low	✓	Long term	✓
<b>Likelihood of securing other stakeholder resources/commitment.</b>	High		Short term	
	Medium		Medium term	
	Low	✓	Long term	✓
<b>If funded project delivery is:</b>	High possibility		Short term	
	Med possibility	✓	Medium term	
	Low possibility		Long term	✓

**Value for Money / Additional Benefit Check**

<b>Core Objective</b>	<i>Transforming how Morecambe looks</i>					
<b>Economic Impact of preferred option</b>	High		Med		Low	✓
<b>Key Project Benefit (output / outcome)</b>	<i>Transformation of quality of built and natural environment</i>					
<b>Additionality</b> (how project benefit complements/ duplicates other projects/initiatives)						
<b>Dead weight</b> (likelihood activity / provision arises anyway)	<b>Leakage -</b> (likelihood of benefits being lost from Morecambe)	<b>Displaces</b> (takes market share, labour, land etc from private sector or replaces core public funds)	<b>Substitutes</b> (target sector / firms substitute away from other locally advantageous activity)	<b>Multiplier</b>	<b>Added Value Summary</b>	
Low	Low	Low	Low	Low	Low	
<b>Does the project therefore represent value for money in terms of Economic Programme priorities?</b> The project represents poor value for money						
<b>Would the project represent VFM in terms of another LSP agenda / implementation framework (i.e. one with a less economic focus) No</b>						

**Risks**

<b>Coarse risk profile:</b>	<b>Advantage</b>	<b>Disadvantage</b>	<b>Risk</b>	<b>Mitigation</b>
Deliver	Improve areas that have not yet benefitted from the Masterplan	Mainly a low priority for intervention	Low impact project delivers little change	Regeneration benefits for other areas of West End
Hold/refer as opportunity/plan review	Focus only on high priority streets for better VFM and impact	Many poor quality streets will be omitted	High cost of <i>Homezone</i> treatment	Improve very low quality streets
End involvement	Funding can be directed to other projects	No impact of masterplan in low / medium priority areas	Benefits of masterplan fail to reach lower order streets	High cost and low impact

**Strategic Recommendation and Actions**

<p>The high intervention local residential streets highlighted for Homezone treatments only offer fair policy fit and local impact due to their low visibility and should therefore be considered a medium priority for the medium to long term. The implementation of Homezone treatments is supported as an option for the Housing Capital Programme beyond 2009.</p> <ul style="list-style-type: none"> <li>➤ The medium and low priority local residential streets offer poor policy fit low value for money low impact and should no longer be pursued as a viable masterplan proposal.</li> </ul>
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**CABINET**

**National Transport Awards  
02 June 2009**

**Report of Corporate Director (Community Services)**

<b>PURPOSE OF REPORT</b>			
To advise Cabinet that a joint County Council/District Council submission promoting cycling on Morecambe Promenade has been shortlisted for a National Transport Award and for Cabinet to consider if they wish to send representatives to the award ceremony.			
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input checked="" type="checkbox"/> Referral from Cabinet Member
Date Included in Forward Plan	n/a		
This report is public			

**OFFICER RECOMMENDATION**

- (1) Cabinet is asked to consider if they wish to be represented at the awards dinner in London on 22 July 2009, and if so who the representatives should be.

**1.0 Information**

**1.1 The Awards**

The National transport Awards are supported by the Department for Transport, the Local Transport Planning Network and in association with Transport Times. Now in its 9th successful year, the National Transport Awards remain all about recognising excellence across the transport industry in the UK and Ireland, rewarding innovation and progress for transport initiatives which are really working.

The focus is upon delivering real improvements on the ground rather than simply policy. The Judging Panel is looking for clear evidence that the approaches adopted are reaping results and the beneficial effect that this is having on transport users.

The Awards aim to showcase new initiatives, rewarding public and private bodies which have made a real difference.

The 2009 Award ceremony is to be held on Wednesday 22 July at the Grosvenor House Hotel, Park Lane, London

## 1.2 The bid

The Awards are open to all local authorities and organisations involved in transport including the public, private and voluntary sectors.

Invitations to bid were received by Lancashire County Council in January 2009 with a submission deadline of 13 February. A joint bid was submitted by the County Council and Lancaster City Council for the Promenade Cycle Route under the category of 'Cycling Improvements'

The bid has now been shortlisted along with two other projects and stands a reasonable chance of taking the top award, all shortlisted projects are rewarded with commendations.

Should the bid win the award it will provide the Cycling Demonstration Town project and indeed the two authorities with some excellent publicity and potentially help in attracted funding to the area and in particular any future extension of the Cycling England/Department for Transport funded CDT project.

## 1.3 Attendance at Awards Dinner

Lancaster City Council could be represented by a combination of Senior Officers and/or Elected Members at the dinner - it is anticipated that Lancashire County Council will be represented but it is currently unclear as to who will be attending.

Attendance at the awards dinner - £189.75 + vat per head  
(Grosvenor House Hotel, Park Lane, London)

Travel and overnight accommodation - approx £300 per head

Estimated total cost per head of £500

## 2.0 Options

2.1 Do not send representatives to the National Transport Awards dinner

2.2 The City Council to be represented at the National Transport Awards dinner by two Members and one officer.

### **RELATIONSHIP TO POLICY FRAMEWORK**

Promotion of the CDT project which is a key action in the Corporate Plan

### **CONCLUSION OF IMPACT ASSESSMENT**

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

No direct impacts identified

**FINANCIAL IMPLICATIONS**

The financial costs are approximately £500 per attendee. Currently no budget has been identified to support this expenditure therefore savings would need to be made within existing service budgets to enable these costs to be covered. Until sufficient budgets have been identified and the number of delegates confirmed no commitments should be entered into.

**SECTION 151 OFFICER'S COMMENTS**

Section 151 Officer has no further comments.

**LEGAL IMPLICATIONS**

There are no legal implications

**MONITORING OFFICER'S COMMENTS**

Monitoring Officer has been consulted and has no further comments

**BACKGROUND PAPERS**

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**Ref:** reports/cabinet.09/04

**CABINET****Review of Council Housing Rent Increases 2009/10****02 June 2009****Report of Corporate Director (Community Services) and  
Head of Financial Services**

<b>PURPOSE OF REPORT</b>			
To update Cabinet on the recent changes that Government introduced regarding the Housing Revenue Account (HRA) subsidy arrangements for 2009/10, and the associated implications and options for councils housing rents for the current year.			
<b>Key Decision</b>	<b>X</b>	<b>Non-Key Decision</b>	<b>Referral from Cabinet Member</b>
<b>Date Included in Forward Plan</b>	<b>June 2009</b>		
<b>This report is public.</b>			

**RECOMMENDATIONS:**

1. That the average annual council housing rent increase for 2009/10 be reduced from 5% to 3.05%, resulting in an average rent of £58.45 over the year.
2. That in line with the above, weekly average rents payable be reduced accordingly with effect from 03 August 2009, or as soon as possible thereafter, subject to any implications arising from receiving the final rent determination from Government.
3. That the 2009/10 revenue budgets for the Housing Revenue Account be updated accordingly, as set out in the report.

**1 INTRODUCTION**

- 1.1 The report sets out information regarding the Government's proposal for implementing reductions to the average guideline rent increases for council housing in 2009/10, announced by the Housing and Planning Minister on 06 March 2009. Details of the associated financial implications are also provided.

**2 GOVERNMENT'S PROPOSALS FOR RENT LEVELS AND SUBSIDY**

- 2.1 On 20 January 2009 Cabinet approved the 2009/10 average weekly council housing rent at £59.56, representing an annual average increase of £2.84 or 5.00%. In comparison, national average guideline rent increases were set by Government at approximately 6.20%, in accordance with the original rent restructuring guidelines.
- 2.2 The annual guideline rent increases are based, in part, on the preceding September Retail Price Index (RPI), published in October. In September 2008, the RPI year on year increase was 5.0%. The last five months have seen RPI drop dramatically, however, with the latest published figure (April 2009) being -0.4%.
- 2.3 After many representations to Government, on 06 March 2009 the Minister for Housing announced that the national average guideline rent increase for 2009/10 would be halved from 6.2% to 3.1%, to encourage local authorities to reduce their proposed actual rent increases. Unfortunately, by this time, the City Council had already set its housing rent levels for 2009/10, but that does not preclude the Council changing its rent levels during the course of the year.
- 2.4 A draft revised rent determination was subsequently issued by Government for consultation on 26 March 2009. These proposals raised difficulties for authorities (such as Lancaster) whose actual average rents were lower than their guideline rents. As a result, on 07 April the Government issued a further revision to its draft proposals.
- 2.5 The draft determination effectively reduces the RPI element of the rent formula to 1.9%, which equates to a national average rent increase of 3.10%. Individual authorities would be affected slightly differently by the proposals, however, depending on their own specific circumstances. For the City Council, the new average annual rent increase allowable under Government's latest proposals, whilst still obtaining compensatory subsidy entitlement, would be 3.05% of the actual average rent for 2008/09, i.e. an increase of £1.73, giving an average annual rent payable of £58.45. This is £1.11 lower than that approved by Cabinet in January.
- 2.6 The financial impact of applying such a new rent increase would result in a loss of rental income of approximately £218K, but this would be more than offset by an increase in subsidy of £346K, giving rise to an initial net gain of £128K before considering any other costs. Whilst this may seem strange, it is simply a reflection of how the subsidy system would affect this authority; different authorities would have different net implications arising. More information is included within the financial implications section of this report.
- 2.7 Councils wishing to take up the proposals had to notify Government by 24 April 2009. Given this timescale Council Officers responded by provisionally accepting the offer, subject to gaining formal Cabinet approval. It should be noted though that at the time of writing this report, the final version of Government's new rent determination had not yet been received, but it is expected to be published before the Cabinet meeting. Any updates will be fed into the meeting accordingly.

### 3 PRACTICAL CONSIDERATIONS

- 3.1 The draft determination does present practical difficulties for the Council. It is clear that the effective date of any revised rent must be 01 April 2009. With the requirement for rent changes to be approved by Cabinet and the need to give tenants 28 days notice of a change in rent, it would be the week commencing 03 August at the earliest before the tenants themselves actually see a reduction in their rents.
- 3.2 Should Cabinet wish to approve a change in rent levels for the current year in line with Government's proposals, then tenants would be advised that the reduction in average rent (i.e. from the current level of £59.56, down to £58.45) will be applied in full but spread over a shorter period, most likely from 03 August 2009 to 02 April 2010. This would further reduce the actual weekly rents payable just for that period (down to £57.90), and this may give rise to various potential or perceived difficulties, if the changes and their implications are not communicated clearly enough. As an example, for the following year, i.e. 2010/11, tenants may perceive that their subsequent rent increases for that year are much greater, comparatively. They would also need to be advised clearly that any reduction does not apply to service charges.
- 3.3 There are practical reasons why the approach of applying the value of the whole year reduction to a shorter period is being taken. The integrated housing management system cannot apply the rent reduction retrospectively in a format that is acceptable to the housing benefit system. Should Cabinet approve a change in rent levels, however, Officers would write to all tenants to explain the position and any implications for them.
- 3.4 Government also acknowledges that *"there may be an issue of additional one-off costs that fall to the General Fund, particularly in the administration of housing benefit...[Government] would appreciate an indication of the amount of such costs from responding authorities to help ascertain whether they are likely to have an unreasonable impact on finances or constitute a potential unreasonable additional burden."* There is no indication, however, that even if an unreasonable burden is proven, additional government funding would be forthcoming. The estimated cost of recalculating housing benefits (staff time and software reprogramming) is £1,500 and this has been duly reported to Government.

### 4 OPTIONS AND OPTIONS ANALYSIS (INCLUDING RISK ASSESSMENT)

- 4.1 The Council has two options:
1. Do nothing; i.e. leave council housing rent levels as they are.
  2. Reduce the average annual council housing rent increase for 2009/10 from 5% to 3.05%, resulting in an average rent of £58.45 over the year, and implement as set out in the report, with the associated updates to the revenue budget.
- 4.2 The advantages of the 'do nothing' option are that there would be no additional administrative burden to either Council Housing (new rent letters and additional IT system changes) or the Housing Benefits section (retrospective benefit entitlement changes). The main disadvantages are that tenants have been asked to pay rent increases substantially higher than the level of inflation and there is a



general expectancy, after the Government's recent announcements, that rent increases will be lowered; 'doing nothing' would not meet these expectations. Also, under this option the Council would lose the opportunity to benefit from the associated increase in subsidy. In the circumstances, it would be difficult to justify keeping the rent increase at 5%.

- 4.3 In terms of the option for changing rent levels, whilst there would be additional administrative work generated as a result and potential difficulties in communicating effectively the associated implications for tenants, overall, financially, both tenants and the City Council would gain from the proposals in the current year. As the whole year reduction will be condensed and applied in total to the remaining 32 weeks of the year, the advantage to the tenant is in the real reduction of rent by an average £1.66 per week. This amounts to a 2.79% reduction in average rent (from £59.56 to £57.90) for the 32-week period.

That said, it is not known whether there would be any implications for future years – this would be dependent on Government's future proposals and the outcome of its much wider review of the housing subsidy system. It should be noted, however, that for 2010/11, it would be expected that any rent increase would be calculated on the revised year average rent of £58.45, and not the condensed average of £57.90. This could create difficulties in tenants' future perceptions.

There is, therefore, some risk attached regarding future years, but any financial implications cannot really be measured as yet. Cabinet should note that this proposal focuses only on rents for 2009/10 – future years' prospects and targets would be picked up as part of the next budget process.

## 5 OFFICER PREFERRED OPTION AND COMMENTS

Option 2 – to reduce the average annual council housing rent increase for 2009/10 from 5% to 3.05%, resulting in an average rent of £58.45 over the year, and implement as set out in the report, with the associated updates to the revenue budget.

### RELATIONSHIP TO POLICY FRAMEWORK

The proposal would be in line with Objective 6 of the Corporate Plan – in particular, to improve the affordability of housing.

### CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability etc)

No significant implications directly arising – all tenants would be similarly affected.

### FINANCIAL IMPLICATIONS

#### Option 1 – Do Nothing

Should Cabinet approve this option, then there will be no change to the HRA budget and therefore no immediate financial impact on the HRA.

Option 2 - Reduce the average annual council housing rent increase for 2009/10 from 5% to 3.05%

This option has a positive net impact on HRA subsidy of approximately £128K.

The reason for this is that the Council's existing average rent increase of 5% was not in line with rent restructuring – it was lower. However, the average guideline rent increase (the basis on which subsidy payable over to Government is calculated) was higher, in line with rent restructuring. Therefore the income recovered by the Council through actual rents charged is currently less than the 'assumed' rent income paid over to Government.

Option 2 would bring the Council's actual average rent in line with the guideline rent increase, meaning that the Council's position is immediately improved as the assumed rental income payable to Government would be fully offset by the actual rents charged to tenants. This would also bring the Council in line with the Government's rent restructuring plans – at least for 2009/10.

However, there would also be other additional costs to the HRA, such as tenant notifications and IT software changes - including the communication to tenants referred to in section 3.3. Government has made it clear that it expects councils to have sufficient resources within the HRA to cover these. The additional costs to the HRA are estimated to be £6,200; these would be funded from the additional subsidy thereby reducing the net surplus for the HRA to around £122K.

In addition, there would also be some additional work generated in the housing benefits section and some fairly minor costs to General Fund may arise. These are expected to be manageable within existing budgets, but the position would need to be monitored accordingly.

**DEPUTY SECTION 151 OFFICER'S COMMENTS**

The deputy S151 Officer has been consulted and has no further comments.

**LEGAL IMPLICATIONS**

The guidance provided by the Government would appear to be discretionary therefore the Council is at liberty to determine the appropriate option to achieve its Corporate objectives.

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**  
HRA Subsidy Draft Determinations

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**CABINET**

**Street Services Agreement with Lancashire County Council  
June 2<sup>nd</sup> 2009**

**Report of Corporate Director (Regeneration)**

**PURPOSE OF REPORT**

The current Residual Highways Agreement between Lancaster City Council and Lancashire County Council terminates at the end of June 2009.  
This report proposes the adoption of a revised agreement now called the Street Services Agreement which has been offered in its place by the County Council. This will continue to allow the City Council to maintain its assets on the highway and permit other activities within the highway which are of benefit to the City Council.

<b>Key Decision</b>	<b>X</b>	<b>Non-Key Decision</b>		<b>Referral from Cabinet Member</b>
<b>Date Included in Forward Plan</b>		11.5.2009		
<b>The report is public.</b>				

**RECOMMENDATIONS**

- (1) **That Lancaster City Council enters into a legal agreement with Lancashire County Council named the Street Services Agreement until March 2014 with an option for a review after two years and options for further extension.**

**1.0 Introduction**

1.1 The Residual Highways Agreement drawn up with Lancashire County Council in 2006 allowed the City Council to carry out many operations on the highway which remained its responsibility after the removal of the Highways Partnership with Lancashire County Council. This agreement ends on the 31st June 2009 and the proposed replacement is titled the Street Services Agreement

**2.0 Proposal Details**

2.1 Following discussions with the County Council involving officers from the Engineering Team, Planning Services and officers of City Council (Direct) Services the new agreement has been drawn up. This agreement has no significant changes from the previous agreement.

The agreement is split into two parts, the Relevant Tasks and the Permitted Tasks.

**Relevant Tasks**

Grass cutting in highway verges and roundabouts, in the Relevant Area, to a minimum standard set out in the County Council's Code of Practice, and the areas shall be agreed between the parties in writing.

Weed control in the highway, in the Relevant Area, to a minimum standard set out in the County Council's Code of Practice and the areas shall be agreed between the parties in writing.

Management and maintenance of highway trees, in the Relevant Area, to a minimum standard set out in the County Council's Code of Practice and the areas shall be agreed between the parties in writing.

Removal and disposal of leaves in the highway, in the administrative area of the City Council, to a minimum standard set out in the County Council's Code of Practice and the areas shall be agreed between the parties in writing.

For these tasks the County Council will pay the City Council an annual fee payable at the beginning of the year. The figure for 2008/9 was £113,100.

### **Permitted Tasks**

Authority to manage, administer and enforce Residents' Parking Schemes within the administrative area of the City Council.

Authority to manage and administer on-street pay and display parking schemes within the administrative area of the City Council

Authority for the City Council to undertake work in the highway within the administrative area of the City Council. This work to include highway, traffic, cycling, (including work associated with Lancaster's Cycling Demonstration Town Status) and pedestrianisation schemes and is subject to the need to obtain the County Council's prior approval of both technical and maintenance details and to the requirements of the Traffic Management Act 2004. Whilst the County Council does not wish to level charges automatically against the City Council for giving its technical and maintenance approval, it reserves the right to recover its reasonable costs depending upon the complexity of the scheme. In doing so the County Council shall use its reasonable endeavours to agree the level of such charges with the City Council.

Authority for the City Council to work in the highway on its own equipment and apparatus within the administrative area of the City Council and is subject to the requirements of the Traffic Management Act 2004 and any subsequent local agreement on notices, permits etc.

Authority to place in the highway floral and other decorations, within the administrative area of the City Council, subject to compliance with the County Council's Code of Practice.

Authority for the City Council to maintain and manage two sections of designated highway on Morecambe Promenade. The areas shall be agreed between the parties in writing

Authority to issue permits for the control of vehicular access to local pedestrianised areas.

The agreement will be for a period of 45 months to tie in to a financial year ends with a review after 21 months and options for further extensions. There are clauses within the agreement which enable both parties to terminate the agreement with 12 months notice.

**Summary**

- The agreement gives Lancaster City Council financial support to its grounds maintenance team whilst maintaining local control of this function on the highway.
- The agreement gives a mechanism for the City Council to undertake a wide variety of functions within the highway which would otherwise involve very time consuming administrative procedures which would be expensive to organise on an individual basis.

**3.0 Details of Consultation**

3.1 Not applicable

**4.0 Options and Options Analysis (including risk assessment)**

4.1

Option	Advantages	Disadvantages
<b>Option 1</b> Enter into the Street Services Agreement	Financial support and local control of the maintenance of highway verges and associated work. Streamline mechanism for carrying out work within the highway.	Can be held to account for performance by the County Council
<b>Option2</b> Do not enter into the Street Services Agreement	Do not have any responsibility for maintenance of highways	No local control of verge maintenance. No mechanism for carrying out maintenance work within the highway. Every entry onto the highway would require formal permissions City Council highway improvement schemes would involve much lengthier processes

**5.0 Officer Preferred Option (and comments)**

**Option 1** Enter into the Street Services agreement with Lancashire County Council

**6.0 Conclusion**

Whilst we no longer have a Highways Agency it is important for Lancaster City Council to maintain the ability to carry out work in the highway to the benefit of the local population. This agreement will provide the means for the continuation of this work.

<p><b>RELATIONSHIP TO POLICY FRAMEWORK</b></p> <p>Policy nos.</p> <ul style="list-style-type: none"> <li>5. Cleaner streets and public open spaces</li> <li>12. Improve economic prosperity throughout the Lancaster district.</li> <li>18. An improved quality of life for those who live, work in and visit the Lancaster District</li> </ul>	
<p><b>CONCLUSION OF IMPACT ASSESSMENT</b> (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)</p> <p>Not applicable</p>	
<p><b>FINANCIAL IMPLICATIONS</b></p> <p>As part of the agreement the City Council receives a contribution from the County Council in respect of the maintenance of highway trees and verges and associated works. The agreement stipulates that the annual fee shall be determined by the County Council and the amount included within the 2009/2010 revenue budget is £115,400 in line with previous year contributions. Should the annual budget figure not be realised it would leave the City Council with a shortfall in income and should that position arise an immediate review of the services provided would be required in line with the requirements of the agreement.</p>	
<p><b>SECTION 151 OFFICER'S COMMENTS</b></p> <p>The Section 151 Officer has been consulted and has no further comments.</p>	
<p><b>LEGAL IMPLICATIONS</b></p> <p>Legal Services have been consulted upon these arrangements and have no observations to make on these proposals.</p>	
<p><b>MONITORING OFFICER'S COMMENTS</b></p> <p>The Monitoring Officer has been consulted and has no further comments.</p>	
<p><b>BACKGROUND PAPERS</b></p> <p>None</p>	<p><b>Contact Officer:</b> Ged McAllister  <b>Telephone:</b> 01524582617  <b>E-mail:</b> gmcallister@lancaster.gov.uk  <b>Ref:</b></p>

**CABINET**

**Urgent Business Report**

**2<sup>nd</sup> June 2009**

**Report of Head of Democratic Services**

<b>PURPOSE OF REPORT</b>					
To advise Members of actions taken by the Chief Executive, in consultation with the relevant Cabinet Members and the Chairman of the Overview and Scrutiny Committee.					
<b>Key Decision</b>		<b>Non-Key Decision</b>		<b>Referral from Officers</b>	<b>X</b>
This report is public.					

**1.0 RECOMMENDATION**

That the actions taken by the Chief Executive, in consultation with the relevant Cabinet Members and the Chairman of the Overview and Scrutiny Committee in accordance with the Scheme of Delegation, in respect of the following, be noted;-

**1.1 Seven Day per Week Opening of Morecambe Visitor Information Centre – Trial Period**

- (1) To approve the opening of the Morecambe VIC for 7 days per week as a trial period during April and May, 2009, and during October and November, 2009.
- (2) That a further report is produced at the end of the trial to consider the feasibility of further extending the 7 days per week operation of Morecambe VIC from the spring of 2010 onwards.

**1.2 Quick Response Vehicle**

- (1) That Cabinet accepts the Lancaster District Local Strategic Partnership offer to provide £60,000 to fund the quick response vehicle and 2 staff for 2009/10.
- (2) That the General Fund Revenue Budget is updated accordingly.
- (3) That the Overview & Scrutiny Chairman be consulted with a view to waiving call in, in accordance with Overview & Scrutiny Procedure Rule 17, to enable immediate implementation.

- (4) That the Overview & Scrutiny Chairman be consulted with a view to waiving the requirement to include the decision in the Forward Plan, in accordance with Access to Information Procedure Rule 16.

### 1.3 Freedom of Information Request – Canal Corridor

- (1) That Cabinet remove the exemption that is currently in place with relation to the Canal Corridor Report considered by Cabinet on 22 March 2005 (item 168).
- (2) That the Overview & Scrutiny Chairman be consulted with a view to waiving call in, in accordance with Overview & Scrutiny Procedure Rule 17, to enable immediate implementation.

## 2.0 Background

### 2.1 Seven Day per Week Opening of Morecambe Visitor Information Centre – Trial Period

The issue of 7 day per week opening for the Morecambe VIC was looked at following a request at the Cabinet and MP liaison meeting on 21<sup>st</sup> April, 2008. The original request was to consider the possibility of Sunday opening throughout the whole year and not just during the summer months. However, it was clear that the financial implications of this would be likely to require budget growth. It was therefore proposed that an initial trial period of extended opening be undertaken to assess the levels of demand and income generation, during the “shoulder” months of the season in April and May, 2009, and the following October and November.

The trial period will allow the full implications of the costs, income and service to the public to be assessed to allow an informed decision to be made about the feasibility of extending 7 day per week opening into 2010.

The urgency for this decision was to allow implementation one week after Easter on 26<sup>th</sup> April in order to allow for the 13 additional Sundays proposed in the trial period (the VIC is already open for the 3 bank Holiday Sundays in the spring). There would be 4 additional Sundays in the spring and 9 in the autumn shoulder period (October-November).

It was requested that the Chief Executive be asked to waive call-in. In the absence of both the Chairman and Vice-Chairman of the Overview and Scrutiny Committee, the Mayor of the City of Lancaster was consulted, but was not in agreement with the decision to waive call-in. The Chief Executive subsequently decided that this decision was subject to call-in in accordance with Overview and Scrutiny Procedure Rule 17(a).

### 2.2 Quick Response Vehicle

One of the priorities of the neighbourhood management project undertaken by the West End Partnership and Poulton Neighbourhood Management was to improve the environment of the area. To help achieve this they funded a Quick Response Vehicle (QRV) and 2 staff that would reduce the time taken to deal with reports of fly tipping to 1 working day. The vehicle and staff were provided and managed by City Council (Direct) Services.



In terms of providing an immediate response to fly tipping, reducing incidents of arson and other types of anti-social behaviour this approach has been successful.

As the neighbourhood management project has come to an end this funding is no longer available. A bid to continue to fund the QRV and 2 staff in 2009/10 was submitted to the Lancaster District Local Strategic Partnership (LDLSP). The outline of the bid was the QRV would provide a similar type of service but within defined 'hotspot' areas throughout the whole of the District. For 2009/10 the revenue funding required to operate the QRV is estimated to be £60,000. The LDLSP have offered to contribute the whole of the funding requirement for 2009/10.

An Urgent Business Decision was sought to enable the funding bid for the LDLSP to be accepted immediately, which allowed the Quick Response Vehicle and 2 staff to continue to operate without any loss of service. This decision was a Key Decision on financial grounds, but it had not been included on the Forward Plan, as such the Chairman of Overview and Scrutiny Committee agreed to this being treated as a matter of special urgency in accordance with Access to Information Procedure Rule 16, and gave approval for the Chief Executive to take the decision in advance of the usual five days notice.

### **2.3 Freedom of Information Request – Canal Corridor**

At the meeting of Cabinet on 22 March 2005, a report on the Canal Corridor proposals was presented by former Councillor Alex Stone and Councillor Abbott Bryning. Due to the commercial sensitivity of this report it was classified as exempt.

In February 2009, a Freedom of Information Request was received requesting a copy of this report. Despite the report being exempt under the Local Government Act, consideration must be given as to whether exemptions apply under the Freedom of Information Act. Advice was sought from Legal and Human Resources as to whether the report should be continue to be withheld. The Legal Services Manager advised that in his opinion there are no commercially sensitive areas remaining, due to the elapse of time since this report, it is therefore considered appropriate to remove the exemptions and release the report under the Freedom of Information Act.

This item was considered as a matter of urgency due to the time constraints dictated by the Freedom of Information Act. Owing to the time taken to consider the issue of exemptions, the Council's response was already overdue and in breach of the requirements of the Act. To allow immediate implementation of this decision a request was made that the call in be waived in accordance with Overview and Scrutiny Procedure 17(a).

### **3.0 Conclusion**

Approval was given to the above actions, which are reported to this meeting in accordance with the City Council's Constitution.

<b>RELATIONSHIP TO POLICY FRAMEWORK</b>
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<b>This is in accordance with the Constitution.</b>
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**CONCLUSION OF IMPACT ASSESSMENT**

(including Diversity, Human Rights, Community Safety, Sustainability etc)

Not applicable.

**FINANCIAL IMPLICATIONS**

Comments were contained in the original reports.

**SECTION 151 OFFICER'S COMMENTS**

Comments were contained in the original reports.

**LEGAL IMPLICATIONS**

Comments were contained in the original reports.

**MONITORING OFFICER'S COMMENTS**

Comments were contained in the original reports.

**BACKGROUND PAPERS**

1. Letters to the Leader of the Council, Cabinet Member with Special Responsibility and Chairman of the Overview and Scrutiny Committee.

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Ref ID: UB69/JT

UB70/MD

UB71/TH

**CABINET**

**Employee Establishment - Vacancy Authorisation  
02 June 2009**

**Report of Chief Executive**

<b>PURPOSE OF REPORT</b>			
To seek Cabinet's approval to the filling of established vacancies where recommended and to review the process for approval to the filling of established vacancies.			
<b>Key Decision</b>	<input type="checkbox"/>	<b>Non-Key Decision</b>	<input type="checkbox"/>
		<b>Referral from Chief Executive</b>	<b>X</b>
<b>Date Included in Forward Plan</b>	N/A		
<b>This report is public</b>			

**RECOMMENDATIONS OF THE CHIEF EXECUTIVE**

- (1) That Cabinet agrees that the vacancies recommended for filling by Service Heads are filled as soon as possible.
- (2) That the Revenue Budget be updated accordingly, for any deleted or deferred posts.
- (3) That Cabinet reinstates the previous process of Service Head delegation, noting that Cabinet Members can discuss turnover issues with Service Heads in the Services they oversee.

**1.0 Introduction**

1.1 As determined by Cabinet, an appropriate Vacancy Authorisation form has been produced identifying employee vacancies. The form identifies where the post concerned contributes to a Council statutory responsibility, the fulfilment of a Corporate Plan Priority, Service Business Plan objective, income generation/collection or is financed by external funding. The forms will be circulated prior to the meeting.

1.2 Cabinet, at its meeting on the 11 November 2008, resolved, amongst other things:

That Cabinet

- (5) Resolves that this process be reviewed following the next annual Council meeting in May 2009.

- 1.3 Set out below is the procedure that was in place prior to Cabinet resolving to implement the current process:

Like-for-like Vacancies

Service Head delegation. However Cabinet Members can discuss employee turnover issues with Service Heads in the Services they oversee.

Changes to Establishment and Conditions of Service

Before being given final authorisation by the Chief Executive, changes to the Establishment and Conditions of Services must be agreed by the relevant Service Head, HR Manager, Head of Finance and relevant Corporate Director.

**2.0 Proposal Details**

- 2.1 Cabinet is requested to consider the recommendations of Service Heads and comments from the Human Resources Manager and Corporate Directors. Cabinet are advised to identify which Service areas are considered to be a higher priority for the filling of vacancies and, therefore, approving expenditure.
- 2.2 Cabinet is also requested to review the current process for approval to the filling of established vacancies. It should be noted that since November 2008, Cabinet has considered 118 requests. Of these, 115 have been approved and 3 were held back temporarily and none held vacant permanently. Cabinet is asked to consider whether or not the extra layer of bureaucracy added by Cabinet's involvement should continue.

**3.0 Details of Consultation**

- 3.1 None.

**4.0 Options and Options Analysis (including risk assessment)**

Approval for the filling of current vacancies

- 4.1 The information contained within each form provides details related to the risks of not filling the related vacancy. Cabinet has the option of releasing funding on either a time limited or permanent basis or withholding funding. If funding is not released, there will be an impact on Service provision. If funding is time limited, it will be more difficult and possibly more expensive to fill a post.

Review of process for the filling of established vacancies

- 4.2 That the status quo is maintained, whereby Cabinet approval is required for the filling of established vacancies.
- 4.3 That the process set out in 1.3 above is reinstated.

**5.0 Officer Preferred Option (and comments)**

Approval for the filling of current vacancies

5.1 To fill those posts as recommended by Service Heads unless Cabinet identifies the work as being of a low priority

Review of process for the filling of established vacancies

5.2 That Cabinet reinstates the previous process of Service Head delegation, noting that Cabinet Members can discuss turnover issues with Service Heads in the Services they oversee.

**RELATIONSHIP TO POLICY FRAMEWORK**

Effective management of the council's establishment will help to meet the financial efficiency targets included in the Medium Term Financial Strategy. Care must be exercised however to ensure that the process allows the filling of vacant posts that contribute to the delivery of the Council's corporate priorities and statutory responsibilities.

**CONCLUSION OF IMPACT ASSESSMENT**

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

The process allows for an impact assessment of not filling a post to be made in respect of each vacant post as it is considered

**FINANCIAL IMPLICATIONS**

As set out on each Vacancy Authorisation form.

**SECTION 151 OFFICER'S COMMENTS**

The Section 151 Officer has no comments at this stage, but will comment at the meeting if necessary.

**LEGAL IMPLICATIONS**

There are no legal implications.

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

Funding of the Employee Establishment Report to Cabinet and Minute from the 11 November 2008.

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**Ref:**CE/ES/Ctees/Cabinet/Vacancy Authorisation/02.06.09

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted