



Committee: CABINET

Date: TUESDAY, 22ND JANUARY 2008

Venue: MORECAMBE TOWN HALL

Time: 10.00 A.M.

A G E N D A

1. Apologies

2. Minutes

To receive as a correct record the minutes of Cabinet held on 11th December 2007 (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

6. Grants to Voluntary Organisations - New Service Level Agreements (Pages 1 - 18)

(Cabinet Member with Special Responsibility Councillor David Kerr)

Report of the Budget & Performance Panel.

Reports

7. Land at Scotforth Road, Lancaster (Pages 19 - 52)

(Cabinet Member with Special Responsibility Councillor Evelyn Archer)

Report of Corporate Director (Finance & Performance).

8. Planning Delivery Grant Allocation 2007/8 (Pages 53 - 58)

(Cabinet Member with Special Responsibility Councillor Eileen Blamire)

Report of the Head of Planning Services.

9. **Fees and Charges 2008/09 - Health & Strategic Housing** (Pages 59 - 68)

(Cabinet Member with Special Responsibility Councillor David Kerr)

Report of the Corporate Director (Community Services).

10. **Annual Review of Parking Fees and Charges** (Pages 69 - 94)

(Cabinet Members with Special Responsibility Councillors John Gilbert and Roger Mace)

Report of the Head of Property Services.

11. **The Dome, Morecambe - Options** (Pages 95 - 106)

(Cabinet Member with Special Responsibility Councillor Maia Whitelegg)

Report of the Head of Cultural Services.

12. **Budget and Policy Framework - Update** (Pages 107 - 172)

(Cabinet Member with Special Responsibility Councillor Roger Mace)

Joint report of the Corporate Director (Finance and Performance) and Head of Financial Services.

13. **Corporate Property Strategy** (Pages 173 - 179)

(Cabinet Member with Special Responsibility Councillor Evelyn Archer)

Report of Corporate Director (Finance & Performance).

14. **Children and Young People Strategic Plan** (Pages 180 - 211)

(Cabinet Member with Special Responsibility Councillor Maia Whitelegg)

Report of the Corporate Director (Finance and Performance).

15. **Galgate Community Rooms** (Pages 212 - 221)

(Cabinet Member with Special Responsibility Councillor Tony Johnson)

Report of the Head of Economic Development and Tourism.

16. **Customer Service Centres** (Pages 222 - 227)

(Cabinet Member with Special Responsibility Councillor Evelyn Archer)

Report of the Corporate Director (Finance and Performance).

17. **Cabinet Public Speaking** (Pages 228 - 236)

(Cabinet Member with Special Responsibility Councillor Roger Mace)

Report of the Head of Democratic Services.

18. **Allocation of Cabinet Appointments and consideration of Overview & Scrutiny Referral** (Pages 237 - 239)

(Cabinet Member with Special Responsibility Councillor Roger Mace)

Report of the Head of Democratic Services.

19. **Star Chamber** (Pages 240 - 244)

(Cabinet Member with Special Responsibility Councillor Roger Mace)

Report of the Corporate Director (Finance and Performance).

20. **Urgent Business Report** (Pages 245 - 247)

(Cabinet Member with Special Responsibility Councillor Roger Mace)

Report of the Chief Executive.

21. **Lancaster Market** (Pages 248 - 253)

Cabinet Member with Special Responsibility Councillor Evelyn Archer)

Report of the Corporate Director (Finance and Performance).

22. **Morecambe Football Club** (Pages 254 - 262)

(Cabinet Member with Special Responsibility Councillor Evelyn Archer)

Report of the Corporate Director (Finance and Performance).

A report containing exempt information is published as an Appendix for Members of Cabinet. Members will need to consider if they are able to make a decision in public, or exclude the press and public in order to refer to the information contained in the exempt report.

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

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

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 items of business, on the grounds that they could involve the possible disclosure of exempt information as defined in paragraph 3 of Schedule 12A of that Act.”

Members are reminded that, whilst the following 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.

24. **Disposal of Land at Wellington Terrace, Morecambe** (Pages 263 - 268)

(Cabinet Member with Special Responsibility Councillor Evelyn Archer)

Report of the Corporate Director (Finance and Performance).

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Roger Mace (Chairman), Evelyn Archer, June Ashworth, Jon Barry, Eileen Blamire, Abbott Bryning, John Gilbert, Tony Johnson, David Kerr and Maia Whitelegg.

(ii) Queries regarding this Agenda

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

(iii) Apologies

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

MARK CULLINAN,
CHIEF EXECUTIVE,
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DALTON SQUARE,
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Published on Thursday, 10th January, 2008.

CABINET

Grants to Non-Housing Voluntary Organisations – Review of Service Level Agreements

15th January 2008

Report of Budget & Performance Panel

PURPOSE OF REPORT				
This matter will be considered by the Budget and Performance Panel who will make recommendations for the consideration of Cabinet as part of the budget process.				
Key Decision		Non-Key Decision		Referral from Budget & Performance Panel
				X
Date Included in Forward Plan		August 2007		
This report is public				

RECOMMENDATION

To consider the recommendations of the Budget & Performance Panel which will be circulated after their meeting on 15th January 2008

1.0 Introduction and background

1.1 The Budget & Performance Panel will be considering the recommendations of a Sub-Panel appointed for the purpose of monitoring the performance of non-housing voluntary organisations which whom a Service level Agreement is in place and reviewing the funding of those organisations whose SLA is due to expire on 31st March 2008. Two new applications for funding have also been included in the process.

2.0 Proposal details

2.1 A copy of the Sub-Panel's report is attached for Cabinet's information.

2.2 The Budget & Performance Panel's recommendations will be circulated to Cabinet immediately following their meeting on 15th January 2008.

3.0 Options and Options Analysis (including risk assessment)

3.1 In considering the recommendations of the Budget & Performance Panel, options open to Cabinet are as set out in paragraph 3 of the attached report.

4.0 Details of Consultation

As set out in paragraph 5 of the attached report.

RELATIONSHIP TO POLICY FRAMEWORK

The work of voluntary organisations funded by the Council supports many of the objectives set out in the Corporate Plan.

CONCLUSION OF IMPACT ASSESSMENT

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

There are no direct implications.

FINANCIAL IMPLICATIONS

Funding for grants to voluntary organisations is allocated to specific organisations with SLAs for any funding over £1,000. The total amount of funding allocated to the above voluntary organisations with SLAs amounted to £227,900 for 2007/08.

Indicative budgets for future years are currently £232,100 in 2008/09, £236,400 in 2009/10 and £240,700 for 2010/11. The allocations recommended by the Sub-Panel as set out in the attached report would result in an increase of £3,500 in 2008/09, a reduction of £400 in 2009/10 and a reduction of £4,400 in 2010/11 and would need to be built in to the 2008/09 budget process. Should the recommendations of the Budget & Performance Panel differ, the revised financial implications will be circulated as part of the supplementary report following the meeting on 15th January 2008.

SECTION 151 OFFICER'S COMMENTS

The S151 Officer can only comment on the report once it is complete.

LEGAL IMPLICATIONS

Legal Services have been consulted and have no comments to add other than the contents of all new or amended SLA's should be agreed by Legal before implementation.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Existing Service Level Agreements with and monitoring information provided by organisations listed in the report.

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BUDGET AND PERFORMANCE PANEL

**Grants to Non-Housing Voluntary Organisations - Review
of Service Level Agreements**

15th January 2008

Report of Head of Democratic Services

PURPOSE OF REPORT

This report will be considered by the Budget and Performance Panel who will make recommendations based on the content of the report. These recommendations will then be forwarded to Cabinet for consideration as part of the budget process.

This report is public

RECOMMENDATIONS OF THE BUDGET AND PERFORMANCE SUB - PANEL

That the following recommendations be referred to Cabinet:

1. That officers explore the opportunity to offer a three year SLA for £2,000 per annum for the provision of equality and diversity assistance and advice in the district.
2. That the Council offers a further three year SLA to Relate towards the rent of £6,800 per annum.
3. That the Council offers a further three year SLA to One Voice at £6,000 per annum via a joint SLA with Thumbprint if possible.
4. That the Council offers a further three year SLA to Lancaster International Twinning Society at £4,100 per annum with inflation and that the Council offers assistance/promotional material where possible.
5. That the Council offers a further three year SLA to Lancaster Citizens Advice Bureau at £87,300 per annum and £7,200 for rent and that the new SLA include the provision of a money advice case worker to be located in the Customer Contact Centre within Lancaster Town Hall at no additional cost to the council.
6. That the Council offers a further three year SLA to Morecambe and Heysham Citizens Advice Bureau at £88,300 per annum and that the opportunity be explored for a money advice case worker to be located in the Customer

Contact Centre within Morecambe Town Hall at no additional cost to the council.

7. That the Council offers a further three year SLA to North Lancashire Victim Support at £5,000 per annum.
8. That the Council offers a further three year SLA to Preston Community Transport at £12,600 with inflation per annum.
9. That the Council offers a further three year SLA to Lune Valley Transport at £3,300 per annum.
10. That the Council offers a further three year SLA to Age Concern Lancashire at £7,500 per annum.
11. That the Council offers a new SLA to the Samaritans of Lancaster and District for three years at £1,500 per annum.
12. That the Council offers a new three year SLA to Thumbprint at £4,000 per annum via a joint SLA with One Voice if possible.
13. That links be made with the relevant Head of Service where appropriate to enable closer working and monitoring of services and the commissioning of relevant services.
14. That the opportunity be taken for future SLAs to be explored with existing and alternative service providers, where possible, in order to secure improved services and value for money.
15. That a Cabinet Member be appointed with responsibility for each Service Level Agreement.
16. That the Head of Democratic Services be authorised to negotiate and sign Service Level Agreements in accordance with (1) to (12) above in consultation with the relevant Cabinet Member.

1.0 Introduction and background

- 1.1 All organisations receiving funding over £1,000 per annum have a Service Level Agreement (SLA) with the Council setting out the anticipated service to be provided by the organisation and the level of funding from the Council.

These agreements were first put in place in 2002/03 for a 3 year period and were subsequently reviewed and implemented in 2005/06. Ten of the current twelve SLAs are now coming to an end and are subject to review and amendment from 1st April 2008. Two further SLAs with the CVS and the Rainbow Centre have been negotiated on a joint basis with the County Council and these run until 30th June 2009 and 31st March 2010 respectively. Those due to expire on 31st March 2008 are:

Organisation	Level of funding 2007/08
Preston Racial Equality Council	£2,300
Lancaster Citizens Advice Bureau	£87,300 plus £7,200 rent
Morecambe Citizens Advice Bureau	£88,300
Lune Valley Transport	£3,300

Preston Community Transport	£11,600
Lancaster International Twinning Society	£4,000
Age Concern Lancashire	£7,200
Victim Support	£4,600
Relate	£6,400 rent
One Voice	£5,700
Total	£227,900

This year, two additional organisations have also submitted requests for funding. These are the Samaritans of Lancaster and District and Thumbprint.

The Budget and Performance Panel is responsible for the monitoring the operation of Service Level Agreements with voluntary organisations. A Sub Panel has met and has made initial recommendations which are set out below for consideration by the Panel at this meeting. The Panel's recommendations will then be reported to Cabinet for consideration as part of the Budget process.

2.0 Proposal details

A summary of each application is set out below from the organisations requesting renewal of their existing SLA and those organisations requesting new funding:

2.1 Preston and Western Lancashire Racial Equality Council

Purpose of organisation:-

To promote equality of opportunity and good relations between persons of different racial groups and to promote community cohesion and equality and diversity in the community.

Proposed use of funding:-

The funding will enable the organisation to meet its overheads and running costs to include secretarial and administrative costs, travelling expenses, rent, heating and equipment for the premises. The funding will be used to sustain the organisation to publicise Racial Equality Council (REC) activities in Lancaster and Morecambe.

The REC can then provide advice and support to victims of discrimination, to assist victims of racial harassment and attend meetings in Lancaster and Morecambe. The REC is the only organisation in Lancaster providing free and confidential advice and support to victims of discrimination and to victims of racial harassment. REC officers will also assist public authorities including Further & Higher Education Institutes to develop policies to promote equality and diversity. The REC will work with the Police, City Council and other agencies i.e. CAB's, Colleges etc. to help develop strategies to reduce racial violence and harassment and will advise individual victims of their rights under the law. The REC will support the Equality and Diversity Building Block to provide constructive scrutiny support and highlight areas requiring improvements. The REC is currently working in Lancaster with the following organisations to develop equality and diversity strategies and promote community cohesion; Lancaster University, Lancaster and Morecambe College, Lancaster and Morecambe CAB's and Beaumont College-Lancaster. The REC will also be promoting its discrimination service and racial harassment support in the Lancaster district. The REC has a full time solicitor providing free and confidential advice and support to victims of discrimination and two racial harassment officers. These officers are available to attend to clients in Lancaster. The REC also maintains good

liaison with various ethnic minority groups and their representatives to provide advice and support.

Amount of grant applied for:-	2008/2009	£5,270
	2009/2010	£5,270
	2010/2011	£5,270

Recommendation from the Sub Panel of the Budget and Performance Panel:-

That officers explore the opportunity to offer a three year SLA for £2,000 per annum for the provision of equality and diversity assistance and advice in the district.

Officer comments:-

It is clear that the existing SLA with Preston and Western Lancashire Racial Equality Council is out of date and the Council needs to decide what type and level of service it requires delivering in the district as part of a future SLA. It is recognised that some expert advice should be available to the Council on a retainer basis as and when required, but that support should also be available to assist with casework within the district. The Council needs to be assured that the money being provided is being utilised in pursuance of the Council's own responsibilities within the district, and not those of other public bodies. There are two organisations that currently work with the Council and could both ably provide this work in the district. These organisations are Preston and Western Lancashire Racial Equality Council and National Coalition Building Institute (NCBI).

The officer suggestion is therefore that Members should firstly determine what level of provision of equality and diversity advice and assistance within the district they are seeking, and should then request officers to explore a future SLA with a relevant service provider such as Preston and Western Lancashire Racial Equality Council or NCBI.

2.2 Relate

Purpose of organisation:-

To provide high quality, safe and professional relationship counselling and psychosexual therapy.

Proposed use of funding:-

The funding will be used as part funding of the rent on the Lancaster office (based in St Leonard's House) this in turn allows Relate to deliver relationship counselling, psychosexual therapy and young peoples counselling in Lancaster. This allows Relate to see clients who could otherwise be asked to pay the full cost of their counselling. Relate do not turn anyone away. By helping couples when their relationship is in crisis Relate can help prevent family breakdown and all the ensuing problems that can be caused by this. Approx 1/3 of cases involved domestic violence and Relate counsellors work with the couple to end the violence and focus on the victims safety. Over the last two years Relate have obtained funding to train both a psychosexual therapist and a young persons counsellor and both of these services are now available in Lancaster. Clients are asked to contribute towards the cost of their counselling at a level they can afford and these contributions account for approximately 2/3 of Relates income.

Amount of grant applied for:-	2008/2009	£6,800
	2009/2010	£6,800
	2010/2011	£6,800

Recommendation from the Sub Panel of the Budget and Performance Panel:-

That the Council offers a further three year SLA to Relate towards the rent at £6,800 per annum.

2.3 One Voice (formerly DISC)

Purpose of organisation:-

To promote the relief of disabled people in the district through the provision of information and advice on issues which affect disabled people, their families and carers. One Voice endeavours to support and empower a disabled person to achieve the same basic rights as the rest of the community and raise awareness around inclusion and diversity. One Voice provides disabled people with the information and skills to manage their own requirements and promote an environment that is accepting of this shift of responsibility and provides disabled people, their facilities and carers with effective, efficient and accessible information in a variety of forms.

Proposed use of funding:-

The funding will be used towards the continuation and development of the information and support service, currently this is £5,700. One Voice will continue the provision of 150 hours per week of volunteer support and providing information and support to 900-1000 enquiries per year (an increase of 300-400). One Voice will continue access to a free internet service and an enquiry line staffed Monday – Friday 10am-3pm. They will raise awareness of disabled peoples needs, hold events and attend relevant meetings and functions. One Voice is a member of the disability forum and has access to a mystery shopper group who provide non confrontational information to improve awareness around disability.

In addition, One Voice would like to raise awareness through forum meetings and events, the website, newsletters and the production of a disability directory. One Voice want to develop online programmes to allow greater participation of people who might find it difficult or impossible because of their disability and examine methods of recruiting disabled volunteers. One Voice want to continue to review national research on the involvement of disabled volunteers to learn from existing practices and potential problems and develop readily available resources to support current and future disabled volunteers. One Voice would like to develop the free internet service into a small internet café facility and develop easier remote access by updating the website and adding accessible features to enable people to access the service and participate in projects. One example would be to have an online forum for people to participate in the new disability forum.

The amount being sought would be used to increase the hours of current staff or recruit a part time information officer to provide adequate support to sustain these developments. One Voice would also be looking for some contribution towards general running costs. To complement the work already done with the Information service, One Voice have initiated work based NVQ training for staff and will use the resources from this as part of volunteer induction process for potential information service volunteers. It is the intention to build the development of One Voice staff time to administrate Investors in People and Positive about Disabled people quality marks

which will provide One Voice with clear frameworks for personal development and organisational monitoring and evaluation tools. One Voice want to provide a more district wide provision of the information service and complement the Morecambe service with the provision of home visits and to extend the hours of current staff or recruit additional part time staff to cover an outreach facility in Morecambe and deliver outreach at a number of venues in the district including Carnforth, Caton, Heysham and Middleton.

One Voice would be open to the possibility of a joint Service Level Agreement with Thumbprint and/or Lancashire County Council.

Amount of grant applied for:-	2008/2009	£15,434
	2009/2010	£15,434
	2010/2011	£15,434

Recommendation from the Sub Panel of the Budget and Performance Panel:-

That the Council offers a further three year SLA to One Voice at £6,000 per annum via a joint SLA with Thumbprint if possible.

2.4 Lancaster International Twinning Society

Purpose of organisation:-

To assist in the organisation of cultural, sporting, social-economic and educational exchanges between Lancaster and its official and associated twin towns of a non civic nature. The Society aims to strengthen links between Lancaster and its official and associated twin towns.

Proposed use of funding:-

The funding will be used to assist in all aspects of twinning, to help with administration costs, to assist financially with travel costs and with hospitality for all sectors of the community in connection with twinning exchanges and to and from Lancaster and its official and associated twin towns.

The Society works in partnership with the Council in dealing with twinning requests of a non civic nature and assists with the organisation of twinning requests of a civic nature when invited to do so.

Amount of grant applied for:-	2008/2009	£4,100
	2009/2010	£4,200
	2010/2011	£4,300

Recommendation from the Sub Panel of the Budget and Performance Panel:-

That the Council offers a further three year SLA to Lancaster International Twinning Society at £4,100 per annum with inflation and that the Council offers assistance/promotional material and resources where possible.

2.5 Lancaster Citizens Advice Bureau

Purpose of organisation:-

Through a managed approach Lancaster Citizens Advice Bureau (CAB) aims to provide information, advice and assistance which is accessible, responsive to need,

empowering for the client and of a consistently high quality for which there is a continuing and increasing need. The Bureau works within the aims and principles of the CAB service to address issues raised by social exclusion. The various funding streams allows the Bureau to offer a wide range of services for the local community through assisted information, general help, specialist casework in the four areas of social welfare law: Money Advice, Housing, Employment and Welfare Benefits and representation at County Court, employment tribunals and benefit tribunals.

Proposed use of funding:-

The Bureau will provide a service of 'assisted information' and 'general help' to clients from the District. The ten subject areas are Consumer, Money advice, Welfare Benefits, Employment, Housing, Family and personal matters, Taxes, Immigration and nationality, Health and Education. The funding will be used to partially fund the salaries of a Bureau Manager, Advice Services Manager, Advice Session Supervisor and admin assistance. The funding will also contribute to the general running costs of the Bureau. The 'assisted information' and 'general help' level of the service, is undertaken by volunteer advisers and the management, training, supervision and support for volunteers provides the infrastructure for this to be achieved. The management infrastructure in addition ensures the development of service delivery to meet the needs of the community, best use of resources and the sourcing of additional funding streams to provide a service to assist the alleviation of social exclusion. To ensure the quality of service, as measured by the Citizens Advice membership scheme, all aspects of the Bureau's operations are regularly audited.

Amount of grant applied for:-	2008/2009	£89,919 + 7,200 rent
	2009/2010	£92,617 + 7,200 rent
	2010/2011	£95,395 + 7,200 rent

Recommendation from the Sub Panel of the Budget and Performance Panel:-

That the Council offers a further three year SLA to Lancaster Citizens Advice Bureau at £87,300 per annum and £7,200 per annum for rent and that the new SLA include the provision of a money advice case worker to be located in the Customer Contact Centre within Lancaster Town Hall.

Officer comments:-

Some discussion has taken place between the bureau and the Head of Revenues with a view to locating a money advice worker each week at Lancaster Town Hall who would deal with Council Tax arrears cases. It is suggested that this service be included as part of the terms of the next SLA within the existing funding.

The rental of 87 King Street is not due to end until 31st March 2009 and therefore the projected rental costs for 2009/2010 and 2010/2011 are not known at this stage. The rent is therefore based on the current level of £7,200. Consideration should be given to whether the SLA should include provision to increase the grant in line with any increases in rent.

Lancaster Citizens Advice Bureau receives discretionary rate relief of £470.64.

2.6 Morecambe and Heysham Citizens Advice Bureau

Purpose of organisation:-

The Citizens Advice Service provides free, independent, confidential and impartial advice to everyone on their rights and responsibilities and seeks to value diversity, promote equality and challenge discrimination. The service aims to provide the advice people need for the problems they face and to improve the policies and practices that affect people's lives. The main purpose of Morecambe and Heysham Citizens Advice Bureau (CAB) is to provide a general help, information and advice service, with assistance, advocacy and representation across a wide range of issues. The current areas of charitable activity are: the provision of a general advice and information service covering a wide range of issues and problems; the recruitment and training of volunteers in advice work, admin and reception work and the development of computer skills; The delivery of specialist casework in Debt, Housing, Welfare Benefits and Employment. We also have specifically funded projects which, working with partners, are dedicated to helping financially excluded people across Morecambe and the surrounding area. Amongst which is the provision of financial literacy training and awareness of scams.

In order to address the issues that affect people's lives the Bureau actively engages in social policy work through the recording of client problem data. The feedback of client experiences is essential to improve the policy and practice of local and national organisations and the profiling and understanding of local communities and local problems is a very useful resource for the planning of services. Identified national issues are sent to Citizens Advice central office, for use in lobbying Parliament, informing new legislation and amending existing laws. The vision of Morecambe and Heysham Citizens Advice Bureau is: 'Achieving Quality Support for All'. Each year the trustees produce a business plan that sets out what the CAB is going to achieve for the following year and how to achieve it. Staff and volunteers are also actively involved in the development of the business plan through the bureau's moving forward agenda in an extensive externally facilitated consultation process. Within this plan the aims are:

To provide quality accessible advice for clients within the aims, principles and policies of the CAB service.

To continue to provide and develop a service which meet the needs of the local community.

To enable opportunity, support and development for all volunteers, staff and Trustee Board members.

To ensure Morecambe and Heysham Citizens Advice Bureau is properly managed as a charitable company.

Proposed use of funding:-

Funding from Lancaster City Council enables the CAB to deliver the general advice and information service and to recruit and train volunteers to provide this service. Access to the Bureau is through an 'open door' service, an appointment system, telephone advice and written and E mail enquiries. Last year collectively, the CAB delivered advice to almost 6000 clients with over 17500 problems and dealt with £3.2 million of debt and brought in £800,000 of income to the local community.

Amount of grant applied for:-	2008/2009	£90,949
	2009/2010	£93,677
	2010/2011	£96,488

Recommendation from the Sub Panel of the Budget and Performance Panel:-

That the Council offers a further three year SLA to Morecambe and Heysham Citizens Advice Bureau at £88,300 per annum and that the opportunity be explored for a money advice case worker to be located in the Customer Contact Centre within Morecambe Town Hall as part of the SLA.

Officer comments:-

Morecambe and Heysham Citizens Advice Bureau receives discretionary rate relief of £1021.20.

2.7 North Lancashire Victim Support

Purpose of organisation:-

To provide emotional and practical support to all victims of crime. Victim Support are a free and confidential service that supports all victims of crime whether they have reported to the Police or not. Victim Support process criminal injuries compensation claims to victims.

Proposed use of funding:-

The funds will be used to provide support to victims of crime in the area. Trained volunteers provide emotional support and practical help to victims in their own home at outreach or whilst they give evidence in court. Victim Support contact victims via letter or telephone to assess their needs. Victim Support will provide a free and confidential service helping people to fill out criminal injuries compensation claims, process their claims and liase with the authority. Victim Support will also assist people in taking their claims to the appeal stage. Victim Support will provide an outreach facility at Signposts in Morecambe, held every Wednesday and gives opportunity to see victims away from their home. It also provides the facility to see someone away from their home where Victim Support feel there could be a health and safety risk to volunteers. Victim Support hope to expand the service at Signposts. The funding will enable volunteers to continue visiting repeat victims with PCSOs as part of the Clean Sweep operations reassurance week and further develop work within the MAPS team. Victim Support are trained in emergency procedures and disaster plans and have played active roles in supporting witnesses in the Cackle picking tragedy and providing support to family members in the helicopter crash. Victim Support want to continue and develop this work by recruiting and training new volunteers. Victim Support would like to develop their role of Victim Liaison Officer with the Youth Offending Team to involve volunteers supporting victims as panel meetings and ensuring that the victim's needs are kept at the forefront. The funding that the Council provides, enables Victim Support to provide the volunteers needed in Lancaster, outreach facilities, the work carried out with MAPS, providing support in disasters both in court and the community and additional work in the Youth Offending Team.

Amount of grant applied for:-	2008/2009	£6,000
	2009/2010	£6,000
	2010/2011	£6,000

Recommendation from the Sub Panel of the Budget and Performance Panel:-

That the Council offers a further three year SLA to North Lancashire Victim Support at £5,000 per annum.

2.8 Preston Community Transport (Shopmobility)

Purpose of organisation:-

To alleviate social, economic, rural and cultural isolation and to support the transport needs of other local voluntary organisations.

Proposed use of funding:-

Preston Community Transport (PCT) currently provides shopmobility facilities in Lancaster and Morecambe and the mobile unit offers a range of manual and powered mobility equipment for hire to any disabled or elderly person who would benefit from improved mobility to gain access to the city centre. It is hoped that the Council will continue to provide support to allow the service to visit Lancaster and Morecambe on a weekly basis. The target of 500 clients using the service had been exceeded and for the period April –November 2007 the number of clients stood at 621. PCT are requesting £12,592 in order to maintain the present provision of shopmobility in Lancaster and Morecambe.

Amount of grant applied for:-	2008/2009	£12,600
	2009/2010	£12,900
	2010/2011	£13,100

Recommendation from the Sub Panel of the Budget and Performance Panel:-

That the Council offers a further three year SLA to Preston Community Transport at £12,600 with inflation per annum.

2.9 Lune Valley Transport (Dial a bus)

Purpose of organisation:-

To provide door to door transport for persons not able to utilise normal public transport by virtue of their age/infirmity, location, disabilities or learning difficulties.

Proposed use of funding:-

To further extend our services to reach even more eligible persons both within our local and in some of the harder to reach regions. The money would be spent almost 50/50 on drivers wages and fuel as vehicle replacement and maintenance are for the greater part already budgeted for along with premises.

Amount of grant applied for:-	2008/2009	£10,000
	2009/2010	£10,000
	2010/2011	£10,000

Recommendation from the Sub Panel of the Budget and Performance Panel:-

That the Council offers a further three year SLA to Lune Valley Transport at £3,300 per annum.

Officer comments:-

Since the Sub Panel met, further work has been undertaken in relation to concessionary fares and a report is scheduled for January Cabinet and there are

concerns at this stage that the Council is in effect paying twice for the same service. The Officer recommendation is therefore to renew the existing SLA on an annual basis until further information is known on the position of funding for concessionary fares.

2.10 Age Concern Lancashire

Purpose of organisation:-

Age Concern will actively develop and promote wellbeing initiatives that will help all Lancashire's older people lead healthy and active lives. Age Concern will ensure that older people are fully informed so that they have choice and control to live their lives independently and as they choose. Age Concern will ensure older people have influence over and have the opportunity to be actively involved in decision making, policy development and service delivery and will be an effective partner that is able to influence strategic planning, promote good practice and challenge discrimination.

Proposed use of funding:-

The funding will help with salary, accommodation, office overheads and volunteer costs. Age Concern Lancashire currently have 63 volunteers and the value of their work last year was £28,136, based on each volunteer giving two hours time per week for 48 weeks of the year which given the investment of Lancaster City Council of £21,000 over 3 years, was more than matched in one year alone. Age Concern Lancashire will continue to provide care and assistance to elderly persons in North Lancashire, at a Rural Project based in Carnforth. Age Concern Lancashire will continue the provision of the Information Service, Visiting Service, Sitting Service, Shopping Service, Carers Group and Handyperson Service and will provide support to individual older persons in North Lancashire.

Amount of grant applied for:-	2008/2009	£7,500
	2009/2010	£7,725
	2010/2011	£7,957

Recommendation from the Sub Panel of the Budget and Performance Panel:-

That the Council offers a further three year SLA to Age Concern Lancashire at £7,500 per annum.

2.11 Samaritans of Lancaster and District (new request)

Purpose of organisation:-

To provide immediate confidential support to anyone who is in crisis and to listen and be alongside people who are vulnerable, distressed or suicidal and to assist them by listening to find their own way through their problems. The Samaritans does this by responding to contacts by telephone, email and in person at 21 Sun Street. The Samaritans is a volunteer organisation, the contacts being taken by fully trained volunteers who give a minimum of 3 hours a week of their time. Besides responding to calls, the Samaritans have an active outreach programme to reach vulnerable people in prisons, hospitals, surgeries etc. The Samaritans plan is to extend and develop this outreach programme and to promote mental health awareness and knowledge of the service.

Proposed use of funding:-

To recruit, train and retain a large number of volunteers. At present the Samaritans have about 70 active volunteers but the large quality of its services and especially the outreach aspects would be greatly improved with more.

To be active in ensuring that callers, both current and potential are aware of what Samaritans has to offer. The aim is to increase public awareness that the Samaritans is there to support any individual at any time, the reality being that none of us know when or how a crisis will hit us. Alongside this there is also the need to actively target vulnerable groups such as adolescent males.

The Samaritans are therefore proposing a major publicity campaign to attract more volunteers and make the service better known to potential callers. The campaign is planned to involve a number of targeted strategies such as advertising on local buses and directed mail shots.

Amount of grant applied for:-	2008/2009	£3,000
	2009/2010	£3,000
	2010/2011	£3,000

Recommendation from the Sub Panel of the Budget and Performance Panel:-

That the Council offers a new SLA to the Samaritans of Lancaster and District for three years at £1,500 per annum.

2.12 Thumbprint (new request)

Purpose of organisation:-

Thumbprint support people with learning disabilities to set up and run projects, enable people with learning disabilities to see themselves as equal members of society able to take control of their working lives, develop flexible systems of support so people with learning disabilities can understand the processes involved and maximise their involvement and control and involve people with learning disabilities within Thumbprint itself (e.g. as Trustees). Thumbprint aim to co-operate with other organisations with similar and related aims and focus on a person's abilities rather than his or her disability and work on practical projects with tangible and valued outcomes for those involved. Thumbprint support people with learning disabilities to take control of the projects that they are involved in and to plan and develop them.

Proposed use of funding:-

Thumbprint are seeking a full time co-ordinator which is essential to provide the central organisation and management from which further project support and development can grow. The person will enable the development of a range of projects, training and volunteering opportunities and bring together the necessary funds, resources and partnerships for these to happen. Thumbprint is the only organisation in the area that is actively working to develop community based alternatives for people with learning disabilities. Thumbprint believe that funding this core position is the key to Thumbprint being able to extend its work and to make the most of opportunities arising from both changes in day provision locally and from its move to more central and accessible premises at The Cornerstone.

Thumbprint would be open to the possibility of a joint Service Level Agreement with One Voice.

Amount of grant applied for:-	2008/2009	£21,840
	2009/2010	£22,500
	2010/2011	£23,172

Thumbprint are requesting full or part funding for this post which could be invaluable in helping them to gain further match funding from other sources.

Recommendation from the Sub Panel of the Budget and Performance Panel:-

That the Council offers a new three year SLA to Thumbprint at £4,000 per annum via a joint SLA with One Voice if possible.

3.0 Options and Options Analysis (including risk assessment)

There are a number of options:

- (1) To agree future funding and Service Level Agreements for 3 years on the same basis as currently for 2008 - 2011.
- (2) To agree funding and Service Level Agreements on a revised basis.
- (3) To discontinue funding and Service Level Agreements.

Option 1 above will have advantages in that renewing Service Level Agreements for a further 3 years will provide continuity, maintain good working relationships with local organisations and assist with the achievement of Council priorities. Granting a 3 year agreement provides certainty of funding to the voluntary organisations to enable them to plan the provision of services more effectively.

However there are disadvantages in that tying the Council into an arrangement for a 3 year period could exclude other interested parties and limit the Council's choice for future years and for this reason Members may wish to consider Option (2) and offer funding for a shorter period of time. The risk in this instance is that it is less likely that organisations would agree to the provisions of a Service Level Agreement without the certainty of future funding.

Members of the Budget and Performance Panel have spent some time interviewing representatives of each organisation and considering past performance on existing agreements. Recommendations include variations to the service level agreements and level of funding where appropriate.

Option 3 will provide savings in respect of any Service Level Agreements and associated funding which are discontinued.

Whilst there are risks associated with the commitment of funds to voluntary organisations, the signing of a Service Level Agreement and the revised and improved monitoring procedure introduced following the report of the Grants Task Group (approved by Cabinet on 27th July 2007) will provide some mitigation to the level of risk.

4.0 Officer comments

Budget and Performance Panel Members are encouraged to consider exactly what service they want from each organisation and if they want the services at all. Budget

and Performance Panel Members are also asked to consider whether other organisations could provide similar services and be invited to bid for the funding.

It is also recommended that for each Service Level Agreement, there should be a responsible Service Head identified, who will monitor compliance with the SLA, and ensure that the relevant organisation fulfils its responsibilities to the Council, with officers in Democratic Services providing the co-ordination.

5.0 Details of Consultation

The Budget and Performance Panel is responsible for the monitoring the operation of Service Level Agreements with voluntary organisations. During September and October 2007, Members of the Budget and Performance Panel have met with each of the organisations concerned together with relevant Council officers where possible. Although Cabinet's decision was that site visits should be undertaken to organisations with SLAs exceeding £10,000, it became clear that these visits were greatly valued by the organisations and the arrangement was therefore extended to all.

This year sees the final year of the 3 year SLA period and each SLA is subject to review with a view to establishing any changes required. In order to obtain a level of consistency in the information provided, improve the review process and take account of Cabinet's previous decisions following the report of the Grants Task Group, an application form has been devised asking organisations a number of key questions about their performance and the level of future funding including their view on how the service their organisations provides, contributes to the Council's corporate priorities.

Where possible, links have been made with the relevant Council Service or officer to consult on the SLAs, but matching SLAs to relevant Council Services/officer has proved difficult as there are no clear links between some of the SLAs and the Council's services. In these instances it has remained the responsibility of the co-ordinating officer in Democratic Services to carry out the necessary monitoring.

There remains further work required on the SLA in relation to the provision of equality and diversity advice and assistance within the district and Members are being recommended to give more detailed consideration to the issue before any agreement is confirmed. It may also be that the Council should ensure that other SLAs are similarly explored with existing and alternative service providers, in the future, in order to secure improved services and value for money.

Having considered the performance of these organisations, the Sub Panel of the Budget and Performance Panel have noted the funding requests by the organisations and made their recommendations for Budget and Performance Panel Members to take into account in their deliberations.

The recommended funding by the Sub Panel of the Budget and Performance Panel will amount to:

2008/09	£235,600
2009/10	£236,000
2010/11	£236,300

In 2008/09 this will be an increase of £3,500 over the projected budget, however in 2009/10 a budget saving of £400 will be generated and in 2010/11 a budget saving of £4,400 will be generated. Overall a budget of saving of £1,300 is projected over the

three year period whilst providing an opportunity for the Samaritans and Thumbprint to receive funding.

RELATIONSHIP TO POLICY FRAMEWORK

The work of voluntary organisations funded by the Council supports many of the objectives set out in the Corporate Plan.

CONCLUSION OF IMPACT ASSESSMENT

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

There are no direct implications.

FINANCIAL IMPLICATIONS

Funding for grants to voluntary organisations is allocated to specific organisations with SLAs for any funding over £1,000. The total amount of funding allocated to the above voluntary organisations with SLAs amounted to £227,900 for 2007/08.

Indicative budgets for future years are currently £232,100 in 2008/09, £236,400 in 2009/10 and £240,700 for 2010/11. The recommended allocations by the Sub Panel would result in an increase of £3,500 in 2008/09, a reduction of £400 in 2009/10 and a reduction of £4,400 in 2010/11 and would need to be built in to the 2008/09 budget process. Please see Appendix A for an individual breakdown of these figures. If the Panel take account of Officer comments these could change.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

Legal Services have been consulted and have no comments to add other than the contents of all new or amended SLA's should be agreed by Legal before implementation.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Existing Service Level Agreements with and monitoring information provided by organisations listed in the report.

Contact Officer: Suzanne Smith

Telephone: 01524 582074

E-mail: smsmith@lancaster.gov.uk

Ref:

	Organisation	2007/08 allocation	Proposed 2008/09	Projected budget 2008/09	Proposed 2009/10	Projected budget 2009/10	Proposed 2010/11	Projected budget 2010/11
1	Age Concern Lancashire	7,200	7,500	7,300	7,500	7,400	7,500	7,500
2	Lancaster CAB	87,300 + 7,200 rent	87,300 + 7,200	186,300 inc 7,200 rent	87,300 + 7,200	189,900 inc 7,200 rent	87,300 + 7,200	193,500 inc 7,200 rent
3	Morecambe & Heysham CAB	88,300	88,300	7,200 rent	88,300	7,200 rent	88,300	7,200 rent
4	One Voice	5,700	6,000	5,800	6,000	5,900	6,000	6,000
5	Victim Support	4,600	5,000	4,700	5,000	4,800	5,000	4,900
6	Lune Valley Transport (Dial a bus)	3,300	3,300	3,400	3,300	3,500	3,300	3,600
7	Preston Community Transport (Shopmobility)	11,600	12,600	11,800	12,900	12,000	13,100	12,200
8	Relate	6,400 rent	6,800	6,400	6,800	6,400	6,800	6,400
9	Preston & West Lancashire Racial Equality Council	2,300	2,000	2,300	2,000	2,300	2,000	2,300
10	Lancaster & District Twinning Society	4,000	4,100	4,100	4,200	4,200	4,300	4,300
11.	Samaritans		1,500		1,500		1,500	
12.	Thumbprint		4,000		4,000		4,000	
	TOTAL	£227,900	£235,600 Over budget by £3,500	£232,100	£236,000 Savings £400	£236,400	£236,300 Savings £4,400	£240,700

CABINET

**Land at Scotforth Road, Lancaster
22nd January 2008**

Report of Corporate Director (Finance & Performance)

PURPOSE OF REPORT			
To allow Cabinet to consider the tender documents prepared for the site and determine whether the site should be marketed with a view to its disposal.			
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.			

RECOMMENDATIONS OF COUNCILLOR ARCHER

- (1) That cabinet approve the Tender Brief and proposals for marketing of the site and receive a further report and presentations on bids submitted in due course.

1.0 Introduction

- 1.1 At their meeting in October 2007, Cabinet considered a report on the potential disposal of land of Scotforth Road, Lancaster (also known as land adjacent to Lawson's Bridge).

- 1.2 Cabinet resolved as follows:

"That the site at Scotforth (Lawson's Bridge) be marketed by way of a Development Agreement and that Officers be instructed to draw up a tender brief for approval by Cabinet prior to tenders for the land being invited."

- 1.3 Subsequently the matter was considered by the Overview and Scrutiny Committee following the call in procedure. The Committee resolved as follows:

"That Overview and Scrutiny Committee request that the draft tender brief for the Lawson's Bridge site appears before this committee before the Cabinet makes its decision."

- 1.4 A meeting of the Overview and Scrutiny Committee has been arranged prior to this Cabinet meeting and the views of that Committee will be reported to Cabinet members.

2.0 Proposal Details

- 2.1 Attached to this report is the Tender documentation that has been prepared.
- 2.2 It is proposed that the land be offered for sale by way of a Development Agreement rather than a simple immediate disposal of the land, so that the Council can retain some control over the development process. This is in line with the Council's Corporate Property Strategy.
- 2.3 The tender sets out the way in which the Council would consider the information submitted by developers/occupiers by way of a scoring system which reflects the Council's requirements. It should be noted that as tender brief would allow for different forms of development, not all the elements of the scoring system would necessarily be appropriate
- 2.4 The documents also propose that once the bids have been shortlisted, developers/occupiers should present their proposals to Cabinet so that a final selection process can take place. If Cabinet approves a submitted proposal, then once a developer/occupier is contracted by signing the development agreement, a planning application will need to be submitted and as outlined in the documents, the outcome of such an application is critical.
- 2.5 For information, the dates currently given in the documents as closing dates for the submission of bids are estimated and may vary slightly according to marketing arrangements. It is unusual for a development agreement to be fully prepared without knowing the nature of the development. As a result, therefore, further information will need to be included in the documents that would relate to, for example, the completion date of any scheme should one be agreed and the staging of payments during the development process. Whilst a deposit would be received on the submission of tenders, a major payment would be made on the grant of planning permission with a final payment upon completion of the development. The details of amounts of such payments cannot really be determined until submissions are made to the Council. Other aspects of the documents may need to vary depending on the nature of the submissions to protect the Council's position.

3.0 Details of Consultation

- 3.1 The proposals within this report will have been considered by the Overview and Scrutiny Committee prior to the meeting of this Cabinet.
- 3.2 The principles of disposal have also been considered both by Cabinet and the Overview and Scrutiny Committee which has resulted in the preparation of this report.

4.0 Options and Options Analysis (including risk assessment)

- 4.1 Option 1 – to approve the tender documents and allow the marketing of the land to proceed. This option would enable the Council to receive a capital receipt for land that currently has no alternative, operational use for the Council. This would be in line with the initial resolution of Cabinet. There remains a major risk however that whilst the site could be marketed, the value would be dependent on the grant of planning

permission. The tender details recognise that the grant of planning permission for this site is by no means straight forward and there is therefore a risk that a major receipt may not be forthcoming. In terms of timing, whilst the Council is anticipating a receipt in 2008/09, then subject to an early resolution over the choice over a developer/occupier, it could be anticipated that a receipt may be expected in the final quarter of the 2008/09 financial year. Delays in this process would affect the Council's funding of the capital programme as indicated in the Financial Implications below.

- 4.2 Option 2 – not to approve the tender documents. This option would not offer the Council an opportunity to obtain a capital receipt for land that currently has no operational use. The Council's land would remain for small scale grazing in the immediate future.

5.0 Officer Preferred Option (and comments)

- 5.1 Option 1 is the preferred option. This would allow the Council an opportunity to obtain a capital receipt for land that currently has no operational use, provided that a suitable planning permission is forthcoming.

RELATIONSHIP TO POLICY FRAMEWORK

There is no direct relationship to the policy framework. However, the Corporate Plan does place a priority on the capital receipts programme at KPI 1.4.

In addition the Corporate Property Strategy identifies the need to use the Council's assets to meet the Council's corporate priorities.

CONCLUSION OF IMPACT ASSESSMENT

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

The report indicates that development of the site could provide the opportunity to create a sustainable development reflected through design, use and associated transport issues.

FINANCIAL IMPLICATIONS

The capital receipts schedules show a receipt of £4m in 2008/09. The land in question is currently used for grazing with an annual income of £285.

The funding of the current Approved Capital Programme is dependent on major Capital Receipts of £6 million, of which almost £2 million is required in 2007-08. If this is not achieved, then a choice will have to be made between:

- (a) a substantial reduction in the size and scope of the Council-funded Programme, with a number of important schemes being either postponed, curtailed or cancelled, and/or
- (b) funding additional amounts from Prudential Borrowing, requiring an estimated increase of £1.80, or 1.13%, in the basic amount of Council Tax, for every £1m borrowed, and/or
- (c) identifying other sources of funding, i.e. from the revenue budget.

Both (b) and (c) above would, in effect, require significant savings to be made in the services and activities funded from the revenue budget, if capping is to be avoided.

The disposal of the land at Scotforth Road, and the estimated receipt to be generated has the potential to largely secure the funding of the Council's planned programme of investment over the next five years. While there are other possible receipts, there are none that currently seem to have the same potential. A report elsewhere on the agenda will provide a full update on the General Fund capital position, however.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

If option 1 is approved, Legal Services will assist in the preparation of the tender documentation & provide all other supporting agreements.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Cabinet and Overview & Scrutiny Committee agendas and Minutes.

Contact Officer: Graham Cox
Telephone: 01524 582504
E-mail: gcox@lancaster.gov.uk
Ref: N/A

DEVELOPMENT OPPORTUNITY
LAND AT
SCOTFORTH ROAD,
LANCASTER

FOR SALE BY WAY OF
DEVELOPMENT AGREEMENT

Picture

CLOSING DATE: 12 noon, Monday 31st March 2008

Description

Lancaster City Council is the freehold owner of the plot of land at:

Scotforth Road, Lancaster

The land comprises 2.108 hectares (5.209 acres) of land, shown edged red on the attached plan, situated to the east of the A6 Scotforth Road, Lancaster, south of Rays Drive. The land is mainly used for grazing and is located on the southern fringe of the urban area. Immediately to the west of the site, is the West Coast main line London – Glasgow rail line.

Proposals

The City Council is undertaking a review of its property and, whilst it has no operational requirement for the land, is aware of demand in this vicinity for development. The land has the potential for development subject to obtaining the necessary planning permission.

Planning

The site is currently allocated on white land with no specific use allocated in the Local Plan. The site had previously been proposed as a major extension of Lancaster to encompass residential expansion and a range of ancillary uses, but this was rejected at public inquiry stage, following which no alternative use has been put forward for the site. The Council ownership is directly adjacent to established residential development to the north and east, and is bordered by the railway line to the west and the A6 to the east.

The development of this site would currently be a departure from the Local Plan and would require a number of detailed tests to be passed before any support could be given in planning terms for any form of development. The City Council is currently preparing its Local Development Framework and proposals for alternative uses for the site could practically be considered in the Land Allocations Development Plan Document which is in the course of preparation. .

The current Local Plan and the core strategy of the new Local Development Framework both reflect national and regional policy in relation to development. In essence, development can be considered if:

- This can accommodate demonstrable need
- The proposal is well related to public transport
- The proposal is related to existing (or proposed) residential areas
- The site can pass a sequential test to demonstrate that it is the most suitable site in the urban area for the use proposed.

These tests are designed to encourage sustainable development.

Whilst there would be a general expectation that the future of the site should be considered through the Local Development Framework potential purchasers are able to consider the option of handling the planning process through the departure procedures. General planning advice has been given to interested parties which makes it clear that the development of this site would be a departure and would involve complex considerations placing the onus on applicants to prove that there was a) a clearly identified need in this location, and b) that it would be sustainable and the only alternative after assessing other sites in the area.

Tendering/offer process

The offer for the site should confirm that the operators/developers will, after obtaining the necessary planning permissions, undertake development that is in accordance with the planning permission granted. The City Council will grant the developer a licence to undertake the development on the site, with the freehold transfer being undertaken upon satisfactory completion of the development - see Development Agreement below.

The closing date for offers to be made is 31st March 2008.

Please ensure that you complete the Form of Tender and return this to Lancaster Town Hall in an appropriate unmarked envelope with the provided tender sticker, before 12 noon on Monday 31st March, 2008, together with

- Supporting information you wish to submit with your offer. This should ideally be an outline of the proposals and timetable for development and be in a form that can be viewed by the Councillors at a presentation.
- A deposit cheque for £10,000 (Ten Thousand Pounds)

When all offers are received, shortlisted developers/occupiers will be asked to make a presentation to cabinet Members prior to the Council determining which offer, if any, will be accepted. The Council's cabinet will then make the final decision on which developer will be chosen by using the matrix that is attached to this document. Submitted documents therefore need to address all the elements identified on the matrix as a minimum.

Upon being confirmed as the chosen developer, the developer and the Council will ensure that the details of the development are included in a binding agreement. The successful bidder will also be expected to promptly submit a planning application for the scheme.

Development Agreement

The chosen developer will enter into a development agreement with the City Council that will identify the rights and duties of the individual parties and to ensure early and proper development of the site. It is expected that the developers offer will be based on the eventual acquisition by the developer of the freehold of the site that is developed.

The Development Agreement shall be signed within a maximum of eight weeks of confirmation by the City Council that the agreed terms are acceptable. (This date can be sooner than the eight week period but will be dependant on the Purchaser

providing details of the planned programme of development of the land as soon as possible).

This Agreement will be drafted by Lancaster City Council and provide a strict timescale for design, approvals, construction and development, details of which should be sent to the City Council as part of the bidding process. Once drafted minor amendments will be considered but no major alterations. The Development Agreement will also contain a licence for the Purchaser to enter the site and undertake the development and once such development is satisfactorily completed in accordance with the Development Agreement then the City Council will convey the freehold interest of the site to the Purchaser upon payment of the remaining percentage of the purchase price (less payments made in the interim), if applicable.

In the event of the timescales within the Development Agreement not being complied with, the City Council may at its discretion, either extend the period or withdraw from the intended transaction and offer the site to another party without refunding the deposit/interim payments paid on signing the Agreement or any other costs incurred by the developer.

A copy of a specimen Development Agreement is enclosed.

Services

It is the responsibility of the tenderers to satisfy themselves as to the exact location of the various services to ensure that they are adequate and to make the appropriate arrangements with the various undertakers.

Ground Conditions

Potential purchasers should make their own enquiries as to the suitability of the land for their purpose. Permission will be given, subject to the necessary indemnities, for trial holes or pits to be dug, but when offers are made, prospective purchasers should make their own assumptions. **Offers conditional on future ground surveys, etc., will not be accepted.**

Council's costs

The successful tenderer will be required to bear the Council's surveyor's fees, 1% of the purchase price (Minimum £1,000).

The successful tenderer will also be required to meet the City Council's legal cost of 1% of the purchase price (Minimum £1,000).

These should be borne in mind when submitting any offer.

Further Information

Further information can be obtained from:

Property Services,
Lancaster City Council,
Town Hall,
LANCASTER.
LA1 1PJ

FAO. Graham Cox (01524 582504)

ALL DESCRIPTIONS, DIMENSIONS, REFERENCES TO CONDITIONS AND NECESSARY PERMISSIONS FOR USE AND OCCUPATION AND OTHER DETAILS ARE GIVEN IN GOOD FAITH AND ARE BELIEVED TO BE CORRECT BUT ANY TENDERER SHOULD NOT RELY ON THEM AS STATEMENTS OF FACT BUT MUST SATISFY THEMSELVES BY INSPECTION OR OTHERWISE AS TO THE CORRECTIVENESS OF EACH OF THEM.

LANCASTER CITY COUNCIL

Property Services, Town Hall, Dalton Square
LANCASTER LA1 1PJ

CONDITIONS OF TENDER

1. Seller's Solicitors

1.1 The Seller's Solicitor is Head of Legal and Human Resources, Lancaster City Council, Palatine Hall, Dalton Square, Lancaster LA1 1PW (ref: Alan R Humphreys)

2. Seller's Agents

2.1 The Seller's Agent is Head of Property Services, Lancaster City Council, Town Hall, Dalton Square, Lancaster LA1 1PJ (ref: Graham Cox)

2.2 Enquiries relating to the tender should be addressed to reference Graham Cox

3. Definitions and interpretation

In these Conditions of Tender and in the annexed Special Conditions:

3.1 'the Buyer' means the Tenderer whose Tender is accepted in the manner referred to in condition 9.1 (if any)

3.2 'the Buyer's Solicitors' means the person or firm named in the Tender Form submitted by the Buyer (if any) as the person or firm to whom the evidence of title should be sent in the event of the Tender being successful

3.3 'the Completion Date' means the date on which completion takes place

3.4 'Letter of Acceptance' means the letter annexed to the Tender Form dispatched to the Buyer (if any) by the Seller's Solicitors or Agents notifying him of the Seller's acceptance of his Tender

3.5 'the Notification Date' means the date on or before which the Seller's Solicitors or Agents will despatch to the Buyer (if any) a Letter of Acceptance

3.6 'the Property' means the freehold land (more particularly described in the annexed Special Conditions) briefly known as 2.108 hectares of land at Scotforth Road, Lancaster.

3.7 'the Seller' means LANCASTER CITY COUNCIL or the present legal and absolute beneficial owner of the Property

3.8 'the Special Conditions' means the form of special conditions annexed

3.9 'Tender' means an offer to purchase the option in the Property made in accordance with these conditions of tender and the Special Conditions

3.10 'the Tender Date' means **Monday 31st March, 2008** (i.e. the date before 12 noon on which any Tender must be received at the Seller's Solicitors or Agents offices

- 3.11 'Tender Form' means the tender form at the end of the Special Conditions
- 3.12 'Tenderer' means a person who submits a Tender for the Property
- 3.13 words importing one gender shall be construed as importing any other gender
- 3.14 words importing the singular shall be construed as importing the plural and vice versa
- 3.15 words importing persons shall be construed as importing a corporate body and/or a partnership and vice versa
- 3.16 save where the context otherwise requires all obligations given or undertaken by more than one person in the same capacity are given or undertaken by them jointly and severally
- 3.17 the clause headings do not form part of these conditions of tender and shall not be taken into account in their construction or interpretation
- 3.18 unless otherwise stated any reference to a numbered condition in these conditions of tender means the condition in these conditions of tender which is so numbered and any reference to a numbered clause or a paragraph or a schedule in the Special Conditions means a clause or paragraph or schedule in the Special Conditions which is so numbered
- 3.19 in the case of any inconsistency between these conditions of tender and the Special Conditions the Special Conditions shall prevail

4. Tender Form

Each Tenderer shall send his Tender on the Tender Form completing all the required details and signed the Tender Form and in particular each Tenderer shall supply:

- 4.1 if an individual his full name and address and if the Tender is jointly made with another or others the full name and addresses of all persons making the Tender
- 4.2 if the Tender is made by a company corporation partnership or trust its full name company number and its registered office or (if none) the address of its principal place of business or of the trustees of the trust in the United Kingdom being the address for the company corporation or partnership or trust to which all letters facsimiles or notices required for the purposes of the Tender may be sent or delivered
- 4.3 if the Tender is made by a company corporation partnership or trust the name and capacity of the authorised signatory signing the Tender on its behalf
- 4.4 if the Tender is made by an agent:
 - 4.4.1 the full name and address of the principal as well as the agent and
 - 4.4.2 a document signed by the principal authorising the agent to submit the Tender on behalf of the principal
- 4.5 the amount of the Tender (in words and figures in the appropriate place in the Tender Form) which must be for a fixed sum in sterling and shall be exclusive of any VAT which may be properly chargeable and which shall be paid by the Buyer in addition to the fixed sum of the Tender and
- 4. the name and address of the Tenderer's Solicitors

5. Payment of deposit

- 5.1.1 Each Tender shall be accompanied by a solicitor's client's account cheque or a banker's draft (all in sterling and made payable to Lancaster City Council) for £10,000.
- 5.1.2 If the Tenderer submits with his Tender a form of payment which does not comply with this condition he shall be deemed to authorise the Seller's Solicitors to present the form of payment prior to the Notification Date
- 5.1.3 If the cheque or draft is not met upon presentation (whether or not re-presented) the Seller may disregard the Tender or if he accepts the Tender enforce payment of the cheque or draft by suing on it or otherwise

6. Tender to be contained in sealed envelope

- 6.1 The completed Tender form together with the all other relevant detail shall be placed intact together with the remittance specified in condition 5.1 in the sealed enveloped marked "TENDER For Land at Scotforth Road, Lancaster" to the Chief Executive, Lancaster City Council, Town Hall, Lancaster, LA1 1PJ **before 12 noon on the Tender Date time in this respect being of the essence** Tenders arriving after this time will not be considered.
- 6.2 If sent by post the envelope should be sent by first class pre-paid registered post or recorded delivered service
- 6.3 The envelope must be properly sealed, not bear any name or mark indicating the identity of the sender and have the orange coloured Tender Sticker on the front.

7. Seller's consideration of tenders

- 7.1 The Seller does not undertake to accept the highest, or any tender, and only unqualified tenders of a specific amount will be entertained
- 7.2 The Seller may disregard any Tender marked 'subject to contract' or qualified in any similar way
- 7.3 The Seller may disregard any Tender from undisclosed principals or any Tender in which the amount is indefinite or calculable only by reference to other Tenders or which otherwise fails to comply with these conditions of tender in any respect
- 7.4 The Seller may disregard any outstanding requirements of or deficiency in the requirements of these conditions of tender without waiving the right to demand subsequent compliance with them
- 7.5 In the event of failure on the part of the successful Tenderer to complete with such time limit the following provisions shall apply:
- (a) The Seller may forthwith avoid the contract between itself and the successful Tenderer by notice in writing.
 - (b) The Seller may forfeit and retain any deposit paid.

8. Opening of tender offers

- 8.1 The Seller may authorise the Seller's Solicitors or Agents to open any of the envelopes provided and return to them prior to 12 noon on the Tender Date to ensure (so far as possible) that all these conditions of Tender have been complied with
- 8.2 In that event the Seller shall irrevocably instruct the Seller's Solicitors or Agents not to disclose the identity of the Tenderer or the price tendered to the Seller or the Seller's Solicitors or Agents or to any third party prior to 12 noon on the Tender Date

9. Notice of acceptance

- 9.1 The Buyer (if any) or his agent will be notified of the acceptance of his Tender by Letter of Acceptance sent to him by first class recorded delivery post at the address for reply (for himself or his agent) inserted in the Tender Form
- 9.2 Such Letter of Acceptance annexed to a certified copy of the Tender Form shall evidence the contract and the date of the contract shall be the date of dispatch of the Letter of Acceptance and the signature on the Tender Form of the Seller or the Seller's Solicitors or Agents on his behalf shall constitute their signature to the whole of the contract and the signature on the Tender Form of the Buyer or his authorised signatory or his agent on his behalf shall constitute his or their signature to the whole of the contract

- 9.3 Any cheque or banker's draft accompanying the successful Tender or the proceeds of it will then be deemed to be released to the Seller as the deposit payable by the Buyer on the date of the contract on account of the purchase price of the Property PROVIDED THAT the cheque or banker's draft is met on presentation
- 9.4 All cheques or banker's drafts of unsuccessful Tenderers or the proceeds of them will be dispatched to the unsuccessful Tenderers on or before the second working day following the Notification Date
- 9.5 No interest will be paid on any cheque or banker's draft which may have been presented or the proceeds of it

10. Undertaking

- 10.1 In consideration of the promise by the Seller contained in condition 10.2 each person who submits a Tender shall be deemed to accept these conditions and to have undertaken that his Tender is made in accordance with them and that his Tender will remain unvaried and open for acceptance until and will not be withdrawn before the second Working Day following the Notification Date
- 10.2 In consideration of the undertaking referred to in condition 10.1 the Seller promises to pay 5p to each Tender (if demanded)

11. Compliance with conditions of tender

- 11.1 Acceptance of the successful Tender shall not waive (unless the Seller expressly in writing elects to do so) any outstanding requirements of or failure to comply with the requirements of these conditions of tender by the Buyer and the Buyer shall remain liable to comply with them

- 11.2 In submitting a tender the following assumptions shall apply:

- (a) That the Tenderer has previously inspected the property and is satisfied that it can be reasonably reconciled with any plan annexed or referred to as either delineating or identifying the Property.
- (b) (i) The Property is sold subject to all defects whether latent or otherwise and the Tenderer accepts the Property in the physical state it is now in.
- (ii) No warranty express or implied is given by the Seller as to the state and condition of the Property.
- (iii) The Tenderer having been given the opportunity to inspect the Property and have such surveys carried out as he desires shall be deemed to purchase with full knowledge of all or any defects (if any) in or affecting the Property and of its general state and condition.
- (c) That the Tenderer has made all appropriate searches other than the search referred to in sub condition (c) above or has waived the opportunity to do so.
- (d) That the Tenderer is aware of these Conditions of Tender and Sale and the consequence of submitting a tender which is successful.
- (e) That the Tenderer has had the opportunity of ascertaining for what purposes the Property may be used and is deemed to purchase the Property with full knowledge of the permitted use thereof and all other

(if any) special restrictions or directions, orders or liability to enforcement, notices under any enactment and regulations relating to Town and Country Planning and if requested by the City Council to do so the Transfer or Conveyance to the Tenderer shall expressly exempt the City Council from all liability arising from the fact that the property cannot be used for any reason whatsoever or for any particular purpose.

- 11.3 The description of the Property and the attached plan are believed to give an accurate description of the Property to be sold, but no further warranty is given by the Seller. Any intending Tenderer should satisfy himself by inspection or further enquiries before submitting his tender.
- 11.4 In addition to the sum offered by the Tenderer, the Tenderer shall pay on completion of the purchase the professional fees of the City Council incurred in respect of the Legal and Surveyors costs, such costs being 1% each of the purchase price (Minimum fee of £1000 for each)
- 11.5 Tenderers are reminded that it is their responsibility to ensure that the tender envelope provided herewith is returned duly sealed and containing this Tender Form to the name and address given in condition 6.1 so as to be received by the time and date herein specified and are further reminded that consideration will NOT be given to tenders which:
- **have not been completed correctly**
 - **are not received by the said time and date**
 - **are expressed to be subject to variations of these Conditions of Sale**
 - **seek to impose additional conditions.**

SPECIAL CONDITIONS OF SALE

- 1 **Definitions and interpretation**
- 2 **Incorporation of Conditions of Tender**
- 3 **Deposit**
- 4 **Completion**
- 5 **Title Guarantee**
- 6 **Possession**
- 7 **Title**
- 8 **Encumbrances**
- 9 **Matters affecting the Property**
- 10 **Disclaimer**
- 11 **Incorporation of conditions of sale and documents**
- 12 **Merger on completion**
- 13 **VAT provisions**
- 14 **Insolvency of Buyer**
- 15 **Jurisdiction and governing law**
- 16 **Contracts (Rights of Third Parties) Act 1999**

SCHEDULES

- 1 **The Property**
- 2 **Amendments to the Standard Commercial Property Conditions (2nd Edition)**
- 3 **Transfer**

1 Definitions and interpretation

In these Conditions:

- 1.1 'the Buyer's Solicitors' means the person or firm named in the Tender Form submitted by the Buyer as the person or firm to whom the epitome and evidence of title should be sent in the event of the Tender being successful
- 1.2 'Completion' means actual completion of the sale and purchase agreed in the contract for sale created pursuant to the annexed Conditions of Tender
- 1.3 'the Completion Date' **to be agreed**
- 1.4 'the Completion Money' means the Purchase Price (or any outstanding balance of it) as adjusted by all sums due between the parties at Completion
- 1.5 'these Conditions' means these special conditions of sale as varied by any subsequent documentation
- 1.6 'the Contract Rate' means the Law Society's interest rate from time to time in force
- 1.7 'the Deposit' means the sum payable under condition 5.1 of the annexed Conditions of Tender
- 1.8 'the Standard Conditions' means the Standard Commercial Property Conditions (2nd Edition)
- 1.9 'the Plan' means the plan attached to the annexed particulars of sale
- 1.10 'the Property' has the meaning given in condition 3.6 of the annexed Conditions of Tender and described in Part 1 of the First Schedule
- 1.11 'the Purchase Price' means the purchase price specified by the buyer in his Tender form and also specified in the Letter of Acceptance
- 1.12 'the Seller's Solicitors' means the person or firm so defined in condition 1.1 of the annexed Conditions of Tender
- 1.13 'the Transfer' means the transfer of the Property
- 1.14 'VAT' means an amount equal to the value added tax as charged in accordance with VATA or any equivalent or substituted tax
- 1.15 'VATA' means the Value Added Tax Act 1994 or any equivalent tax Act
- 1.16 'VATA invoice' means an invoice complying with the provisions of regulations 13 and 19 of the VAT Regulations 1995
- 1.17 where the context so admits the expressions 'the Seller' and 'the Buyer' includes their respective personal representatives and 'the Buyer' shall include any permitted successors in title of the Buyer
- 1.18 words importing one gender shall be construed as importing any other gender
- 1.19 words importing the singular shall be construed as importing the plural and vice versa
- 1.20 words importing persons shall be construed as importing a corporate body and/or a partnership and vice versa
- 1.21 where any party comprises more than one person the obligations and liabilities of that party under these Conditions shall be joint and several obligations and liabilities of those persons
- 1.22 the condition headings do not form part of these Conditions and shall not be taken into account in their construction or interpretation
- 1.23 any reference to a clause or a paragraph or a schedule is to one in these Conditions so numbered
- 1.24 any reference to a colour or letter is to one on the Plan
- 1.25 in the absence of any contrary provision any reference to a statute includes any statutory modification or re-enactment of it and any and every order

instrument regulation direction or plan made or issued under the statute or deriving validity from it

- 1.26 words defined in the annexed Conditions of Tender shall have the same meaning in these Conditions

2 Incorporation of Conditions of Tender

- 2.1 Conditions 1 2 and 3 of the annexed Conditions of Tender are incorporated in these Conditions as though repeated at length in these Conditions
- 2.2 If there shall be any conflict between the Conditions of Tender and these Conditions these Conditions shall prevail

3 Deposit

- 3.1 The Deposit shall be held by the Seller's Solicitors as stakeholders
- 3.2 The Law of Property Act 1925 Section 49(2) shall not have effect

4 Completion

- 4.1 Completion of the sale and purchase and payment of the Completion Money shall take place on the Completion Date on or before 2.00 p.m. at the offices of the Seller's Solicitors or where they may reasonably direct
- 4.2 If the Completion Money is received after 2.00 p.m. on the Completion Date or on a day which is not a working day Completion shall be deemed for the purposes of the Standard Conditions to have taken place on the next working day after receipt

5 Title guarantee (where the form of Transfer is annexed)

The Property is sold with the title guarantee set out in the transfers referred to in Schedule 3 and no amendments shall be made to them

6 Vacant possession

The Property is sold with vacant possession on completion

7 Title

- 7.1 The title to the Property is registered at H M Land Registry and in relation to such title the Seller shall provide to the Buyer official copies of the items referred to in rules 134(1)(a) and (b) and 135(1)(a) of the Land Registration Rules 2003 except charges or incumbrances registered or protected on the register which are to be discharged or overridden at or before completion
- 7.2 Title having been deduced prior to the date of the contract for sale the Buyer accepts the Seller's title to the Property and shall be deemed to purchase with full knowledge of the title in all respects and shall not raise any requisitions or make any objection in relation to the title

8 Encumbrances (where the form of Transfer is annexed)

- 8.1 The Transfer shall be in the form of the annexed draft
- 8.2 The Property is sold subject to and (where appropriate) with the benefit of
- 8.2.1 the matters contained or referred to in the Property proprietorship and charges registers of the title to the Property except any subsisting financial charges
- 8.2.2 The Buyer or the Buyer's Solicitors having been supplied with copies of the matters (if any) referred to in condition 8.2 prior to the date of the contract for sale the Buyer shall be deemed to purchase with full notice and knowledge of them and shall not raise any requisition or make any objection in relation to them

- 8.2.3 The Transfer shall be engrossed In duplicate by the Seller's Solicitors and both engrossments shall be executed by the Buyer before the Completion Date

9 Matters affecting the Property

The Property is sold subject to the following matters:

- 9.1 all local land charges whether registered or not before the date of the contract for sale and all matters capable of registration as local land charges whether or not actually so registered
- 9.2 all notices served and orders, demands, proposals or requirements made by any local, public or other competent authority whether before or after the date of the contract for sale
- 9.3 all actual or proposed charges, notices, orders, restrictions, agreements, conditions, contraventions or other matters arising under any statute
- 9.4 all easements, quasi-easements, rights, exceptions or other similar matters whether including rights of way drainage water watercourses light rights of adjoining owners affecting the Property and liability to repair or covenants to repair roads pavements paths ways passages sewers drains gutters fences and other like matters whether or not apparent on inspection or disclosed in any of the documents referred to in these Conditions and without any obligation on the Seller to provide evidence of the creation of or to define or apportion any such liability
- 9.5 matters discoverable by inspection of the Property before the date of the contract for sale
- 9.6 matters relating to the Property about which the Seller does not know
- 9.7 matters disclosed or which would be disclosed by any searches or as a result of enquiries (formal or informal and made in person in writing or orally) made by or for the Buyer or which a prudent buyer ought to make; and
- 9.8 unregistered interests which override first registration or registered dispositions listed in the Land Registration Act 2002 Schedule 1 and 3 (as amended) as appropriate

10. Disclaimer

- 10.1 The Buyer admits that:
- 10.1.1 it has inspected the Property and purchases it with full knowledge of its actual state and condition and shall take the Property as it stands
- 10.1.2 it enters into the contract for sale solely as a result of its own inspection and on the basis of the terms of these Conditions and not in reliance upon any advertisement statement representation or warranty either written or oral or implied made by or on behalf of the Seller except as stated in condition 10.2
- 10.1.3 no warranty statement or representation has been made or given to the Buyer that the Property can be used or developed in any particular way or for any particular purpose and the Seller shall not be liable to the Buyer if the Property cannot for any reason whatsoever be so used or developed
- 10.2 The Buyer may rely on factual representations and warranties made or given by the Seller's Solicitors to the Buyer's Solicitors written pre-contract enquiries but only in so far as such statements are not capable of independent verification by appropriate searches enquiries inspection survey of the Property or by inspection of the documents and information supplied to the Buyer's Solicitors
- 10.3 The annexed Conditions of Tender the Tender From the Letter of Acceptance and these Conditions together contain the entire agreement between the parties and incorporates all the terms agreed between them for the purposes of the Law of Property (Miscellaneous Provisions) Act 1989 Section 2 and

there are no other terms or provisions agreed prior to the date of the contract for sale which have been incorporated into one or more of those documents

11. Incorporation of conditions of sale and documents

- 11.1 The Standard Conditions as amended by the Second Schedule shall apply to these Conditions and are incorporated in it in so far as they are applicable to a sale by private treaty and are not varied by or inconsistent with the terms of these Conditions
- 11.2 If there is any conflict between the Standard Conditions (as amended) and the terms of these Conditions the terms of these Conditions prevail
- 11.3 All express agreements made or undertakings given by one party to the other are incorporated in these Conditions

12. Merger on completion

The provision of these Conditions shall not merge on completion of the Transfer as far as they remain to be performed

13. VAT provisions

Standard Condition Part 1, condition 1.4 (VAT exempt supply) is included in this Agreement

- 13.2 All VAT payable by the Buyer shall be paid at the same time as the payment on which it is chargeable
- 13.3 The Seller shall provide the Buyer with a receipted VAT invoice for any VAT paid by the Buyer under the contract for sale

14. Insolvency of Buyer

- 14.1 If the Buyer:
- 14.2 enters into voluntary liquidation (other than for the purpose of reconstruction or amalgamation not involving a realisation of assets) or has a winding-up order made against it by the court or has a receiver appointed over all or any part of its assets or an administration order is made pursuant to the Insolvency Act 1986; or
- 14.3 becomes insolvent or enters into any composition with its or his creditors or enters into a voluntary arrangement (within the meaning of the Insolvency Act 1986 Sections 1 or 253) or distress sequestration or execution is levied on its goods
then in any such case the Seller may rescind the contract for sale by notice to the Buyer
- 14.4 Condition 9.2 of the Standard Conditions shall apply save that in this instance the Seller shall not be obliged to pay any interest which has accrued on the deposit

15 Jurisdiction and governing law

Where there is any conflict between the General Conditions and these Conditions of Tender and Sale, the Conditions of Tender and Sale shall prevail but the General Conditions shall be amended as follows:

FIRST SCHEDULE
The Property
Description of the Property

All that freehold property containing 2.108 hectares or thereabouts situate at and known as land at Scotforth Road, Lancaster.

SECOND SCHEDULE
Amendments to the Standard Commercial Property Conditions (2nd Edition)

1. In Standard Condition 1.1.3(b) (ready able and willing to complete) the words 'or if reasonable evidence is produced that the property would be released from all such mortgages' shall be added immediately after the words 'free of all mortgages'
2. Condition 2.3 shall not apply
3. Condition 3.2.1 shall be read as if the words "unless the Seller is building or converting it" did not appear therein

SIGNED: **(Seller)**

SIGNED: **(Buyer)**

LANCASTER CITY COUNCIL

Property Services, Town Hall, Dalton Square, LANCASTER, LA1 1PJ

FORM OF TENDER

FOR

- **2.108 hectares OF LAND AT SCOTFORTH ROAD, LANCASTER**

1. I/We

of

the undersigned, hereby offer to purchase from the owner, namely Lancaster City Council, the property described in the Conditions of Tender and Sale attached hereto and supplied to me/us by Property Services of the City Council upon payment by me/us of the following sum on the Terms and Conditions referred to in the said Conditions of Tender and in the event of this offer being accepted, I/We agree to pay the sum and complete the transfer of the property in accordance with the said Conditions of Tender and Sale.

2. I/We offer the following sum for the property as shown on the plan attached to the Conditions of Tender.

3. Sum Offered:

Figures:

Words:

I/We understand that the City Council is not bound to accept the highest or any offer.

I/We agree that in addition to the above I/We will pay on completion of the purchase, the professional fees of the City Council incurred in respect of the Legal and Surveying costs, such costs being 1% of the purchase price as to the legal costs and 1% of the purchase price in respect of the Surveyors fees (Minimum £1,000 each).

4. I/We enclose a cheque drawn on a Solicitors client account/banker's draft for £10,000 as a deposit and in part payment of the purchase price.

5. I/We agree that if the offer is accepted in accordance with the attached Conditions of Tender and Sale. I/We will pay the balance of the purchase price and complete the purchase in accordance with the said Conditions and Tender and Sale.

6. Signed:
Date:

7. For and on behalf of:
Name:
Address:
.....
.....

8. Address of Registered Office, if a Limited Company:
.....
.....
.....

9. Name and Address of Solicitors:
.....
.....
.....

10. Name and Address of Bankers:
.....
.....
.....

NOTES:

1. Offers in which any attempt is made to qualify the amount being offered will not be considered.
2. **This form of offer, duly completed, to be returned in the envelope provided to the Chief Executive of the Lancaster City Council, Town Hall, Lancaster, LA1 1PJ, not later than 12.00 hours on 31st of March, 2008.**
3. Please attach any supplementary information you wish to submit with your offer.

This Section to be completed by the City Council only

The City Council hereby accepts your tender

Signed for and on behalf
of the City Council

Date:

DATED

2008

LANCASTER CITY COUNCIL

- and -

DEVELOPMENT AGREEMENT
in connection with
LAND AT SCOTFORTH ROAD, LANCASTER

S Taylor,
Head Of Legal & Human
Resources
Town Hall,
LANCASTER. LA1 1PJ

Ref: CD

THIS AGREEMENT is made the _____ day of _____ 2008

BETWEEN

LANCASTER CITY COUNCIL of Town Hall Dalton Square Lancaster LA1 1PJ (“the Council”)

and ** whose registered office is at ** (“the Developer”)

NOW IT IS AGREED as follows:

1 DEFINITIONS AND INTERPRETATION

IN this Agreement:

- 1.1 “the Site “ means Land at Scotforth Road, Lancaster
- 1.2 “the Approved Plans” means the layout plans elevations sections and other drawings and specifications describing the Developer’s proposals for the development of the Site
- 1.3 “the Development” means the works described in the Approved Plans including any preparation of the Site
- 1.4 “the Building” means any unit(s) to be erected on the Site in accordance with the Approved Plans
- 1.5 “the Development Programme” means the timetable for the completion of the various stages of the Development approved of or specified in writing by the Council with such variations as may be approved in writing by the Council
- 1.6 the “date of possession” means the date of the execution of this Agreement
- 1.7 “the completion date” means the _____ day of _____ 200X
- 1.8 “the Head of Property Services” means the Head of Property Services of the Council for the time being or such other officer of the Council as the Council may appoint from time to time
- 1.9 words importing one gender shall be construed as importing any other gender
- 1.10 the purchase price is £**
- 1.11 the perpetuity period means eighty years from the date of possession
- 1.12 where any party comprises more than one person the obligations and liabilities of that party under this Agreement shall be joint and several obligations and liabilities of those persons
- 1.13 the clause headings do not form part of this Agreement and shall not be taken into account in its construction or interpretation

2 LICENCE

2.1 **THE** Council grants to the Developer from the date of possession licence and authority for the Developer to enter onto the Site for the purpose of the carrying out of this Agreement but for no other purpose whatsoever and

2.2 to make (in so far as the Council can give such authority) such connections as may be necessary with the sewers drains pipes wires and cables now laid or during the perpetuity period to be laid in the roads adjoining or neighbouring the Site so as to enable the Building to be erected upon the Site to be served but for no other purpose

3 OBLIGATIONS OF THE DEVELOPER

3.1 **The** Developer undertakes and agrees with the Council:

3.1.1 to enter upon the Site as licensee only for the purpose of carrying out the Development and the Developer acknowledges that as between itself and the Council the Council is entitled to possession of the Site subject to the rights of the Developer under this Agreement

3.1.2 to take the Site in its existing condition and to make no claim or demand against the Council in respect of any matter or thing arising out of or in connection with the state and condition of the Site or any part of or in connection with the state and condition of the Site or any part of it or which may be encountered by the Developer on the Site however such difficulty may arise

3.1.3 to carry out the Development at their exclusive expense and in accordance with the Approved Plans in a good and workmanlike manner to the reasonable satisfaction of the Council diligently continuously and with all practicable speed (and in any event in accordance with the Development Programme) so that the Development shall be completed by the Completion Date

3.1.4 in carrying out the Development to use sound materials and to take down and remove any work or materials which shall not be in accordance with statute or building regulations or the Approved Plans or which shall not otherwise have been carried out in accordance with this Agreement within 14 days of service by the Council of notice to do so

3.1.5 from the date of entry upon the Site and during the continuance of this Agreement to pay all rates taxes claims assessments and other out goings (if any) now or after the date of this

Agreement chargeable against an owner or occupier of the Site or any part of parts of it remaining unsold during the period of this Agreement

- 3.1.6 not to assign or part with its licence or interest under this Agreement or any part of it except to a bank as security for a loan to enable the Development to be carried out
- 3.1.7 during the Development of the Site to take all reasonable care to avoid damage to adjoining or neighbouring roads and footpaths including their verges and any landscaped areas associated with them
- 3.1.8 not knowingly to do or permit or suffer to be done upon the Site or any part of it during the Development anything which may be or become a nuisance or annoyance or cause damage to the Council or the tenants or occupiers of neighbouring premises except so far as may be reasonable and necessary in the development of the Site as envisaged by the Agreement
- 3.1.9 not to permit any oil or grease or any deleterious objectionable dangerous poisonous or explosive matter or substance to be discharged into the ditches watercourses culverts drains or sewers on or near the Site and to take all reasonable measures for ensuring that any effluent so discharged shall not be corrosive or otherwise harmful to the ditches watercourses culverts drains or sewers or cause obstruction or deposit in them
- 3.1.10 not to excavate for sale or dispose of any minerals earth clay gravel chalk or sand from the Site or permit or suffer any of those materials to be removed except so far as is approved by the Head of Property Services or necessary for the Development
- 3.1.11 not to use or permit or suffer to be used the Site or any part of it for any purposes other than that of performing this Agreement without the previous written consent of the Council
- 3.1.12 to observe and be responsible for ensuring that its employees and sub-contractors and suppliers observe the reasonable directions from time to time given by the Head of Property Services for gaining access to the Site
- 3.1.13 not to erect or build or permit to be erected or built on the Site any temporary structures or advertising signs save such as may be authorised in writing by the Head of Property Services

- 3.1.14 until the completion of the Development to use its best endeavours to maintain the Site in a neat and tidy condition and to prevent so far as may be reasonably practicable any matters or things which may be unnecessarily unsightly or offensive visually or otherwise
- 3.1.15 not to deposit on the Site or make up or manufacture on it any building or other materials or goods except those required for the Development and as soon as the Development is completed to remove immediately from the Site all surplus building and other materials and rubbish
- 3.1.16 in carrying out the Development to do all acts and things required by and to perform the building work for the Development in conformity in all respects with the provisions of all statutes applicable and any orders or regulations made under them (including planning permissions) and the bye-laws or regulations of any statutory undertakers public utilities and other such bodies and to pay all proper fees charges fines penalties and other payments whatsoever which during the progress of the Development may become payable or be demanded by such undertakers utilities or other such bodies in respect of the Development or anything done under the licence and authority granted by this Agreement
- 3.1.17 to indemnify and keep indemnified the Council from and against all claims demands and liabilities however arising in respect of the materials and workmanship used by the Developer in the Development or any part of it
- 3.1.18 to indemnify the Council (notwithstanding any supervision or approval of the Council or any person acting on behalf of the Council) against any liability loss claim or proceeding in respect of any injury or damage whatsoever to any person or to any property real or personal in so far as such injury or damage arises out of or in the course of or by reason of the negligent execution of the Development and to insure against any such liability in an insurance office approved by the Council (such approval not to be unreasonably withheld) and in a sum to be approved by the Council and to pay all premiums in respect of such insurance
- 3.1.19 at all times during the Development to insure the Development in a sum sufficient to cover the cost of reinstating the same completely in the event of total destruction together with professional fees and other expenses incidental to the reinstatement against loss or

damage by fire and any other risk usually insured against in respect of a development of this nature and to pay all premiums and other monies necessary for this purpose

3.1.20 not more than once in each year to produce to the 'Head of Property Services' on demand copies of the policies of insurance maintained under the provisions contained in this Agreement and all receipts as evidence of payment of the current premiums and if so required to have recorded on the policy or policies the Council's interest in it or them as the owner of the Site

4. AGREEMENT FOR SALE OF THE SITE

4.1 **THE** Council agrees with the Developer as follows:-

4.1.1 on the completion date to convey its freehold interest in the Site to the Developer in the Form of Transfer provided by the Council in consideration of the Developer paying to the Council the balance of the Purchase Price due if applicable (amount of the Purchase Price to be agreed)

4.1.2 the Council sells with full title guarantee and the tenure of the land is freehold and the title is contained within the indenture dated _____ made between _____ and _____

4.1.3 in so far as they relate to the Site and are still subsisting the Site is sold subject to any matter or thing registered or capable of registration in the Local Land Charges Registers and all rights of way drainage and other rights easements and privileges which may affect the Site or any part thereof without any obligation of the Council to define the same

4.1.4 the Standard Commercial Property (second edition) shall apply to this Agreement so far as they are not varied by it or inconsistent with it

4.1.5 the completion of this sale shall take place at the offices of the Council's Head of Legal and Human Resources at the Town Hall Dalton Square Lancaster

4.1.6 the Developer shall pay the Council's reasonable legal costs and expenses in connection with the Transfer of the Site

5 FURTHER OBLIGATIONS OF THE DEVELOPER

5.1 **THE** Developer further undertakes and agrees with the Council:

5.1.1 to pay to the Council also on the signing of this Agreement its reasonable legal costs and surveyors fees in connection with the preparation of this Agreement

5.1.2 to pay to the Council on the completion date the sum of £** (being the payment of the remaining percentage of the purchase price, if applicable.)

5.1.3 not to dispose or attempt to dispose of any part of the Site other than in accordance with the provisions of this Agreement

6 AGREEMENT AND DECLARATION

It is agreed and declared that:-

6.1 THE Council's Head of Property Services and other authorised persons may enter upon the Site to view the state and progress of the Development and to inspect and test the materials and workmanship and for any other reasonable purpose including the exercise of the rights given to the Council by this Agreement upon default of the Developer and may enter upon the Site for the removal of any works which are in contravention of this Agreement and the cost of any works carried out by the Council under this clause shall be recoverable from the Developer

6.2 if the Developer:

6.2.1 fails to commence or proceed with the Development with proper diligence or in accordance with the Development Programme within three months of the date of this Agreement or

6.2.2 fail to complete the Development in accordance with the timetable or any agreed extension thereof or

6.2.3 fail to observe and perform in material respects the other stipulations and conditions on its part contained in this Agreement or

6.2.4 fail to remedy the breach of any of the stipulations and conditions on its part contained in this Agreement within one month after receipt of written notice requiring it to remedy the breach or within such reasonable time in excess of one month as may be specified by the Head of Property Services or

6.2.5 enter into liquidation whether compulsory or voluntary (except for the purpose of reconstruction amalgamation or other similar purpose not involving a realisation of assets) or

6.2.6 suffer its goods to be taken in execution

the Council may terminate this Agreement and eject the Developer from the Site and the Development works and erections and fixtures (except the Developer's plant and equipment) on the Site shall be held by the Council with power to dispose of them

PROVIDED ALWAYS that the Council shall not be entitled to exercise any of the rights conferred upon it by this Clause without giving 14 days prior written notice of its intention so to do to any Mortgagee of the Developer of which the Council shall have prior notice and if such Mortgagee shall within one month of receipt of such prior notice indicate to the Council its willingness to complete the Development to assign the benefit of this Agreement or shall supply to the Council:-

- (a) such details as the Council may reasonably require as to the revisions to the Development Programme and the completion of the Development and (in case of a proposed Assignment) details of the proposed Assignee
- (b) a duly perfected covenant in such form as the Council may reasonably require by the Mortgagee or Assignee to carry out and complete the Development and so long as such Mortgagee or Assignee has an interest in this Agreement to observe and perform the covenants and obligations on the part of the Developer hereunder

Upon fulfilment of the conditions hereinbefore referred to this Agreement shall continue in full force and effect but shall thenceforth be construed as though the name of the Mortgagee or the Assignee (as the case may be) were substituted for the name of the Developer herein and the timescales are amended as agreed

6.3 in the event of termination of this Agreement pursuant to clause 6.2 hereof the Developer shall assign or cause to be assigned to the Council the copyright in the Approved Plans or other plans forming part of this Agreement and the design of the Development in so far as may be necessary to enable the Development to be completed

6.4 any relic article or thing whatsoever of antiquity rarity or value which may be found or discovered by the Developer on or upon the Site or any buildings on it shall belong to the Council and be delivered up by the Developer to the Council and immediately any such relic article or thing is found or discovered the Developer shall give notice to the Council and afford all reasonable facilities to the Council to remove the same and the Council shall grant to the

Developer such an extension of the time for the completion of the Development as is reasonable following the Developer's compliance with these provisions

6.5 the Council shall not be under any liability whatsoever in respect of any defect in the design of the Development by reason of having approved the Approved Plans or otherwise

6.6 any information given to the Developer by the Council in this Agreement or otherwise as to the position of sewers wires cables pipes and other conduits within or over the Site or any information given as to levels or soil conditions is to the best of the Council's knowledge correct but is given on the understanding that the Council and its servants and agents shall not be liable for any inaccuracies and the Developer is expected to carry out their own surveys and site investigations

6.7 any notice under the terms of this Agreement or by statute required to be served by the parties to this Agreement shall be sufficiently served by the Council by being left or sent by post to the Developer at its registered office for the time being and by the Developer by being left or sent by post to the Council at the Town Hall Lancaster

6.8 nothing contained or implied in this Agreement shall prejudice or affect the rights power duties and obligations of the Council in the exercise of its functions as a Local Authority and the rights power duties and obligations of the council under all public or private statutes bye-laws orders and regulations may be as fully and effectually exercised in relation to the Site and the Development as if the Council were not the owner of the Site and this Agreement had not been executed by it

6.9 if the Developer is delayed in completing or proceeding with the Development solely by reason of any outbreak of war or civil insurrection or by fire tempest frost or other sever weather or by other unavoidable cause or accident or by any strike or lock-out in the building trade or any kindred trade or by delay or failure of delivery of supplies or materials or by unreasonable delay of the Council in complying with its obligations under this Agreement or by any other authority or body needing to give approval to the Development or provide essential services or by reason of an extension variation or alteration made to the Development (which has been approved by the Council) the Council shall allow such further time for the completion

of the Development as is in all the circumstances reasonable and shall notify the Developer in writing of the extended time

6.10 in the event of any dispute or difference arising between the parties as to the construction of this Agreement or as to the rights duties or obligations of the parties or as to any other matter in any way arising out of or in connection with the subject matter of this Agreement the dispute shall be referred to the arbitration or decision of an independent arbitrator to be appointed by the President for the time being of the Law Society (this Agreement being deemed to be a submission to arbitration within the meaning of the Arbitration Acts 1950 to 1979 or any statutory modification or re-enactment for the time being in force) and it is agreed and declared that the decision of the arbitrator shall be final and binding

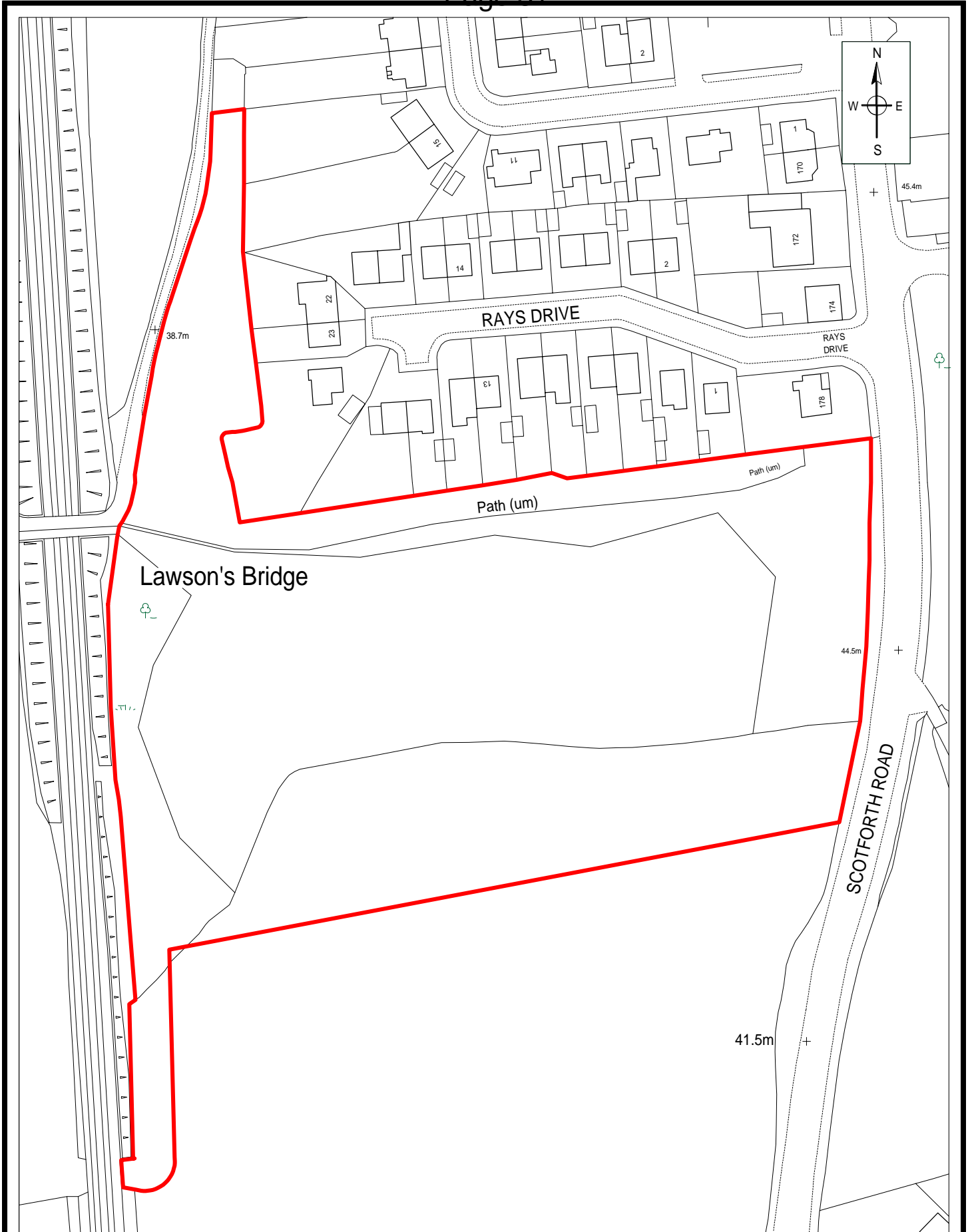
6.11 any costs payable by reason of the provisions of clause 6.10 shall be borne initially in equal proportions by the parties and then as may be adjusted by the award pursuant to its provisions

IN WITNESS whereof this Agreement has been executed as a Deed the day and year first before written

THE COMMON SEAL OF THE)
DEVELOPER was hereunto)
affixed in the presence of:-)

THE COMMON SEAL OF THE)
COUNCIL was affixed)
in the presence of:-)

Corporate Director (Finance & Performance)



Property Services
Town Hall
Lancaster LA1 1PJ
Telephone: (01524) 582967

Title: Lawson's Bridge - Council Land Ownership.

Scale : 1:1250

Date : 08/01/2008

LANCASTER
CITY COUNCIL

Promoting City, Coast & Countryside

Page 52
SCORE SHEET

PROPOSED DEVELOPMENT, Scotforth Road, Lancaster
SUBMISSION BY SHORTLISTED DEVELOPER

DEVELOPER:
DATE:

COMMUNITY/ECONOMIC REGENERATION & SUSTAINABILITY			
CRITERIA	DESCRIPTION	SCORE (out of 4)	REASONS
RE1	Size/orientation of development (out of 5)		
RE2	Retail Offer		
RE3	Links to surrounding areas		
RE4	Accessibility and Public Transport Links (out of 5)		
RE5	Impact Assessment		
RE6	Treatment of Key Frontages		
RE7	Height and Massing		
RE8	Parking and Servicing		
RE9	Quality of Public Space		
RE10	Location/accessibility of any Public/Community facilities		
RE11	Sustainability of development/building process (out of 5)		
RE12	Sustainability of operation (out of 5)		
TOTAL (out of 52):		0	

BIDDERS PREVIOUS EXPERIENCE & CAPABILITY			
CRITERIA	DESCRIPTION	SCORE (out of 5)	REASONS
PE1	Consultation Procedure		
PE2	Longer-term Commitment		
PE3	Financial Capability		
PE4	Previous Experience		
TOTAL (out of 20):		0	

PARTNERSHIP & DELIVERY			
CRITERIA	DESCRIPTION	SCORE (out of 2)	REASONS
P&D1	Future Management/Operational Proposals		
P&D2	Partnership with Council		
P&D4	Transparency of Approach		
P&D5	Local Hiring Policy		
TOTAL (out of 8):		0	

FINANCIAL ARRANGEMENTS			
CRITERIA	DESCRIPTION	SCORE (out of 4)	REASONS
FIN1	Clarity of Information		
FIN2	Financial Structure		
FIN3	Previous Experience of proposed type of financial model		
FIN4	Deliverability of proposed financial model		
FIN5	Benefit to Council		
TOTAL (out of 20):		0	

TOTAL SCORE (out of 100):	0
----------------------------------	----------

X FACTORS:	

CABINET

PLANNING DELIVERY GRANT ALLOCATION 2007/8

Report of Head of Planning Services

22nd January 2008

PURPOSE OF REPORT				
To secure agreement for the expenditure of the 2007/8 Planning Delivery Grant allocation.				
Key Decision	X	Non-Key Decision		Referral from Cabinet Member
This report is public				

1. RECOMMENDATIONS OF Councillor Eileen Blamire

- A) That the spending proposals set out in the body of the report under Option 1 be agreed.
- B) That the general fund revenue budget and general fund capital programme be updated to take account of these proposals, subject to there being a nil impact on the Council's resources and the outcome of the 2008/09 Budget Process.

2. INTRODUCTION

The Planning Service operates statutory functions which are in high demand. Planning functions nationally have been under significant pressure and recognition of this was the basis of the Government's Planning Green Paper in 2002. For the last four years the Government has allocated Planning Delivery Grant to correct the under investment that there has been in the planning process over the last decade with the aim of improving and speeding up the planning process.

In 2003/4 and 2004/5 the City Council received modest amounts of grant (£75,000 and £99,900 rounded). These sums were used to outsource some Development Control work to assist with capacity problems, and to purchase expertise to develop

the Services Information Technology to meet the Government's new e-planning agenda.

For 2005/6 the City Council received a grant of £575,000 in recognition of the significant improvement in performance, and progress towards meeting the Government's improvement agenda for planning. It has been cited by the Government Office as a good example of an improving authority. In 2006/7 the grant amounted to £391,400 (rounded).

This year's allocation is **£240,800 (rounded)**.

The grant is targeted at improving planning performance but is not ring fenced and it is open to the Council to determine how to use the additional resources. Should Cabinet choose not to direct the grant towards planning improvements this could prejudice any future awards and impact adversely on planning performance.

2. PROGRESS SO FAR

Like many authorities nationally the City Council's Planning Service has benefited substantially from Planning Delivery Grant. The grant has enabled staff resources to be improved especially in the area of Development Control where the case officer ratio to caseload is now closer to the national standard of 150 cases per officer per year.

There has been significant improvement in the electronic delivery of services with members of the public and agents now able to view and submit planning applications on line.

Performance with the determination of planning applications to the three BVPI targets is now consistently above the target level and progress against the BVPI benchmarks for the Local Development Framework is also on target.

This is the last year in which Planning Delivery Grant will be awarded in this form. To date it has been divided between rewarding Development Control performance, Plan Making (Local Development Framework), and e-Government performance. In future years the Government intend to award performance related grants against progress on the preparation of Local Development Frameworks, and the delivery of more challenging housing completions.

The main challenge this year is to maintain progress on performance on all fronts, and to develop new techniques to ensure that developments pay for the increased burden they place on supporting infrastructure. The importance of maintaining performance cannot be over emphasised. A temporary reduction in performance on determining major planning applications in 2005/6 resulted in the authority being labelled as a Best Value Planning Authority (despite the title, this labelled the Council as within the poor performing category). Performance in that area has now improved again and a bonus was paid in last year's grant to recognise that improvement.

Although the Council's performance meets the Governments targets, when compared with all other authorities in England and Wales, its performance remains in the lowest quartile. Cabinet have said that Planning is one of the services that they consider to be a priority and wish to see a report that details what it would take to make the service a top quartile performer.

The Government is making it very clear that the high profile it is giving to the planning process will feature strongly in the aim to deliver sustainable communities and the housing growth now seen to be a national priority. It can be assumed therefore that the City Council's performance through its planning functions will feature strongly in future assessments

3. PROPOSED SPENDING PLANS

The spending plans for this year's award aim to build on the service improvements made to date and generally fall across three areas: -

- Outsourcing Consultancy work to support the LDF process
- Investments in Information Technology, and
- Investments in staff resources – to improve S106 performance and electronic mapping of TPO's

Consultancy Work

This includes work to form the evidence base for the Local Development Framework, and contracts to provide services for Development Control and systems improvement. The items are :- *(all figures are rounded)*

- a) £50,000 Updates of current studies for Local Development Framework to keep evidence base up to date pre Examination in Public (profiled over three years).
- b) £50,000 Revised Conservation Area Appraisals to address new BVPI targets.
- c) £12,000 extend current contract for external consultant case worker processing minor planning applications (08/09).

Investments in Information Technology

- d) £32,700 CAPS Uniform upgrade for Planning and Building Control (over 4 years) (07-11)
- e) £8,000 Limehouse software upgrade for Forward Planning (LDF) (07/08)
- f) £24,000 3 years technical support for Limehouse software for LDF. (08-11)
- g) £5,000 Introduce new visual presentation equipment for Planning and Highways Regulatory Committee. (07/08)
- h) £19,100 Hardware upgrade to run the corporate EDMS system. (07/08)

Investments in Staff Resources

- i) £30,000 two year contract for part time Officer to negotiate and track expenditure on Section 106 contributions. (08-10)
- j) £10,000 One year project to assist in electronic mapping and revision of Tree Preservation Orders. (08/09)

4. BUSINESS OBJECTIVES

One of the main objectives of the investments which are proposed in this report is to ensure that the Service can maintain progress towards the production and adoption of the Local Development Framework, thus securing continuing external funding from the Government in future grant allocations, and maintaining the good reputation of this Council after submitting the region's first Core Strategy for examination.

With the proposed investments in Information Technology, the Service is aiming to use its external funding to avoid the significant calls on the Revenue Budget through growth items, which would have been necessary to keep up with the Government's demands for improved capability in this area. A significant part of this piece of investment will be for the improvement of corporate systems.

In the investment in staff resources, we are addressing two emerging areas to which Members have indicated a wish to see a more proactive approach. Throughout the City Council, and among other partner agencies, there is great interest in securing contributions for infrastructure and services arising from development proposals. The Government in the new Planning Bill is encouraging the use of Section 106 agreements to ensure that all major developments are making their proper contribution to infrastructure.

The County Council have dedicated staff negotiating and calculating contributions to services and infrastructure provided by that Authority. If the City Council is going to make similar progress, and have the resources to monitor the implementation of investments secured in this way, an additional staff resource will be required. The proposal is for a temporary post initially to assess the effectiveness of such a role. There is an urgent need to address this issue because there is a pending increase in major applications justifying the making of Section 106 contributions to infrastructure occurring. Without an effective means of securing contributions there is a risk that the community will not be getting maximum benefits from new developments. The aim is that this post should become self-financing after two years, being charged as part of the Section 106 process.

When examining the issue of Corporate Performance, there is currently an argument that the Planning Service should concentrate on retaining performance in the lowest quartile and using any spare resources when they occur on improving quality of Service provision. If, however, the Council wanted to strive to change this position it would need to be sure that it could pursue higher quartiles from a starting point of some strength. By ensuring that the current service investments strongly maintain the improvements which have been made since Planning Delivery Grant was introduced, the Council can retain such an option.

5. DETAILS OF CONSULTATION

Information Services have been consulted on the IT requirements to ensure that the EDMS project is implemented fully in Planning.

6. OPTIONS AND OPTIONS ANALYSIS (INCLUDING RISK ASSESSMENT)

Option 1: To agree the distribution of Planning Delivery Grant as suggested in the report. This option supports the Service Management Team's objectives in making investments which maintain the improvements already undertaken in recent years and ensure that the Service is ready to respond to the significant planning challenges facing the Council in the future.

Option 2 : To treat this year's Planning Delivery Grant as a significant revenue income and use it to subsidise current Service delivery and ease pressure on

the Revenue budget generally. This option would have the benefit of easing this year's budget position, but would either result in new growth items having to be generated to deliver the essential Service infrastructure improvements which Government performance targets demand, or an abandonment of programmed improvements. The later scenario would result in the Council's performance position slipping back and affect the potential for receiving future grant applications. It would also increase the risk of the City Council being listed again as a Best Value Planning Authority and affect future CPA assessments.

Option 3 : To agree to some of the expenditure headings but retain a proportion of the grant to cover costs incurred in planning appeal. This option would involve using £78,000 of the grant to cover the costs awarded against the Council in the Mayfield Chicks planning appeal, as was considered in the corporate performance review team (PRT) report. The use of this amount of the funds would require some of the items identified in the report being dropped. Although all the items identified for investment are important, those less crucial to maintaining business performance, which would need to be forgone to release funds to pay the costs, are item b) Revised Conservation Area Appraisals and item i) part time Section 106 Contributions officer. Dropping these two items would release £80,000 to cover the costs. This would obviously mean delaying business development in the area of Conservation Area Appraisals and income generation through Section 106 contributions. However, this is a matter for Members to decide and the option is a viable alternative.

7. OFFICER PREFERRED OPTION AND COMMENTS

Option 1 is the preferred option. Planning Delivery Grant is awarded to help Local Planning Authorities invest in improving their services and giving them the capacity to operate effectively in place shaping and delivering the sustainable communities agenda. Just as importantly it is a grant rewarding the performance of the Council's Officers and they are highly motivated by seeing significant investment returns for their efforts. This Council is aiming to improve its CPA rating; continuing improvement in Planning, one of its most high profile Services, is important to achieve this.

8. CONCLUSION

Previous years' significant investment in the Service has already resulted in a step change in service provision. This puts the City Council in a good position to demonstrate that it has mainstreamed planning as a corporate function and has a commitment to performance management. Failure to capitalise on this position could lead to the embarrassing situation where performance reduces and the initiative is lost. Further investments as proposed will maintain the momentum of modernisation, and the recognition this Council deserves as one of the most improved authorities in the region.

RELATIONSHIP TO POLICY FRAMEWORK

The objectives of the Community Strategy and Corporate Plan need to be translated into spatial planning policies in the Local Development Framework. Policy needs implementing through Development Control decisions. The City Council cannot do this and meet the Government's targets for efficient service delivery without these measures.

CONCLUSION OF IMPACT ASSESSMENT

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

The national agenda for planning heavily promotes greater public involvement and inclusion, together with a clear sustainability agenda. This challenge cannot be risen to effectively without new investment in this front line service.

FINANCIAL IMPLICATIONS

In terms of the recommended option, this would have no net impact on the budget. Most of the expenditure proposed relates to one off costs or budget streams with no ongoing implications.

The Limehouse software originally installed and further upgrade recently implemented to produce the Local Development Framework has ongoing maintenance costs which for the years 2008/09, 2009/10 and 2010/11 will be covered by PDG, or within the Local Development Framework budget. There are no contractual obligations with Limehouse beyond 2010/11, however the need to either continue with the current version or to upgrade will be continually monitored and will be subject to Service budget being available.

Should Members choose to support some or all of the proposals outlined in Option 1, then this will need to be fed into the 2008/09 Budget Process to be agreed and for the General Fund Revenue Budget and General Fund Capital Programme to be updated.

For Option 2, this could generate savings of up to £240,800 for the draft revised budget but against this, various growth items would need to be considered, as referred to in the body of the report.

In terms of Option 3, this would result in around £80K savings against the draft revised budget, which could then be factored into the budget process. The implications on service delivery are also highlighted in the report, however.

SECTION 151 OFFICER'S COMMENTS

Cabinet is advised to consider the need for further investment in planning services against other potential investment needs and priorities, and its budgetary requirements and proposals (see items elsewhere on the agenda).

LEGAL IMPLICATIONS

None arising from the report.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Service Business Plan 2007/8
Internal Audit report 04/0567 Planning.

The Planning System matching expectations and capacity: Audit Commission.

Contact Officer: Andrew Dobson
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E-mail: adobson@lancaster.gov.uk

CABINET

**Health and Strategic Housing
Fees & Charges 2008/09
22nd January 2008**

Report of Corporate Director (Community Services)

PURPOSE OF REPORT			
This report has been prepared as part of the 2008/09 estimate procedure and sets out options for increasing the level of fees and charges.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date Included in Forward Plan	December 2007		
This report is public.			

RECOMMENDATIONS OF CABINET MEMBER

- (1) That Cabinet decides whether the Health & Strategic Housing's fees (in Appendix 1) are increased by 2.5% or 4.5%, with the exception of fees for rats, mice or fleas, which are suggested to remain at £20.00, with a reduction to £10.00 for customers in receipt of Council Tax and/or Housing Benefit.
- (2) That Cabinet approves the new fees for Port Health Ship Inspections and the taking of water samples.
- (3) That Cabinet approves the proposals to increase fees for the Accredited Property Scheme and HMO Licence fees as outlined in the report.

1.0 Introduction

- 1.1 Fees and charges for Health & Strategic Housing Services are reviewed every year and Members set fee levels as part of the budget process.

2.0 Proposal Details

- 2.1 Appendix 1 details the current charges and the options for increases. The charges are rounded to the nearest 25p.

2.2 Dog Bags

These are no longer sold by Health & Strategic Housing Service following a decision to cease cash collection on the opening of the Customer Service Centres. However, the Tourist Information Centres are selling the remainder of our current stock and therefore an increase in fee for these is included in the Schedule in the Appendix.

2.3 Pest Control Fees

It is proposed to retain the charge for rats, mice and flea treatments at £20.00, with a reduction to £10.00 for those in receipt of Council Tax and/or Housing Benefit. This is suggested because the charges were increased from £16.50 to £20.00 in 2006/07 and a 2.5% increase would result in a charge of £20.50 (£10.25 concessions) which would mean the Pest Control Officers needing to carry much more loose change, making the collection of money on site more difficult.

It is anticipated that electronic payments for pest control fees will be introduced during 2008/09 which will mean the cash collection issues will be resolved.

2.4 Port Health Inspection Fees

Charges for Ship inspections under the Public Health (Ships) Regulations 1979 (as amended) have previously been prescribed by the Department of Health, but with effect from 1st January 2008 it is the responsibility of Lancaster City Council to locally determine the appropriate fees and charges.

The Association of Port Health Authorities (APHA) are recommending to its members a standard charging regime and hopes that all UK ports will adopt these charges and in doing so consistency in the UK will be promoted.

A new fee for the taking and examination of ships' water samples is also required.

The new fees have been incorporated into Appendix 1 and were introduced from 1st January 2008 under the Urgent Business procedure (reported elsewhere on this agenda).

2.5 Accredited Property Scheme (APS)

The APS was approved by committee in 1995 and has been operating for 10 years. The aim of the scheme is to work in partnership with landlords to improve the condition of privately rented accommodation. The scheme is open to all landlords of privately let residential property and is designed to recognise good quality privately rented accommodation. Membership is subject to the property meeting required standards.

The fee does not cover the actual cost of providing the accreditation, but the fee needs to be kept low to encourage participation. The existing charge of £30 runs for a period of 3 years. It is proposed to extend this period to 5 years to fit in with the HMO licensing period of 5 years and it is proposed to increase the fee from £30 to £50.

2.6 HMO Licensing

Cabinet recommended in their report dated 21 February 2006, 'Licensing in the Private Rented Sector', that the fees for Licensing of Houses in Multiple Occupation be reviewed annually.

When the original fee was set, there was no guidance available on how it should be calculated. Since licensing was implemented, the Local Government Association have published an HMO

fees toolkit and LACORS recommend that any reviews are done in accordance with this guidance.

Using this toolkit, we have reviewed our fees based on the lower than anticipated rate for applications submitted in the first six months of the scheme. This meant that the average fee was approximately £350. Once the discount was removed, the average fee increased to approximately £500.

HMOs are frequently changing hands and licences are not transferable. Although the property information remains the same, we are still required to carry out a fit and proper person check and re-issue the documentation to all interested parties. An administrative fee of £60 is proposed for this service.

Using the toolkit mentioned above, officers have recalculated the average fee now to be £627.00. The new fee structure is suggested below:

	HMO up to and including 3 units accommodation	HMO per additional unit of accommodation
Discount Rate (this will apply only for renewals within 2 months of their expiry date)	£400	£60
Basic Rate	£500	£70
Administrative Fee	£60	

The above fees will also apply to the Lancaster City Council (Registration of Houses in Multiple Occupation) Special Control Scheme 1998 until it comes to an end in October 2008.

3.0 Options and Options Analysis (including risk assessment)

3.1 The options to Members include:

- (i) To approve either the 2.5% or 4.5% increase in fees for Environmental Health charges.
- (ii) To approve the fee increases for HMO licensing and APS fees.
- (iii) To approve a different fee structure for HMO licensing and APS fees.
- (iv) Increase the fee for rats, mice and fleas in line with the other increases, or a different amount. This would make the collection of the fee on site slightly more time consuming and inefficient for the Pest Control Officers.

4.0 Officer Preferred Option (and comments)

4.1 The Officer preferred option is (i) and (ii) for reasons set out in the report.

RELATIONSHIP TO POLICY FRAMEWORK

Fees and charges form an integral part of the budget setting process, which in turn relates to the Council's priorities.

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

Increasing pest control fees greatly can disadvantage those residents who need the service most, but can least afford to pay. Maintaining the fee for public health pests at last year's charge supports the most disadvantaged.

FINANCIAL IMPLICATIONS

The proposed fees and charges have been considered and the 2.5% increase has been built into the budget for 2008/09 during the budget setting process. Should an increase of 4.5% be introduced, it would generate a total additional income of just under £10K on Cemetery, Pest Control and Dog Kennelling charges, assuming that there would be no change in the level of demand for service.

SECTION 151 OFFICER'S COMMENTS

In reaching a decision on the level of increase, Members are advised to consider the budget position and their targets for achieving savings and for Council Tax levels, as well as the impact on service users.

LEGAL IMPLICATIONS

Legal Services have been consulted and have no further comments to make.

MONITORING OFFICER'S COMMENTS

Monitoring Officer has been consulted and has no further comments.

BACKGROUND PAPERS

Fees & Charges 2007/08 report to Cabinet
16 January 2007.

Contact Officer: Suzanne Lodge
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Ref: C72

HEALTH AND STRATEGIC HOUSING**FEES AND CHARGES FOR THE YEAR 2008/9****OPTION FOR CEMETERY CHARGES**

	Present Charge £	2.5% Option Proposed Charge £	4.5% Option Proposed Charge £
Exclusive Right of Burial:			
i) For the exclusive right of burial for a period of 75 years from the date of purchase, of a single earthen grave, walled grave or vault	500.00	512.50	522.50
ii) Exclusive right of burial in a woodland area - 2 space - 1 space	500.00 250.00	512.50 256.25	522.50 261.25
Transfer of Grave Deed	Legal Costs		
Duplicate Grave Deed	73.50	75.25	76.75
Searches – hourly rate	33.00	33.75	34.50
Interment Charges			
(a) For the interment in a grave or woodland site either where the exclusive right of burial HAS or HAS NOT been granted:-			
i) of the body of a child whose age at the time of death exceeded one year but did not exceed 16 years.	150.75	154.50	157.50
ii) of the body of a person whose age at the time of death exceeded 16 years.	508.75	521.50	531.75
iii) interment of cremated remains	122.00	125.00	127.50
iv) interment of cremated remains under headstone	185.75	190.50	194.00
(b) There is no charge for the interment or burial of cremated remains of a non-viable foetus, the body of a still-born child or a child whose age at the time of death did not exceed one year.			
Scattering of Cremated Remains	31.75	32.50	33.25
Use of Cemetery Chapel	83.50	85.50	87.25

	Present Charge £	2.5% Option Proposed Charge £	4.5% Option Proposed Charge £
Walled Graves & Vaults:			
For one person	884.50*	906.50*	924.25*
For two persons	1473.75*	1510.50*	1540.00*
For opening and resealing vault	296.00*	303.50*	309.25*
Garden of Remembrance Memorials			
(a) Aluminium Plaque – Carnforth	101.00*	103.50*	105.50*
(b) Bronze plaque – Price on Application			
(c) Torrisholme, Scotforth, Skerton, Hale Carr, Carnforth			
Old Style:			
i) Granite memorial incorporating flower vase and inscription up to 3 lines	424.50*	435.00*	43.50*
ii) Each additional line (up to 6 in total)	41.00*	42.00*	42.75*
iii) Carriage fee for returning memorials for additional inscription	38.25*	39.25*	40.00*
New Style:			
i) Granite memorial incorporating flower vase and full inscription	450.00*	461.25*	470.25*
ii) Deed of grant fee	30.00*	30.75*	31.50*
iii) New inscription	90.00*	92.25*	94.00*
iv) Motif	10.00*	10.25*	10.50*
* = PLUS VAT			

	Present Charge £	2.5% Option Proposed Charge £	4.5% Option Proposed Charge £
Memorial Fees			
For the permit to erect a memorial on a particular grave in respect of which the exclusive right of burial has been granted.			
A memorial not exceeding 6' (1800 mm) in height	87.75	90.00	91.75
Kerb or border stones not exceeding 2' 6" (750 mm) in height:			
(a) enclosing a space not exceeding 7' 9" (2325 mm) in length by 3' 3" (975 mm) in width	117.75	120.75	123.00
(b) enclosing a space not exceeding 7' 9" (2325 mm) in length by 7' 3" (2175 mm) in width	236.00	242.00	246.50
A tablet or footstone not exceeding 1' 6" (450 mm) by 1' (300 mm)	53.75	55.00	56.25
Additional charge for exceeding above size	33.75	34.50	35.25
An inscribed vase	29.00	29.75	30.25
Temporary marker	12.75	13.00	13.25
* = PLUS VAT			
Lawn Sections			
A memorial not exceeding 4' (1200 mm) in height, 2' 6" (750mm) in width and 1' 6" (450 mm) in depth from front to back.	87.75	90.00	91.75
The charges indicated include one inscription (name)			
for each additional inscription (name), the charge is	29.00	29.75	30.25
Annual Registration Fee for Memorial Masons Registration Scheme	37.00	38.00	38.75

OPTIONS FOR KENNELING OF DOGS CHARGES

	Present Charge £	2.5% Option Proposed Charge £	4.5% Option Proposed Charge £
Kennelling charge per day	9.75	10.00	10.25
Detention Fee	8.00	8.25	8.50
Dog faeces bags	1.30/100	1.35/100	1.40/100

OPTIONS FOR DISINFESTATION CHARGES

	Present Charges £	2.5% Option Proposed Charge £	4.5% Option Proposed Charge £
Common Insects:			
Domestic Premises			
- Cockroaches and bedbugs	FREE	FREE	FREE
- Fleas	20.00	20.00	20.00
- Those in receipt of Housing and/or Council Tax benefits.	10.00	10.00	10.00
- All others (including wasps)	33.50	34.25	35.00
Business Premises			
- All visits (including wasps) (minimum 1 hour)	65./hr*	66.50/hr*	68./hr*
Rodents:			
- Domestic premises	20.00	20.00	20.00
- Those in receipt of Housing and/or Council Tax benefits.	10.00	10.00	10.00
- Business premises (minimum 1 hour)	59.25/hr*	60.75/hr*	62./hr*
* = PLUS VAT			

	Present Charges £	2.5% Option Proposed Charge £	4.5% Option Proposed Charge £
Emergency Callouts:			
- Weekday (outside 0800-16.30 hrs)	Standard Rate x 1.5	Standard Rate x 1.5	Standard Rate x 1.5
- Saturday	Standard Rate x 1.5	Standard Rate x 1.5	Standard Rate x 1.5
- Sunday and Bank Holidays	Standard Rate x 2	Standard Rate x 2	Standard Rate x 2
Disclosure of Information on Health & Safety matters:			
- Full factual statement which may also include sketches, copy of F2508, witness statements, etc.	118.25	121.25	123.50
- Brief statement where the information may be of limited use to the recipient.	41.50	42.50	43.50
- Photographs & an administration charge	£2.30 each & admin charge to be £11.75	2.40 each & admin charge to be 12.00	2.40 each & admin charge to be 12.25
- Photocopying	12p/sheet	13p/sheet	13p/sheet
Contaminated Land Information:			
- Domestic enquiry	91.00*	93.25*	95.00*
- Industrial enquiry	115.75*	118.75*	121.00*

PORT HEALTH CHARGES

Ship Inspection Charges		
Gross Tonnage:		
Up to 3,000	-	100
3,001-10,000	-	150
10,001-20,000	-	200
20,001-30,000	-	230
Over 30,000	-	300
With the exception of:		
• Vessels with the capacity to carry between 50 and 1000 persons -		300
• Vessels with the capacity to carry more than 1000 persons -		500
Water Sample Charges:		
Water sample as part of sanitation certificate	-	75.00
Water sample from Heysham Port	-	82.50
Water sample from Glasson Dock	-	95.00

STRATEGIC HOUSING:

	Present Charge £	Proposed Charge £	
		53.75 (+2.5%)	54.75 (+4.5%)
- Immigration Inspection Charges	52.50	53.75 (+2.5%)	54.75 (+4.5%)
- Accredited Property Scheme	30.00	50.00	
- HMO Licence Fees:			
Discounted Rate (Renewal within 2 months)	£250	£400	(Proposed fee per additional unit) £60
Basic Rate	£350	£500	(Proposed fee per additional unit) £70
Admin Fee		£60	
* = PLUS VAT			

CABINET

Annual Review of Parking Fees and Charges 22nd January 2008

Report of the Head of Property Services

PURPOSE OF REPORT			
To consider the Annual Review of Parking Fees and Charges for 2008/09.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date Included in Forward Plan	14/9/07.		
This report is public.			

RECOMMENDATIONS OF COUNCILLORS GILBERT AND MACE

- (1) To approve Option 2 of the Annual Review of Fees and Charges for 2008/09 consisting of:
- a) Increase the Short Stay Up to 2 hour tariff to £1.70.
 - b) Introducing a Short Stay Up to 4 hour tariff at £3.20.
 - c) Amending the Short Stay Over 3 hour tariff to Over 4 hours and increasing the charge to £8.00.
 - d) Increasing all General and Specific Public Permits by 5%.

1.0 Introduction

- 1.1 The City Council reviews fees and charges annually to meet its transportation policy objectives and budget commitments. A Draft Parking Strategy, previously approved by Cabinet following public consultation last year, has an established hierarchy of residents, closely followed by visitors, shoppers and local business needs and finally commuters.
- 1.2 In the past parking charges have provided a predictable stream of income but recent experience has shown that the risks are now significantly greater when estimating income and predicting parking patterns following price changes. Traffic management, can, if successful, have an adverse effect on the revenue budget but in so doing can achieve a successful outcome of other policies e.g. discouraging commuting by car, and it is not always possible or appropriate to expect other tariffs or parking charges to cover these shortfalls. Applying inflation to this budget every year in line with Council policy is proving difficult when recommending a package of fees and charges that meets all the Council's objectives and at the same time minimising financial and

reputational risk. Essentially car park charging should now be seen as an important element of the management of cars and transport rather than income generation, and the current proposals try to achieve this whilst also meeting the policy of applying inflation to the fee income.

2.0 Background Information

2.1 2006/07 Usage and Budget

Last year's Annual Review considered the reduced usage of car parks previously reported to Budget and Performance Panel as a result of Concessionary Travel and other initiatives such as the Cycling Demonstration Town (CDT) initiative etc. As part of last year's budget process the 2007/08 original budget was subsequently reduced from a forecasted £1,927,100 to £1,815,600 which included inflationary increases. The Annual Review approved pay and display increases of Up to 1 hour from 0.80p to 0.90p. Public permits were also increased by 30% following a survey that highlighted that the City Council offered a well above average discount (58%) on the daily cost of parking compared with the other authorities surveyed. A new Morecambe General Permit was also introduced to reflect the lower cost of long stay parking in Morecambe.

2.2 2007/08 Usage and Budget

Usage of pay and display car parks and the income generated was more encouraging particularly on short stay car parks during the first 6 months of current financial year. A table showing comparative tariff sales is shown below for information.

	1st April - 30th September		
<u>Short Stay</u>	2006	2007	%
Up to 1 hour	298,006	298,280	0.09
Up to 2 hours	192,621	198,298	2.95
Up to 3 hours	72,907	77,559	6.38
Over 3 hours	5,556	5,949	7.07
Evening parking	29,307	36,393	24.18
Total	589,397	616,479	3.02
<u>Long Stay</u>			
Up to 1 hour	57,261	54,843	-4.22
Up to 3 hours	57,704	58,384	1.18
Over 3 hours M	17,716	18,768	5.94
Up to 5 hours L	7,180	7,607	5.95
Over 5 hours L	2,268	2,648	16.75
Evening parking	5,879	4,914	-16.41
Coaches SLG	149	130	-12.75
Total	148,147	147,294	-0.60

This increased usage has resulted in the Pay and Display fees budget being increased to £1,855,600 at the Revised Budget stage. However, there has been a reduction in ticket sales in October and early December and this highlights there are no guarantees that increased usage will be sustained for the remainder of this financial year and throughout 2008/09 – a **favourable variance of £40,000**.

As previously mentioned permit charges were increased by 30% and this resulted in reduced sales of 32% compared with the 10% estimated in last year's report. This is partly attributable to a private car park opening on Alfred Street in Lancaster but is

also indicative of increased charges being successful in discouraging commuter parking with the consequential resulting financial implications – **an adverse variance of £22,500.**

2.3 2008/09 Draft Budget and Assumptions

The current draft budget outlined in the following table has been prepared. Both budgets have been reassessed to include the trends encountered in the first half of the current financial year will continue. An inflationary increase of 2.5% has then been added in line with the Council's existing policy on fees and charges.

	2007/08 Original	2007/08 Revised	2008/09 Estimate	Inflation Included
Pay and Display	1,815,600	1,855,600	1,878,400	45,400
Permits	290,900	267,500	274,500	7,300
Totals	2,106,500	2,123,100	2,152,900	52,700

The Annual Review therefore considers options for raising the additional inflationary increases of £52,700 across the two headings highlighted above.

3.0 **Proposal Details**

- 3.1 The Lancaster and District Chamber Liaison Group and the Morecambe Retail, Commercial and Tourism Cabinet Liaison Group have been invited to submit their proposals on parking fees and policies prior to this report being prepared. A summary of the comments received from these groups is shown below:

Lancaster – inclusion of more attractively priced 3 to 4 hour parking provision to acknowledge the most valuable period of shopper parking. Introduce a stronger approach on long stay parking on short stay car parks to offset any revenue limitations of the 4 hour parking tariff. The Chamber also resubmitted their comments on the Parking Strategy including consideration of Pay on Foot payment options.

Morecambe – expressed concern about any price increases and the possibility of further shoppers going to out of town retailers with free parking. Other issues including being unable to achieve significant reductions in car journeys without damaging Morecambe's economy and without replacement means of transport becoming available. Pay on Foot payment options and anomalies in Christmas and Bank Holiday parking were also raised.

From these comments this report is limited to considering the introduction of 4 hour parking tariffs and increasing the long stay tariff on short stay car parks. The advantages and disadvantages of the Pay on Foot payment option will be the subject of a separate report to Budget and Performance Panel in February and is therefore not part of the current budget process.

3.2 Pay and Display Charges

The City Council's current tariff strategy is to allow any length of stay on short stay or long stay car parks and to set the tariff levels to achieve both transportation and budgetary objectives. A schedule of existing charges is attached at **Appendix A**. Short stay charges account for 75% of the income and there is therefore more scope for increased revenue. Long stay charges are set to allow longer stays and are linked to permit charges whilst also attempting to discourage commuter parking.

The following table illustrates the potential income that could be generated from various tariff increases

	Existing	10p increase	20p increase	30p increase	£1.00 increase
Short Stay					
Up to 1 hour	0.90	50,700	101,400	152,000	-
Up to 2 hours	1.60	33,000	66,000	99,000	-
Up to 3 hours	2.40	12,800	25,700	38,500	-
Over 3 hours	7.00	1000	1,900	2,900	9,500

	Existing	10p increase	20p increase	30p increase	50p increase
Long Stay					
Up to 1 hour	0.90	9,200	18,400	27,600	46,000
Up to 3 hours	2.00	9,000	17,900	26,900	44,800
Over 3 hours (Morecambe)	3.00	2,400	4,800	7,200	11,900
Up to 5 hours (Lancaster)	3.50	1,200	2,500	3,700	6,200
Over 5 hours (Lancaster)	6.00	400	700	1,100	1,800

Please note that at this stage the above figures do not allow for any reduction due to customer resistance to tariff increases.

3.3 Permit Charges

Last year public permits were increased by 30% as outlined in paragraph 2.1. Although this reduced the level of discount compared with the cost of daily parking fees the General Permit is still sold at a discount of up to 46%. The following table illustrates the level of additional income that could be generated but also includes resistance factors as indicated:

Permit Type	Present Charge	5% increase rounded	10% increase rounded	15% increase rounded	20% increase rounded
Reduced Sales		Same	- 2.5%	-5%	-10%
General	£735	£770	£810	£845	£882
Additional Income		8,900	13,000	16,900	16,200
Morecambe	£450	£475	£495	£520	£540
Additional Income		900	1,300	1,800	1,700
Specific	£1170	£1230	£1,285	£1,345	£1,400
Additional Income		1,900	2,800	3,600	3,400
Totals		11,693	17,112	22,274	21,261

3.4 Private Car Park Charges and Other Towns

The following parking charges are attached for information:

Appendix B - Marketgate and Parksafe, Lancaster

Appendix C – South Lakeland District Council

Appendix D - Preston

Appendix E - Blackpool

3.5 Evening Charges

Evening parking charges were introduced in Lancaster in April 2005. Cabinet resolved that the income should be hypothecated for improved cleansing in the city centre and as such an established base budget £55,000 is now in place. From an initial estimate of £25,000 in 2005/06 evening charges is expected to contribute £62,400 in 2008/09 and it is therefore recommended that the £1.00 charge for 6.00pm to 8.00am remains the same for next year.

3.6 On Street Pay and Display Charges

The principle of on-street and off-street charges is that on-street charges should be higher than off-street charges to encourage use of off-street car parks and to leave on-street spaces for those willing to pay a premium for the location. The 2006/07 Annual Review reintroduced the required cost differential that had been eroded over a number of years. There are no proposals to increase on-street charges as part of this review and this approach is supported by Lancashire County Council as highway authority. However, should Cabinet decide to approve another option and to increase the Up to 1 hour charge from 0.90p to £1.00 the on-street charges would need to be reviewed and this is outside the scope of this report.

4.0 Details of Consultation

4.1 As previously outlined at 3.1 the Lancaster and District Chamber Liaison Group and the Morecambe Retail, Commercial and Tourism Cabinet Liaison Group had been invited to submit their views on parking fees and policies. In addition the Groups have also been consulted on the options included in this report and their comments will be available at the meeting. The County Council has also been consulted on the existing differential between on and off street pay and display charges.

5.0 Options and Options Analysis (including risk assessment)

5.1 The following options have been put forward for consideration in light of the discussions with the Chamber Groups and the need to meet the budgetary commitments. The options are limited to minor changes rather than across the board increases in the hope that the additional usage previously mentioned can be maintained. However, Cabinet needs to be aware of the risks associated with this assumption combined with relying on some tariff increases raising the required additional income and the introduction of a new tariff. The traffic and parking implications are highlighted where applicable.

Please note that an allowance for resistance has now been included in the following Pay and Display projections.

Option 1

Pay and Display – Short Stay

Tariff Description	Tariff	Additional Income
Introduce Up to 4 hours (assumes no increased sales and 10% change from up to 3 and over 3 hour tariffs)	£3.20	£6,600
Amend Over 3 hours to Over 4 hours and increase charge by £1.00	£8.00	£8,000

Public Permits

Increase General and Specific by 5% in line with table at 3.3	£11,700
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This option provides the additional tariff of Up to 4 hours that is effectively a 3 to 4 hour charge. As indicated the estimates assume 10% of existing 3 hour and Over 3 hour customers will elect to stay longer in the new Up to 4 hour category. This new tariff may attract some customers from the existing long stay Up to 5 hour category in Lancaster and this would transfer vehicles from long stay to short stay car parks. If successful, the new tariff may affect the turnover of spaces at peak periods although this may not necessarily affect income. Clearly there are risks associated with introducing a new tariff and this tariff or charge may need to be reviewed next year if there is a subsequent adverse variance.

This option also includes increasing the amended Over 4 hour tariff from £7.00 to £8.00 to discourage long stays on short stay car parks. However, this is estimated to only raise an additional £8,000.

A 5% increase in public permits is broadly in line with inflation and this reduces the level of discount offered to commuters compared with daily parking costs. However, the same level of sales is anticipated and this does not discourage further reductions in commuting and the use of long stay car parks.

This option does not achieve the budgetary commitment with an estimated shortfall of £26,400.

Option 2

Pay and Display – Short Stay

Tariff Description	Tariff	Additional Income
Increase Up to 2 hours by 0.10p	£1.70	£30,000
Introduce Up to 4 hours (assumes no increased sales and 10% change from 2 and over 3 hour tariffs)	£3.20	£6,600
Amend Over 3 hours to Over 4 hours and increase charge by £1.00	£8.00	£8,000

Public Permits

Increase General and Specific by 5% in line with table at 3.3	£11,700
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This option is similar to Option 1 but includes increasing the existing Up to 2 hour charge from £1.60 to £1.70. This is estimated to raise an additional £30,000 in view of the number of customers using this tariff. As previously mentioned the 4 hour tariff and charge may need to be reviewed in the 2009/10 review in light of parking patterns and usage.

In budgetary terms this option is estimated to generate a total of £56,300 against the budgetary commitment of £52,700.

Option 3

Pay and Display - Short Stay

Tariff Description	Tariff	Additional Income
Increase Up to 3 hours by 0.10p	£2.50	£11,000
Introduce Up to 4 hours (assumes no increased sales and 10% change from 2 and over 3 hour tariffs)	£3.20	£6,600
Amend Over 3 hours to Over 4 hours and increase charge by £1.00	£8.00	£8,000

Public Permits

Increase General and Specific by 5% in line with table at 3.3	£11,700
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Again this option is similar to option 2. This option provides an alternative by increasing the Up to 3 hour tariff from £2.40 to £2.50. This option reduces the differential between the cost of 3 and 4 hour parking and may help to encourage shoppers and visitors to stay for the additional hour.

Combined with the permit increases this option is estimated to generate additional income that is £15,400 below the required budget commitment.

Option 4

The final option is to do nothing and retain the existing level of fees and charges. This will not achieve the budget commitment unless increased pay and display usage significantly exceeds the level experienced in the first half of 2007 and possibly combined with increased permit sales. This option is clearly a significant risk to the revenue budget and assumes further substantial increased use due to price stability or other factors outside the Council's control.

6.0 Officer Preferred Option (and comments)

- 6.1 Option 2 is the preferred option in that it introduces an inflationary increase on the Up to 2 hour tariff and introduces the new Up to 4 hour tariff along with inflationary increases in public permits charges. This option could raise up to £56,300 in additional revenue but it is suggested the original budgetary commitment of £52,700 is still included in the budget to assist with any subsequent adverse variance issues.

RELATIONSHIP TO POLICY FRAMEWORK

Council Core Values: Sound Financial Management

Cabinet Priorities: 1.1 Keeping the City Council element of Council Tax to 4.5% in 2008/09. Indirect links with 2.2 regarding working closely with partners in the CSP to meet the partnerships crime reduction targets through Partnership Plus with the Police and NCP Services Ltd.

CONCLUSION OF IMPACT ASSESSMENT

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

Direct links with the Lancaster District Local Strategic Partnership (LSP) – Travel and Access and indirect links with Using Resources Wisely and Economy and Work

FINANCIAL IMPLICATIONS

The financial consequences and risks associated with parking income are included in this report and have also been reported in previous reviews. Inflationary increases and usage changes totalling £52,700 have been included within the 2008/09 Budget Process.

The officer preferred option (2) could generate an estimated additional £44,600 from pay and display charges and £11,700 from permit charges which would exceed the increase required. However, it should be noted that these estimates carry an inherent risk due to various assumptions regarding resistance factors and any differing trend will inevitably impact on income raised. It is therefore suggested that only the original £52,700 is included in the 2008/09 budget.

Options 1, 3 and 4 do not achieve this amount and would require a financial reduction (ranging from £15,400 to £52,700) to the assumptions made within the draft budget.

Members need to be aware that in making this decision, if they approve anything other than the officer preferred option (2), then this will require either savings to be made on other areas of activity, or a higher increase in Council Tax. This should be considered in light of Government's position regarding capping.

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 from this report.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Agenda and Minutes, Morecambe Retail, Commercial and Tourism Cabinet Liaison Group 3/12/07.

Agenda and Minutes, Lancaster and District Chamber Liaison Group 4/12/07.

Email and letter from Morecambe & District Chamber of Trade and Commerce 4/12/07.

Email and letter from Lancaster District Chamber of Commerce Trade & Industry 6/12/07.

Contact Officer: David Hopwood

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E-mail: dhopwood@lancaster.gov.uk



CAR PARK CHARGES

LANCASTER SHORT STAY

St Nicholas Arcades	Up to 1 hour	90p
Lower St Leonardsgate	Up to 2 hours	£1.60p
Moor Mills 1	Up to 3 hours	£2.40p
Moor Mills 2	Over 3 hours	£7.00p
Moor Mills 3		
Spring Garden Street		
Cable Street		
Nelson Street		
Wood Street		
Charterhouse		

LANCASTER LONG STAY

Lodge Street	Up to 1 hour	90p
Auction Mart	Up to 3 hours	£2.00p
Dallas Road	Up to 5 hours	£3.50p
Edward Street	Over 5 hours	£6.00p

Upper St Leonardgate	Up to 1 hour	90p
	Up to 3 hours	£2.00p
	Up to 5 hours	£3.50p
	Over 5 hours	£6.00p
	Coaches	£3.50p

Evening Charge – Lancaster Car Parks only	6 pm – 8 am	£1.00
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Lancaster Charges apply 7 days 24 hours including Sunday (excluding Bank Holidays).

MORECAMBE SHORT STAY

Library	Up to 1 hour	90p
Pedder Street	Up to 2 hours	£1.60p
Billy Hill	Up to 3 hours	£2.40p
Bay Arena	Over 3 hours	£7.00p
Marine Road No 3 (Opposite Clarence St)		
Marine Road No 4 (Opposite Green St)		

Marine Road No 1 (Opposite Skipton Street)	Up to 1 hour	90p
	Up to 2 hours	£1.60p

(Marine Rd No 1 - Maximum stay 2 hours including Disabled Badge Holders)

Marine Road No 2 (Opposite Nat West Bank)	Up to 1 hour	90p
	Up to 2 hours	£1.60p

(Marine Rd No 2 – Maximum stay 2 hours including Disabled Badge Holders)

MORECAMBE LONG STAY

Old Station/Festival Market	Up to 1 hour	90p
	Up to 3 hours	£2.00p
	Over 3 hours	£3.00p

Morecambe Railway Station	Up to 1 hour	90p
	Up to 3 hours	£2.00p
	Over 3 hours	£3.00p
Morecambe Bus Station		
Goods Yard		
Telephone Exchange		
Town Hall		
West View Road		
Marine Road No 5 (10.00am – 6.00pm)		
Marine Road No 6 (10.00am – 6.00pm)		

Battery/ Breakwater	Up to 4 hours	80p
	Over 4 hours	£1.20p
	Coaches	£3.00p
Heysham Village		
(24 Hours)		

Coastal Road	Up to 4 hours	80p
	Over 4 hours	£1.20p

Back Brighton Terrace	Up to 24 hours	0.50p
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General Permit – Annual Charge	£735.00 (incl VAT)
Morecambe General Permit - Annual Charge	£450.00 (incl VAT)
Specific Permit – Annual Charge	£1170.00 (incl VAT)

Morecambe Charges apply 7 days including Bank Holidays 8.00 am – 6 pm.

Appendix B

Private Car Parks in Lancaster – Parking Charges

Marketgate (Pay on foot) (Privately Operated)	Up to 1 hour	£1.00
	Up to 2 hours	£1.80
	Up to 3 hours	£2.50
	Over 3 hours	£10.00
Parksafe (Secure Car Park) 24 hour Car Park (Privately Operated)	Up to 1 hour	£1.10
	Up to 2 hours	£1.90
	Up to 3 hours	£2.80
	Up to 4 hours	£3.90
	Over 4 hours	£7.00
Evening Charges	Up to 2 hours	£1.50
	Over 2 hours	£3.00
Sunday Charges	Up to 2 hours	£1.50
	Up to 4 hours	£3.00
	Over 4 hours	£5.00



20-26 Lowther Street
 Kendal
 Cumbria LA9 4DH

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CAR PARK NAME	TARIFF TYPE	CURRENT TARIFF	
		2007/2008	
<u>AMBLESIDE</u>		Period	Cost (£)
King Street	Short Stay	Up to 1 hour	1.20
		Up to 2 hours	2.30
		Up to 3 hours	3.50
Lake Road	Multi-Tariff	Up to 1 hour	1.20
		Up to 2 hours	2.30
		Up to 3 hours	3.50
		Up to 4 hours	5.00
		Up to 9 hours	6.00
Low Fold	Multi-Tariff	Up to 1 hour	1.20
		Up to 2 hours	2.30
		Up to 3 hours	3.50
		Up to 4 hours	5.00
		Up to 9 hours	6.00
Miller Bridge	Multi Tariff	Up to 1 hour	1.20
		Up to 2 hours	2.30
		Up to 3 hours	3.50
		Up to 4 hours	5.50
		Up to 9 hours	7.00
Rothay Holme	Long Stay	Up to 4 hours	5.00
		Up to 9 hours	6.00

CAR PARK NAME	TARIFF TYPE	CURRENT TARIFF	
		2007/2008	
<u>AMBLESIDE Cont.</u>		Period	Cost (£)
Rydal Road	Multi-Tariff	Up to 1 hour	1.20
		Up to 2 hours	2.30
		Up to 3 hours	3.50
		Up to 4 hours	5.50
		Up to 9 hours	7.00
<u>BOWNESS</u>			
Braithwaite Fold	Long Stay	Up to 3 hours	3.50
		Up to 4 hours	5.00
		Up to 9 hours	6.00
Ferry Nab	Long Stay	Up to 14 hours	5.00
		Up to 14 hours (with trailer)	7.00
Glebe Road	Long Stay	Up to 3 hours	3.50
		Up to 4 hours	5.50
		Up to 9 hours	7.00
Quarry Mount	Short Stay	Up to 1 hour	1.20
		Up to 2 hours	2.30
		Up to 3 hours	3.50
Rayrigg Road	Multi-Tariff	Up to 1 hour	1.20
		Up to 2 hours	2.30
		Up to 3 hours	3.50
		Up to 4 hours	5.50
		Up to 9 hours	7.00

CAR PARK NAME	TARIFF TYPE	CURRENT TARIFF	
		2007/2008	
<u>GRANGE-OVER-SANDS</u>		Period	Cost (£)
Berners Close	Multi-Tariff	Up to 1 hour	0.60
		Up to 2 hours	1.10
		Up to 3 hours	1.70
		Up to 4 hours	2.30
		Up to 9 hours	4.00
Hampsfell Road	Multi-Tariff	Up to 1 hour	0.90
		Up to 2 hours	1.70
		Up to 3 hours	2.50
		Up to 4 hours	3.60
		Up to 9 hours	5.00
Kents Bank Road	Multi-Tariff	Up to 1 hour	0.90
		Up to 2 hours	1.70
		Up to 3 hours	2.50
		Up to 4 hours	3.60
		Up to 9 hours	5.00
Main Street	Multi-Tariff	Up to 1 hour	0.90
		Up to 2 hours	1.70
		Up to 3 hours	2.50
		Up to 4 hours	3.60
		Up to 9 hours	5.00
Windermere Road	Multi-Tariff	Up to 1 hour	0.90
		Up to 2 hours	1.70
		Up to 3 hours	2.50
		Up to 4 hours	3.60
		Up to 9 hours	5.00

CAR PARK NAME	TARIFF TYPE	CURRENT TARIFF 2007/2008	
<u>GRASMERE</u>		Period	Cost (£)
Red Bank Road	Multi-Tariff	Up to 1 hour	1.20
		Up to 2 hours	2.30
		Up to 3 hours	3.50
		Up to 4 hours	5.00
		Up to 9 hours	6.00
<u>KENDAL</u>			
Blackhall Road	Multi-Tariff (Sat-Sun & BH's)	Permit Holders Only Mon-Fri	
		Up to 1 hour	0.90
		Up to 2 hours	1.70
		Up to 3 hours	2.50
		Up to 4 hours	3.60
		Up to 9 hours	5.00
Booths Supermarket	Short Stay (Shoppers)	No SLDC Parking Permits permitted	
		Up to 1 hour	0.90
		Up to 2 hours	1.70
		Up to 3 hours	2.50
Dowkers Lane	Short Stay (Shoppers)	Up to 1 hour	0.90
		Up to 2 hours	1.70
		Up to 3 hours	2.50
Highgate (Bowman)	Long Stay	Up to 4 hours	3.60
		Up to 9 hours	5.00

CAR PARK NAME	TARIFF TYPE	CURRENT TARIFF 2007/2008	
<u>KENDAL cont.</u>		Period	Cost (£)
John Boste	Multi-Tariff	Charges Apply Mon-Sat Only Sunday Free	
		Up to 1 hour	0.90
		Up to 2 hours	1.70
		Up to 3 hours	2.50
		Up to 4 hours	3.60
		Up to 9 hours	5.00
Kendal Parish Church	Multi-Tariff	Charges Apply Mon-Sat Only Sunday Free	
	No SLDC Parking Permits Permitted		
		Up to 1 hour	0.90
		Up to 2 hours	1.70
		Up to 3 hours	2.50
		Up to 4 hours	3.60
		Up to 9 hours	5.00
Library Road	Long Stay	Up to 3 hours	2.50
		Up to 4 hours	3.60
		Up to 9 hours	5.00
Peppercorn Lane	Short Stay	Up to 1 hour	0.90
		Up to 2 hours	1.70
		Up to 3 hours	2.50
Sandes Avenue	Multi-Tariff (Sat-Sun & BH's)	Permit Holders Only Mon-Fri	
		Up to 1 hour	0.90
		Up to 2 hours	1.70
		Up to 3 hours	2.50
		Up to 4 hours	3.60
		Up to 9 hours	5.00

CAR PARK NAME	TARIFF TYPE	CURRENT TARIFF 2007/2008	
<u>KENDAL Cont.</u>		Period	Cost (£)
South Lakeland House		Contract Permit Holders and Disabled Badge Holders Only on Level 3 Mon-Fri Car Park Gates Locked at 19.00 hours Maximum Height Restriction 2.0m	
		Levels 1 & 2 only Mon-Fri Levels 1, 2 & 3 Sat & Sun & BH's	
	Multi-Tariff	Up to 1 hour	0.90
		Up to 2 hours	1.70
		Up to 3 hours	2.50
		Up to 4 hours	3.60
		Up to 9 hours	5.00
Stricklandgate House	Long Stay	Up to 3 hours	2.50
		Up to 4 hours	3.60
		Up to 9 hours	5.00
Westmorland Shopping Centre		Permit Holders Levels 6 & 7 Only Car Park gates locked at 19.00 hours Maximum Height Restriction 1.88m Westmorland Shopping Centre Car Park will become a Pay on Foot Car Park in the Summer of 2007	
		Multi-Tariff	Up to 1 hour
		Up to 2 hours	1.70
		Up to 3 hours	2.50
		Up to 4 hours	3.60
		Up to 9 hours	5.00

CAR PARK NAME	TARIFF TYPE	CURRENT TARIFF 2007/2008	
<u>KIRKBY LONSDALE</u>		Period	Cost (£)
Booths Supermarket	Short Stay (Shoppers)	Up to 1 hour	0.90
		Up to 2 hours	1.70
		Up to 3 hours	2.50
Market Square	NO PUBLIC PARKING ON THURSDAY (MARKET DAY)		
	Short Stay	Up to 1 hour	0.90
		Up to 2 hours	1.70
		Up to 3 hours	2.50
New Road No.1	Short Stay	Up to 1 hour	0.90
		Up to 2 hours	1.70
		Up to 3 hours	2.50
New Road No.2	Multi-Tariff	Up to 1 hour	0.90
		Up to 2 hours	1.70
		Up to 3 hours	2.50
		Up to 4 hours	3.60
		Up to 9 hours	5.00
<u>MILNTHORPE</u>			
Beetham Road	Multi-Tariff	Up to 1 hour	0.60
		Up to 2 hours	1.10
		Up to 3 hours	1.70
		Up to 4 hours	2.30
		Up to 9 hours	4.00
Milnthorpe Square	NO PUBLIC PARKING ON FRIDAY (MARKET DAY)		
Disc Parking Scheme in Operation	Free Parking for up to 2-hours Drivers must display their arrival time on a parking time disc. Discs are available from local businesses		

CAR PARK NAME	TARIFF TYPE	CURRENT TARIFF 2007/2008	
<u>MILNTHORPE Cont.</u>		Period	Cost (£)
Park Road	Multi-Tariff	Up to 1 hour	0.60
		Up to 2 hours	1.10
		Up to 3 hours	1.70
		Up to 4 hours	2.30
		Up to 9 hours	4.00
<u>ULVERSTON</u>			
Brewery Street	Multi-Tariff	Up to 1 hour	0.70
		Up to 2 hours	1.30
		Up to 3 hours	2.00
		Up to 4 hours	3.50
		Up to 9 hours	4.00
Buxton Place	Multi-Tariff	Up to 1 hour	0.70
		Up to 2 hours	1.30
		Up to 3 hours	2.00
		Up to 4 hours	3.50
		Up to 9 hours	4.00
Daltongate	Multi-Tariff	Up to 1 hour	0.70
		Up to 2 hours	1.30
		Up to 3 hours	2.00
		Up to 4 hours	3.50
		Up to 9 hours	4.00
Stockbridge Lane	Multi-Tariff	Up to 1 hour	0.60
		Up to 2 hours	1.10
		Up to 3 hours	1.60
		Up to 4 hours	2.20
		Up to 9 hours	3.50

CAR PARK NAME	TARIFF TYPE	CURRENT TARIFF 2007/2008	
<u>ULVERSTON Cont.</u>		Period	Cost (£)
Theatre Street	Multi-Tariff	Up to 1 hour	0.70
		Up to 2 hours	1.30
		Up to 3 hours	2.00
		Up to 4 hours	3.50
		Up to 9 hours	4.00
The Gill	Multi-Tariff	Up to 1 hour	0.70
		Up to 2 hours	1.30
		Up to 3 hours	2.00
		Up to 4 hours	3.50
		Up to 9 hours	4.00
<u>WINDERMERE</u>			
Broad Street	Multi-Tariff	Up to 1 hour	1.20
		Up to 2 hours	2.30
		Up to 3 hours	3.50
		Up to 4 hours	5.00
		Up to 9 hours	6.00
Broad Street	Short Stay	Up to 1 hour	1.20
		Up to 2 hours	2.30
		Up to 3 hours	3.50
Rayrigg Meadow	Multi-Tariff	Up to 1 hour	1.20
		Up to 2 hours	2.30
		Up to 3 hours	3.50
		Up to 4 hours	5.00
		Up to 9 hours	6.00

Parking & Bus Station Admin
Tariffs 2007 - 2008
With Effect From 01 04 2007

AVENHAM STREET	
MSCP	
Spaces	560
Monday to Sunday	
Pay On Foot	
24 HR Tariff	
Open 06:30 to 23:30	
Closed Xmas Day	
TIME BAND	TARIFF
UP TO	
1Hr	£ 1.00
2Hrs	£ 1.30
3Hrs	£ 2.00
4Hrs	£ 3.00
Up to 24Hrs	£ 4.00
Permit/Season Tickets	
Per Quarter Inc VAT	
Mon-Friday	£215.00
Mon-Sunday	£225.00

BUS STATION	
MSCP	
Spaces	1169
Monday to Saturday	
Pay & Display	
24HR Tariff	
Open 24 Hours	
TIME BAND	TARIFF
UP TO	
1Hr	£ 1.00
2Hrs	£ 1.30
3Hrs	£ 2.00
4Hrs	£ 3.00
24Hrs	£ 4.00
Permit/Season Tickets	
Per Quarter Inc VAT	
Mon-Friday	£195.00
Mon-Sunday	£200.00

On-Street	
Pay & Display	
08:00-18:00	
Spaces	150
TIME BAND	TARIFF
UP TO	
30 Minutes	0.40p
1 Hour	0.80p
Max Stay	1 Hour

Central Bus Station	
Casual Coach Parking	
Inc VAT	
WEF 01 04 2006	
Up To 2 Hrs	£ 4.50
Up To 6 Hrs	£ 9.00
Up To 12 Hrs	£ 15.00
Up To 24 Hrs	£ 28.00

MARKET	
MSCP	
Spaces	560
Monday to Saturday	
Pay & Display	
08:00 - 18:30	
Open 24 Hours	
TIME BAND	TARIFF
UP TO	
1Hr	£ 1.00
2Hrs	£ 1.30
3Hrs	£ 2.00
4Hrs	£ 3.00
5Hrs	£ 4.50
Over 5Hrs	£ 8.00
Permit/Season Tickets	
Per Quarter Inc VAT	
Mon-Friday	£245.00
Mon-Sunday	£265.00
Stall Holders Only	
Mon-Friday	£190.00
Mon-Sunday	£190.00

HILL STREET	
SCP	
Spaces	70
Monday to Sunday	
08:00 - 18:30 Day Time Rate	
18:30 - 08:00 Overnight Rate	
Open 24 Hours	
DAY RATES	
TIME BAND	TARIFF
UP TO	
2Hrs	2.00
3Hrs	3.00
4Hrs	4.50
Over 4 Hrs	
upto 18:30Hrs	9.00
OVERNIGHT RATES	
TIME BAND	TARIFF
18:30 - 08:00Hrs	2.00

Penalty Charge Notice	
Penalty Charge	£ 60.00
Within 14 Days	£ 30.00
After Charge Cert	£ 90.00
After Debt Reg	£ 95.00

Dispensations/Waivers	
WEF 01/04/07	£ 16.00
Tel: 01772-513865	

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TYPE OF PARK**CHARGE****WEST ST. E.T.S, QUEEN ST. TALBOT SURFACE(NO PERMITS)**

(1)

	TOWN CENTRE SHORT STAY	PRICE £
UP TO 1HR		1.20
UP TO 2HRS		2.20
UP TO 3HRS		3.30
UP TO 4HRS		4.40
UP TO 8 HRS		8.00
UP TO 12HRS		10.50
UP TO 24HRS		13.00
QUARTERLY	UNRESTRICTED PERMIT	230.00
ANNUAL	UNRESTRICTED PERMIT	800.00

HOUNDS HILL

(2)

	TOWN CENTRE CAR PARKS LONG STAY	PRICE £
UP TO 1HR		1.20
UP TO 2HRS		2.20
UP TO 3HRS		3.30
UP TO 4HRS		4.40
UP TO 8HRS		8.00
UP TO 12HRS		10.50
UP TO 24HRS	1 DAY	13.00
UP TO 48HRS	2 DAYS	15.00
UP TO 72HRS	3 DAYS	17.00
UP TO 96HRS	4 DAYS	20.00
UP TO 168HRS	7 DAYS	30.00
QUARTERLY	UNRESTRICTED PERMIT	230.00
ANNUAL	UNRESTRICTED PERMIT	800.00

**CHAPEL ST. SWAINSON ST. CENTRAL. BONNY ST. COCKER ST. COCKER SQ. SOUTH,
LONSDALE CAR PARK, RIGBY, BOLTON, SANDS WAY, CENTRAL COACH.**

(3)

	INTERMEDIATE LONG STAY	PRICE
UP TO 2HRS		2.20
UP TO 3HRS		3.30
UP TO 4HRS		4.40
UP TO 8 HRS		6.60
UP TO 12HRS		8.00
UP TO 24HRS	1 DAY	10.00
UP TO 48HRS	2 DAYS	12.00
UP TO 72HRS	3 DAYS	16.00
UP TO 96HRS	4 DAYS	19.00
UP TO 168HRS	7 DAYS	30.00
QUARTERLY	RESTRICTED PERMIT	130.00
ANNUAL	RESTRICTED PERMIT	480.00
MONTHLY – BONNY ST	PERMIT	50.00

SOUTH BEACH, BLUNDELL, CENTRAL GATEWAY(NO PERMITS)

(4)

	INTERMEDIATE LONG STAY	PRICE
UP TO 2HRS		2.80
UP TO 3HRS		3.30
UP TO 4HRS		4.40
UP TO 8 HRS		6.60
UP TO 12HRS		8.00
UP TO 24HRS	1 DAY	10.00
UP TO 48HRS	2 DAYS	12.00
UP TO 72HRS	3 DAYS	16.00
UP TO 96HRS	4 DAYS	19.00
UP TO 168HRS	7 DAYS	30.00
QUARTERLY	LIMITED	65.00
ANNUAL	LIMITED	240.00

SOUTH KING STREET – WEEKENDS ONLY – FROM 1800HRS FRIDAY TO 2200HRS SUNDAY AND BANK HOLIDAYS

(5)

	CARS ONLY	PRICE
UP TO 2HRS		2.20
UP TO 3HRS		3.30
UP TO 4HRS		4.40
UP TO 8 HRS		6.60
UP TO 12HRS		8.00
UP TO 24HRS	1 DAY	10.00
UP TO 48HRS	2 DAYS	12.00
UP TO 72HRS	3 DAYS	16.00
UP TO 96HRS	4 DAYS	19.00

TALBOT ROAD.

(6)

	TOWN CENTRE LONG STAY	PRICE
UP TO 2HRS		1.00
UP TO 4HRS		1.50
UP TO 8 HRS		2.00
UP TO 12HRS		3.00
UP TO 24HRS	1 DAY	6.00
UP TO 48HRS	2 DAYS	8.00
UP TO 72HRS	3 DAYS	10.00
UP TO 96HRS	4 DAYS	12.00
UP TO 168HRS	7 DAYS	20.00
QUARTERLY	LIMITED VALID 7 DAYS 0730-20.00HRS	65.00
ANNUAL	LIMITED	240.00
QUARTERLY	RESTRICTED	130.00
ANNUAL	RESTRICTED	480.00
ANNUAL RESERVED	TALBOT RD ONLY	560.00

SEED STREET.

(7)

	INTERMEDIATE STAY	PRICE
UP TO 12HRS		3.00
UP TO 24HRS		6.00
QUARTERLY	LIMITED PERMIT	65.00
ANNUAL	LIMITED PERMIT	240.00

BANKS STREET, GYNN SQUARE, STARR GATE.**(8)**

	LONG STAY - OUTER RING	PRICE
UP TO 2 HRS		.70P
UP TO 12HRS		2.20
UP TO 24HRS	1 DAY	3.30
UP TO 48HRS	2 DAYS	4.40
UP TO 72HRS	3 DAYS	5.50
UP TO 96 HRS	4 DAYS	7.00
UP TO 168HRS	7 DAYS	10.00
QUARTERLY	LIMITED PERMIT	65.00
ANNUAL	LIMITED PERMIT	240.00

COACH RATES**CENTRAL GATEWAY, SANDSWAY. RIGBY. STARR GATE. BANKS ST. CENTRAL COACH. GYNN SQUARE.****(9)**

		PRICE
UP TO 45MINS		2.00
UP TO 4HRS		5.00
UP TO 24HRS	1 DAY	10.00
UP TO 48HRS	2 DAYS	15.00
UP TO 72HRS	3 DAYS	20.00
12 HOURS	WINTER RATE	5.00

LONSDALE COACH / UN-BOOKED COACHES/LONG STAY**(10)**

		PRICE
UP TO 4HRS		5.00
UP TO 24HRS	1 DAY	10.00

CONTRACT COACHES LONSDALE ONLY**(11)**

UP TO 4HRS		4.00
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RIGBY COMMERCIAL ONLY**(12)**

UP TO 15HRS		5.00
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CABINET**Dome – Options
22nd January 2008****Report of Head of Cultural Services**

PURPOSE OF REPORT				
To consider options for the future of the Dome.				
Key Decision	<input checked="" type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>	Referral from Cabinet Member
Date Included in Forward Plan	January 2008.			
This report is public.				

RECOMMENDATIONS OF COUNCILLOR MAIA WHITELEGG

- (1) Cabinet is requested to determine an in principle preferred option for the future of the Dome.
- (2) Subject to Cabinet's decision with regards to the above, that the revenue and capital consequences identified within the report be taken forward and considered as part of the wider deliberation by Cabinet on the 2008/209 budget process.

1.0 Introduction

- 1.1 As part of the establishment of Cultural Services, Officers have undertaken a review of performance venues operated by Cultural Services. The above is prompted by a number of factors, including;-
 - The on-going redevelopment of Morecambe Promenade (as part of the Midland Hotel project).
 - The age and condition of the Dome.
 - The Council's Medium Term Financial Strategy (MTFS)
 - An objective challenge (in terms of revenue costs/duplication, etc) as to whether the Council should operate two venues (i.e., the Platform and the Dome) "across the road to each other".
 - Capacity within other existing venues (both public and private) to offer an equivalent programme of events.

- 1.2 The future of the Dome is linked to the on-going redevelopment of Morecambe promenade. In the context of the above, the report poses the question whether Cabinet wish to give consideration to closing the Dome pre or post any agreement on the promenade development? Cabinet is also asked to consider whether to continue providing a programme of events/shows in the Dome, or whether to transfer its programme of events/shows to an alternative venue e.g., the Platform, or other venues within the District (including private sector venues), as and when the Dome does ultimately close?

2.0 Proposal Details

- 2.1 The 2008/2009 Draft Revenue Budget shows a net expenditure of £120,400 against the Dome and £127,700 against the Platform.

2.2 Option A - Closure and demolition of the Dome, with no transfer of events.

- 2.3 In option A an estimate for demolition of the Dome (*“to one metre below ground level, grubbing up and sealing off of services, removal of debris and arisings off site, etc”*) has been received from Birse Civils Limited. At December 2006 prices the total cost estimate stood at £79,400 (£83,400 at 2008/2009 prices). This capital growth has yet to be highlighted as an item for the Capital Programme and approval would be dependent on a project appraisal.

Assumptions:-

- Cessation of all operations at Dome.
- One permanent staff member subject to redeployment, with effect from April 1st 2008. Staff member may alternatively take redundancy option which would result in subsequent redundancy costs.
- Effective 1st April 2008, subject to no contractual costs relating to cancellation of existing bookings.
- Pumping Station expenditure (see paragraph 2.10)

Projected revenue savings of £103,900 best case and £58,900 worst case scenario based on 2008/09 draft estimates. The projected savings for 2009/10 and 2010/11 are £114,300 and £122,000. A breakdown of the Option A financial appraisal is attached as an appendix to the report.

Risks:-

- The above would have a potentially damaging impact on the reputation of the Council and district. The closure of the Dome and no transfer of events would be viewed negatively in terms of the impact that shows and events make to the district and undermine the events strategy undertaken since the creation of Cultural Services. High profile event/shows such as those undertaken in 2007/2008, including;- the “Arctic Monkeys”, “Athlete”, and “Reverend & the Makers” would cease through the loss of the existing revenue budget.

- The above assumes an effective date of the 1st April 2008, and no contractual costs relating to cancellation of existing bookings. However, based on existing bookings scheduled for the Dome in 2008/2009, the potential maximum estimated contractual costs of cancellations, to-date have been calculated at £45,000. Pending Cabinet's decision with regards to a preferred option on the future of the Dome, to avoid the risk of reputational damage the above is hypothetical, as no event promoter or organiser has yet been contacted with a view to negotiating an alternative venue (which could offset some of the potential contractual cancellation costs). However, if the decision was taken now to close the Dome with effect from April 2009, there would be no contractual costs relating to cancellation of bookings, as to-date no bookings have been confirmed for 2009/2010. A decision should be made to coincide with the end of the 2008/2009 season to ensure no commitments are made for events to be held in 2009/2010.
- Permanent staff member could take statutory redundancy if redeployment not successful which would result in a cost, calculated at £6,000 (based on an end date of 31st March 2008, with no enhancements).
- No budget approval as present to demolish the Dome.

2.4 Option B - Closure and demolition of the Dome, transferring the majority of events to the Platform and/or alternative venues within the District (including private sector venues) – subject to availability.

Assumptions:-

- Cessation of all operations at Dome.
- Transfer of events from the Dome to the Platform and/or alternative venues within the District (including related expenditure and income) – subject to availability.
- Retention of permanent staff – transferred to within Cultural Services to support events held in alternative venues.
- Effective 1st April 2008, subject to no contractual costs relating to cancellation of existing bookings.
- Pumping Station expenditure (see paragraph 2.10)

2.5 This option would result in a net revenue saving of £101,700 best case and £56,700 worst case scenario based on 2008/09 draft estimates. The projected savings for 2009/10 and 2010/11 are £105,300 and £109,300. A breakdown of the Option B financial appraisal is attached as an appendix to the report.

2.6 As already referred to in option A, option B also contains an estimate for demolition of the Dome. At December 2006 prices the total demolition cost estimate stood at £79,400 (£83,400 at 2008/2009 prices). This capital growth has yet to be highlighted as an item for the Capital Programme and approval would be dependent on a robust business case and project appraisal.

2.7 In the event that Cabinet wishes to consider relocating the Dome based events/shows to the Platform, the latter would require a capital investment (staging,

“blackouts”, lighting and sound systems, etc) to bring the Platform to an equivalent operational standard - estimated at £130,000 (at 2008/2009 prices). These improvements have been identified as a request for growth within the Capital Programme but are subject to approval dependent on a robust business case and project appraisal.

Risks:-

- The above assumes an effective date of the 1st April 2008, and no contractual costs relating to cancellation of existing bookings. However, based on existing bookings scheduled for the Dome in 2008/2009, the potential maximum estimated contractual costs of cancellations; to-date has been calculated at £45,000. Pending Cabinet’s decision with regards to a preferred option on the future of the Dome, to avoid the risk of reputational damage the above is hypothetical, as no event promoter or organiser has yet been contacted with a view to negotiating an alternative venue (which could offset some of the potential contractual cancellation costs). However, if the decision was taken now to close the Dome with effect from April 2009, there would be no contractual costs relating to cancellation of bookings, as to-date no bookings have been confirmed for 2009/2010. A decision should be made to coincide with the end of the 2008/2009 season to ensure no commitments are made for events to be held in 2009/2010.
- It should be noted that non-availability and layout of other potential venues within the District would mean a small percentage of events could not be considered for transfer. For the purposes of consistency all projections within this report are based on transferring 100% of the events from the Dome to Platform, as at this stage it is not possible to determine otherwise without discussing the situation with promoters.
- No budget approval at present to demolish the Dome.
- No capital investment approval at present to upgrade the Platform, and this would be subject to the business case.
- Failure to manage effective redirection of shows from the Dome to the Platform.
- Failure to achieve show income as estimates.

2.8 **Option C - Continue current operation.**

In this option the City Council would continue to operate the Dome, presumably until such time as the outcome of the Morecambe promenade redevelopment is determined. Within this option it would be prudent to commission a Dome condition survey, estimated at a one-off cost of £5,000. The costs of this survey would need to be funded through savings within the existing service budget or an additional revenue growth bid request. The outcome of the condition survey would likely identify additional capital and/or revenue implications for the continued use of the Dome. This option also allows for a wider debate about performance venues in Morecambe, within the context of not only the Promenade Redevelopment but also the future of the Winter Gardens.

Assumptions:-

- Although there would be demolition costs associated with the Dome, estimated at £83,400 at 2008/09 prices, it is assumed that they would be offset against the overall costs of the redevelopment of Morecambe Promenade.
- Subject to a satisfactory outcome to the Morecambe promenade redevelopment, and if Cabinet still wished to consider relocating the Dome based events/shows to the Platform and/or alternative venues within the District (including private sector venues), the former would require a capital investment (staging, “blackouts”, lighting and sound systems, etc) to bring the Platform to an equivalent operational standard - estimated at £130,000 (at 2008/2009 prices). These improvements have been identified as a request for growth within the Capital Programme but are subject to approval dependent on a robust business case and project appraisal.
- There would also be revenue consequences linked to the above, in respect of additional expenditure and income (including staffing costs), associated with staging more events/shows in the Platform. At this time these costs have not been determined.
- Pumping Station expenditure (see paragraph 2.10)
- A breakdown of the Option C financial appraisal is attached as an appendix to the report.

Risks:-

- No approval of budget allocation at present in respect of the condition survey.
- That the condition survey identifies additional significant capital and/or revenue budget requirements associated with the continued use of the Dome.
- No capital investment approval at present to upgrade the Platform, and this would be subject to the business case.
- No revenue budget approval at present to transfer Dome events/shows to the Platform.

2.9 **Option D - Seeking a private operator to take on the operation of the Dome.**

An informal approach undertaken a few years ago, by the Corporate Director (Regeneration), identified only one potential private operator. The matter was not pursued as that operator sought a prohibitively large management fee from the City Council.

To-date this option has not been further costed and would involve market testing via a Tendering process, at an initial cost of £1,500 to cover the cost of advertising for expressions of interest, including a pre-tender questionnaire. There would be significant work required to prepare and produce a specification, evaluate the tenders and subsequently a requirement to monitor the “contract”. The whole tendering process and any subsequent award of contract would include consideration of Transfer of Undertaking of Public Employees (TUPE), taking up references and

financial checks, etc. Based on previous tendering experiences, to allow for preparation of documents, pre and post-tender evaluation and a hand-over period, the earliest transfer to a potential private sector operator would take at least six months. Within this option it would be necessary to commission a Dome condition survey, estimated at a one-off cost of £5,000. The outcome of the condition survey would likely identify additional capital and/or revenue implications for the continued use of the Dome (as part of the landlord and tenant relationship between the City Council and facility operator).

Assumptions:-

- The outcome of the above would likely involve a Management Fee from the City Council to any operator and would therefore not yield any financial savings.
- Pumping Station expenditure (see paragraph 2.10)

Risks:-

- The likelihood of finding a suitable and affordable operator for the Dome, for the time that remains before the redevelopment of Morecambe Promenade. It is difficult to identify where any operator would make any savings with regards to fixed costs, such as utilities, etc.
- Cabinet are reminded that the whole Bubbles Complex, including the Dome, has in the past been operated by a private contractor (as part of the Compulsory Competitive Tendering regime). Ultimately that contractor failed and the operation of the facilities reverted to the City Council.
- In the event that a private sector operator was identified for the Dome, it would likely operate in direct competition to the Platform and may impact on the programming and financial viability of the Platform.
- No budget approval at present in respect of the condition survey.
- That the condition survey identifies significant capital and/or revenue budget requirements associated with the continued use of the Dome.

2.10 Pumping Station

The Bubbles site, to the rear of the Dome, incorporates a Surface Water Station – which will be required, irrespective of the future operation of the Dome or any other facility, unless the ground level is raised to that of the Promenade. The current site will still be liable to flooding, with or without a facility as the site is below sea level. This is currently under funded and it is recommended, by Engineering Services, that this be increased from the current budget allocation of £2,100 to £5,000. This expenditure arises in all the options (A to D above). This increase to the existing budget allocation of £2,900 is subject to “growth” approval in the 2008/09 budget process.

Risks:-

- No additional budget approval at present in respect of the pumping station.

3.0 Details of Consultation

3.1 As the position regarding the future of the Dome is to be determined, to minimise the risk of reputational damage to the facility, Council or District, there has not been any consultation to-date.

4.0 Options and Options Analysis (including risk assessment)

4.1 The Options and Options Analysis are as set out in Paragraphs 2.1 to 2.10.

5.0 Officer Preferred Option (and comments)

5.1 Option A provides the greatest financial saving, whilst option B would allow the Council to retain a programme of events, and option C a deferral on one or both of the above. In view of the uncertainty regarding the long-term future of the Dome and the previous experience with a private operator, option D is not a preferred option.

6.0 Conclusion

6.1 The future of the Dome is linked to the on-going redevelopment of Morecambe Promenade. To that end the main issue arising from this report is the question of timescales. Protracted speculation regarding the future of the Dome will have a detrimental impact on potential hirers of the venue (and therefore income) and on staff morale.

RELATIONSHIP TO POLICY FRAMEWORK

Performance venues are an integral part of the Cultural Services “offer” within the District and impact in terms of facilities provided for residents and visitors.

CONCLUSION OF IMPACT ASSESSMENT

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

The report raises issues in respect of sustainability.

FINANCIAL IMPLICATIONS

As the reports set out there are a range of financial implications (revenue and capital) arising from the report.

Members are advised that the options and financial information contained within this report are for illustration purposes only at this stage. The potential costs/savings of each option have not yet been possible to fully appraise, in particular whole life costing still needs to be analysed. Subject to Cabinet’s preferred option, further detailed work is required and will be carried out by Cultural Services in conjunction with Finance before a final decision is made and implementation can take place.

Option A

	2008/09 Worst Case	2008/09 Best Case	2009/10	2010/11
Revenue	(58,900)	(103,900)	(114,300)	(122,000)
Capital	83,400	83,400		
Cost/(Saving)	24,500	(20,500)	(114,300)	(122,000)

This option would result in revenue savings but would require capital expenditure for the demolition of the Dome.

Option B

	2008/09 Worst Case	2008/09 Best Case	2009/10	2010/11
Revenue	(56,700)	(101,700)	(105,300)	(109,300)
Capital	213,400	213,400		
Cost/(Saving)	156,700	111,700	(105,300)	(109,300)

This option would result in revenue savings but would require capital expenditure for demolition of the Dome and improvements to Platform facilities to ensure the transfer of events to the Platform could be possible.

Option C

	2008/09 Worst Case	2008/09 Best Case	2009/10	2010/11
Revenue	128,300	128,300	127,200	131,400
Cost/(Saving)	128,300	128,300	127,200	131,400

This option would result in ongoing revenue expenditure, until such time as the City Council determines the outcome of the redevelopment proposals for of Morecambe Promenade. Thereafter, in the event that Cabinet still wished to consider relocating the Dome based events/shows to the Platform, would require a capital expenditure of at least £130,000 (at 2008/2009 prices) for staging, "blackouts", lighting and sound system. There would also be additional revenue costs and/or savings associated in relocating the Dome based events/shows to the Platform.

Option D

This option has not been costed and would be subject to market testing via a Tendering process.

Members are reminded that once a preferred in-principle option has been indicated a further detailed financial appraisal will be reported back to Cabinet before a final decision is made.

SECTION 151 OFFICER'S COMMENTS

As highlighted above, the financial appraisal of options is not yet robust enough to support a final decision regarding the future of the Dome, but the report should allow Cabinet to give an indication of their preferred option. In essence, there are two issues for consideration:

1 - Does the Council wish to continue operating the Dome, until the Promenade Redevelopment is determined;

and

2 - If it wishes to close the Dome, does it wish to upgrade its facilities at other venues, such as the Platform in order that they could stage other events (assuming that the organisers of such events wished/agreed to use alternative venues)? With regard to this aspect, the Section 151 Officer would advise that the business cases for such proposals would need

determining, to support consideration against the draft Capital Investment principles, i.e., capital investment in new (or the expansion of existing) facilities will be considered only where they link clearly with the existing corporate plan and they are either:-

- at least self financing (both in revenue and capital terms).
- or
- invest to save proposals that require some up front capital investment but would generate cashable (and where possible, non-cashable) ongoing revenue savings.

Overall, the rationalisation of venues should allow better value for money (VFM) to be achieved, for local taxpayers as a whole, and the Section 151 Officer would advise Members to consider VFM principles in considering future options.

LEGAL IMPLICATIONS

There are no legal implications other than those that may occur if the Dome ceases to operate and there are resultant staff issues or contractual issues arising from cancelled bookings.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no comments at this stage.

BACKGROUND PAPERS

N/A

Contact Officer: David Owen
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E-mail: downen@lancaster.gov.uk
Ref: WDO/wdo/c/d/220108

Option A Closure and demolition of the Dome, no transfer of events:

	2008/09 Worst Case	2008/09 Best Case	2008/09	2009/10	2010/11
Revenue Costs					
Cost of Dome saved	-120,400	-120,400	0	-124,300	-128,500
Redeployment Costs	13,600	13,600	0	7,100	3,600
Redundancy Costs	0	0	0	0	0
Cancelation Costs	45,000	0	0	0	0
Pumping Station Costs	2,900	2,900	0	2,900	2,900
Total Revenue cost/(saving)	-58,900	-103,900		-114,300	-122,000
Capital Costs					
Demolition expenditure	83,400	83,400	0	0	0
Total Capital cost/(saving)	83,400	83,400		0	0
Overall cost/(saving)	24,500	-20,500		-114,300	-122,000

Redundancy Costs

Based on an end date of 31/03/08 6,000

These costs have not been included in the option appraisal but if this option was taken there would be savings made on redeployment costs as these would no longer be applicable.

Redeployment Costs

Duty Manager post at Platform scp 25 has been used for this calculation.
 Staff members would be redeployed to the post at lower grade with 3 year protection.
 Calculation based upon the difference between budgeted scp 25 and existing post at scp 32, using the 100%, 50% and 25% protection plan.

Option B Closure and demolition of the Dome, transfer majority of events.

	2008/09 Worst Case	2008/09 Best Case	2009/10	2010/11
Revenue Costs				
Operational savings	-120,400	-120,400	-124,300	-128,500
Salary costs still required	33,200	33,200	34,400	35,500
Cancelation Costs	45,000	0	0	0
Pumping Station Costs	2,900	2,900	2,900	2,900
Net cost/saving of transferred eve	-17,400	-17,400	-18,300	-19,200
Total Revenue cost/(saving)	-56,700	-101,700	-105,300	-109,300
Capital Costs				
Demolition expenditure	83,400	83,400	0	0
Blackouts	130,000	130,000	0	0
Total Capital cost/(saving)	213,400	213,400	0	0
Overall cost/(saving)	156,700	111,700	-105,300	-109,300
Unquantified risks				
Failure to achieve estimated income				

Taken from draft revised budgets 0809
 Closure and transfer warrant new post and therefore
 budget transfer.
 0 One off cost
 2,900 Growth Bid
 Income generated from transferred events. Based on
 all events transferring.

Option C Continue current operations

	2008/09	2008/09	2009/10	2010/11
	Worst Case	Best Case		
Revenue Costs				
Dome continued operations	120,400	120,400	124,300	128,500
Pumping Station Costs	2,900	2,900	2,900	2,900
Additional costs of continued o	5,000	5,000	0	0
Total Revenue cost/(saving)	<u>128,300</u>	<u>128,300</u>	<u>127,200</u>	<u>131,400</u>
Capital Costs				
Demolition - assumed this costs at	83,400	83,400	0	0
Demolition - assumed recovered b	-83,400	-83,400	0	0
Blackouts	130,000	130,000	0	0
Total Capital cost/(saving)	<u>130,000</u>	<u>130,000</u>	<u>0</u>	<u>0</u>
Overall cost/(saving)	<u>258,300</u>	<u>258,300</u>	<u>127,200</u>	<u>131,400</u>
Unquantified risks				

Taken from draft revised budgets 0809
 Additional growth
 One off funded from growth or savings elsewhere in service

Condition survey may result in additional capital and/or revenue implications in order to continue with Dome use.

CABINET

BUDGET AND POLICY FRAMEWORK UPDATE

22nd January 2008

**Joint Report of Corporate Director (Finance & Performance)
& Head of Financial Services**

PURPOSE OF REPORT

To seek Cabinet's approval of the draft 2008/9 Budget and Policy Framework proposals to be used in a limited consultation exercise in accordance with the agreed timetable prior to submission to Council.

Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>	Referral from Officers	X
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This report is public.

OFFICER RECOMMENDATIONS

- 1 That Cabinet approve the draft 2008/9 Corporate Plan as a basis for consultation in accordance with the agreed timetable.
- 2 That Cabinet consider and approve its revenue and capital budget proposals as a basis for consultation in accordance with the agreed timetable.
- 3 That the draft 2008/9 Corporate Plan and revenue and capital budget proposals be referred to Council for their consideration on the 6th February 2008 as appropriate, and as reflected in the three separate reports to follow.

1 **POLICY FRAMEWORK**

1.1 **Corporate Plan**

At the November Cabinet meeting, it was agreed to establish a small informal group of Cabinet to review the responses from the public consultation exercise and this exercise is now largely completed.

A copy of the latest draft of the Corporate Plan (as amended by officers following limited responses from the Cabinet sub-group) is attached as Appendix A.

Please note that at this stage of the process, targets and outcomes for each corporate priority will not be included unless Cabinet have already considered the matter.

To assist Cabinet further in approving a draft Corporate Plan that can be recommended to Council, a copy of the latest version of the Strategic Risk Register is attached as Appendix B. Please note that following Cabinet's consideration of the revised Corporate Plan at this meeting, the Strategic Risk Register will be updated to reflect Cabinet's decisions. Updated risk information will then be fed into subsequent meetings.

The next stage of the consultation process will be a presentation of the Cabinet's budget and policy framework proposals to a special meeting of the Budget & Performance Panel on 30th January. All members of Council will be invited to this meeting, together with key partners and members of the Economic Stakeholder Forum.

Following this meeting, the proposals will be presented to full Council on 6th February for their consideration.

At this stage, we do not know the outcome of the consultations that are taking place locally through the Local Strategic Partnership to refresh the Sustainable Community Strategy, or the outcomes from the refresh of the county-wide Lancashire Local Area Agreement or the County Council's refresh of its "Ambition Lancashire". As more certainty about these are known, it will be necessary to review our own Corporate Plan to ensure consistency between these strategies.

Following Council's adoption of the Corporate Plan, the detailed targets and outcomes for each corporate priority will be worked up and presented to the Council's Business Committee for their approval under delegated powers as in previous years.

2 **BUDGET FRAMEWORK**

At the meeting in December, Cabinet considered information on the Provisional Local Government Finance Settlement.

As part of this budget and policy framework update, three separate reports are currently being prepared, covering:

- Council Housing Revenue Budget & Capital Programme
- General Fund Revenue Budget
- General Fund Capital Programme

These will provide more detailed financial information and will take account of the financial implications of other reports elsewhere on this agenda. Also, in the meantime, financial information will continue to be fed into Star Chamber.

Cabinet is therefore requested to formulate its revenue and capital budget proposals, which reflect its proposed Corporate Plan priorities and the latest financial information included in the budget reports. The proposals can then be used as the basis for the next stage of consultation and also be referred on to full Council on 6th February as appropriate.

<p>RELATIONSHIP TO POLICY FRAMEWORK</p> <p>Implementation of the Budget and Policy Framework timetable will ensure that Council approves its Plans, Strategies, and Budgets in accordance with the statutory requirements. The budget proposals will represent in financial terms what the Council plans to achieve as set in its policy framework documents.</p>	
<p>CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability etc)</p> <p>None arising directly from this report.</p>	
<p>FINANCIAL IMPLICATIONS</p> <p>None arising directly from this report.</p>	
<p>SECTION 151 OFFICER'S COMMENTS</p> <p>The Section 151 Officer has been consulted and has no further comments to add.</p>	
<p>LEGAL IMPLICATIONS</p> <p>Legal Services have been consulted and there are no legal implications directly arising from this report.</p>	
<p>MONITORING OFFICER'S COMMENTS</p> <p>The Monitoring Officer has been consulted and has no further comments.</p>	
<p>BACKGROUND PAPERS None.</p>	<p>Contact Officer: R Muckle Telephone: 01524 582022 E-mail: rmuckle@lancaster.gov.uk</p>

Corporate Risk Register

Full Risks Report

Objective: To keep the annual council tax increase to a minimum whilst offering high quality services. (cp/0708/01)







Note: Key Performance Indicators

1.1 2008/09 council tax increase below 4.5% and 4% in 2009/10.

1.2 £802,000 of MTFS target savings by Mar '09 and £1.468m cumulative savings by Mar '10.

1.3 £1.752m cumulative Gershon efficiency savings by March '08.

1.4 £3.488m of General Fund capital receipts confirmed or received by Sept '07 and a further £1.823m confirmed by March '08.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0125	MTFS financial projections must be robust enough to support sound strategic planning.	 	 		
		H/H 09-Sep-05	M/L 14-Aug-07	L/L	


Owners: Corporate Director (Finance & Performance) (Roger Muckle)
Head of Financial Services (Nadine Muschamp)

Last Review Date: 14 August 2007

Next Review Due: 13 August 2008

Existing Controls / Completed Actions

- 1 MTFS provides for 6 monthly review of financial projections underlying MTFS.
- 2 Monthly corporate financial monitoring.
- 3 Regular meetings of accountancy staff.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Implement financial training plan for all staff - To be delivered through training of Civica Financials Suite.	30-Nov-07	<ul style="list-style-type: none"> • Corporate Director (Finance & Performance) (Roger Muckle) • Head of Financial Services (Nadine Muschamp) 	£0	

Corporate Risk Register

Full Risks Report

Objective: To keep the annual council tax increase to a minimum whilst offering high quality services. (cp/0708/01)







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1.4 £3.488m of General Fund capital receipts confirmed or received by Sept '07 and a further £1.823m confirmed by March '08.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0126	Financial management arrangements may not be strong enough to support cost effective service delivery.	  H/H 09-Sep-05	  M/L 14-Aug-07	 L/L	


Owners: Corporate Director (Finance & Performance) (Roger Muckle)
Head of Financial Services (Nadine Muschamp)







Last Review Date: 14 August 2007

Next Review Due: 13 August 2008

Existing Controls / Completed Actions

- 1 Internal Audit.
- 2 External Audit.
- 3 Financial Regulations and Procedures.
- 4 Procurement Strategy.
- 5 Risk Management Strategy.
- 6 Staff and resources to support the above.


Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Implementation of Civica Financials Suite.	30-Nov-07	<ul style="list-style-type: none"> • Corporate Director (Finance & Performance) (Roger Muckle) • Head of Financial Services (Nadine Muschamp) 	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1153	Capital Programme becomes unaffordable and threatens commitment to keep Council Tax increase to 4.5%	  H/H 22-Dec-06	  M/M 14-Aug-07	 L/M	

Owners: Corporate Director (Finance & Performance) (Roger Muckle)
Head of Financial Services (Nadine Muschamp)

Last Review Date: 14 August 2007

Next Review Due: 13 August 2008

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Ensure that unsupported borrowing is kept to a minimum (estimated that £1million over 5 years is the most that could be prudently afforded).		<ul style="list-style-type: none"> • Corporate Director (Finance & Performance) (Roger Muckle) • Head of Financial Services (Nadine Muschamp) 	£0	

Corporate Risk Register
Full Risks Report

Objective: To keep the annual council tax increase to a minimum whilst offering high quality services. (cp/0708/01)







Note: Key Performance Indicators



1.1 2008/09 council tax increase below 4.5% and 4% in 2009/10.




1.2 £802,000 of MTFs target savings by Mar '09 and £1.468m cumulative savings by Mar '10.

1.3 £1.752m cumulative Gershon efficiency savings by March '08.



1.4 £3.488m of General Fund capital receipts confirmed or received by Sept '07 and a further £1.823m confirmed by March '08.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1154	Failure to achieve "Gershon" efficiency savings.	 	 		
Owners: Corporate Director (Finance & Performance) (Roger Muckle) Head of Financial Services (Nadine Muschamp)		H/M 22-Dec-06	L/M 22-Dec-06	L/M	
Last Review Date: 14 August 2007		Next Review Due: 13 August 2008			

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 The Council will pursue efficiency savings at least as large as those in the Gershon Strategy.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Financial Services (Nadine Muschamp) 	£0	
2 Work with other local authorities and public bodies to achieve such gains.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Financial Services (Nadine Muschamp) 	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1155	The cost of repairing and maintaining municipal buildings threatens the financial stability of the Council.	 	 		
Owners: Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox)		H/H 22-Dec-06	M/M 17-Oct-07	L/M	
Last Review Date: 17 October 2007		Next Review Due: 16 October 2008			

Existing Controls / Completed Actions	
1	Budget in place but not funded.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Seek to reduce the long term costs of repairing and maintaining municipal buildings.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox) 	£0	
2 Seek to improve opportunity for Capital Receipts.		<ul style="list-style-type: none"> Head of Property Services (Graham Cox) 	£0	

Corporate Risk Register

Full Risks Report


Objective: Refocus services around the needs of our citizens and other customers and improve customer satisfaction with both the Council and the services it provides. (cp/0708/02)

Note: Key Performance Indicators -

2.1 Phase 2 services integrated into our Customer Service Centres by March '08. Phase 3 services integrated by March '09.

2.2 Face to face customer service centres in LTH and MTH by September '07.

2.3 Customer satisfaction ratings in top quartile for district councils by March 2010.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0998	Failure to continue integration of Council services into Customer Service Centres.	 	 		
		H/M 22-Aug-06	M/M 22-Aug-06	L/M	





Owners: Corporate Director (Finance & Performance) (Roger Muckle)
Head of Information & Customer Services (Jane Alder)
Head of Corporate Strategy (Richard Tulej)
Corporate Director (Regeneration Services) (John Donnellon)
Head of Property Services (Graham Cox)

Last Review Date: 05 June 2007

Next Review Due: 04 June 2008

Existing Controls / Completed Actions

- 1 Initial Customer Service Centre set up.
- 2 Phase 1 services have been integrated into Customer Service Centres.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Continue to roll out implementation of the Access to Services Review.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Information & Customer Services (Jane Alder) 	£0	
2 Provide walk-in Customer Service Centres in Lancaster and Morecambe Town Halls in 2007/08		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Corporate Strategy (Richard Tulej) 	£0	
3 Ensure that overall customer satisfaction increases from 51%.	31-Mar-08	<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	
4 Establish a Consultation Officer post to enable more regular tracking of customer satisfaction across the authority.	31-Mar-08	<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	

Corporate Risk Register

Full Risks Report







Objective: Refocus services around the needs of our citizens and other customers and improve customer satisfaction with both the Council and the services it provides. (cp/0708/02)

Note: Key Performance Indicators -

2.1 Phase 2 services integrated into our Customer Service Centres by March '08. Phase 3 services integrated by March '09.

2.2 Face to face customer service centres in LTH and MTH by September '07.


2.3 Customer satisfaction ratings in top quartile for district councils by March 2010.







Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1156	Failure to ensure that all customers in urban and rural areas benefit from improved services.	 	 		
		H/L 05-Jun-07	H/L 05-Jun-07	L/L	

Owners: Corporate Director (Finance & Performance) (Roger Muckle)
Head of Corporate Strategy (Richard Tulej)
Head of Information & Customer Services (Jane Allder)

Last Review Date: 05 June 2007

Next Review Due: 04 June 2008

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Ensure that the ATS project provides "rural-proofing" to make sure that both rural and urban areas benefit from improved services.		<ul style="list-style-type: none"> Head of Corporate Strategy (Richard Tulej) Corporate Director (Finance & Performance) (Roger Muckle) 	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1158	Failure to raise standards of service provided by staff.	 	 		
		H/M 05-Jun-07	M/M 03-Jan-07	L/M	


Owners: Chief Executive (Mark Cullinan)

Head of Legal and Human Resources (Sarah Taylor)

Last Review Date: 05 June 2007

Next Review Due: 04 June 2008

Existing Controls / Completed Actions	
1	Employee Development programme in place
2	Corporate training programme and budgets
3	Success Through People programme

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Ensure that EDPA process and training programmes cater for training staff in new methods of working		<ul style="list-style-type: none"> Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor) 	£0	

Corporate Risk Register
Full Risks Report

Objective: Cleaner streets and public open spaces. (cp/0708/03)

Note: Key Performance Indicators -

3.1 Reduce the amount of relevant land with deposits of litter/ detritus to an acceptable level from 18% to 15% by March 2008.

3.2 Increase number of Fixed Penalty Notices issued in 2007/08 and reduce number of fly tipping incidents by 25% in 2007/08.

5.3 Increase the number of fixed penalty notices (relating to environmental anti social behaviour) issued from 19 in 2005/06 to 150 in 2006/07.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0038	Insufficient revenue to improve street cleanliness.	 	 		
Owners: Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies)		H/H 02-Sep-05	L/M 09-May-07	L/M	
Last Review Date: 09 May 2007 Next Review Due: 08 May 2008					

Existing Controls / Completed Actions

- | | |
|---|---|
| 1 | Produce proper performance management systems |
| 2 | Produce adequate financial framework |
| 3 | Ensure resources are available |
| 4 | Ensure robust reporting mechanism |
| 5 | Approved budget |
| 6 | Litter strategy in place |
| 7 | Working with stakeholders |
| 8 | Statutory responsibilities adhered to. |
| 9 | Augmented City Centre cleansing. |

Corporate Risk Register
Full Risks Report

Objective: Cleaner streets and public open spaces. (cp/0708/03)

Note: Key Performance Indicators -

3.1 Reduce the amount of relevant land with deposits of litter/ detritus to an acceptable level from 18% to 15% by March 2008.

3.2 Increase number of Fixed Penalty Notices issued in 2007/08 and reduce number of fly tipping incidents by 25% in 2007/08.

5.3 Increase the number of fixed penalty notices (relating to environmental anti social behaviour) issued from 19 in 2005/06 to 150 in 2006/07.


Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0039	Failure to improve people's perception of street cleanliness.	9  	2  	1 	
		H/H 02-Sep-05	M/L 09-May-07	L/L	

Owners: Corporate Director (Community Services) (Peter Loker)
Head of City Council (Direct) Services (Mark Davies)

Last Review Date: 09 May 2007

Next Review Due: 08 May 2008

Existing Controls / Completed Actions	
1	Approved budget.
2	Litter Strategy in place.
3	Working with stakeholders.
4	Statutory responsibilities are adhered to.
5	Augmented City Centre cleansing.
6	Limited work with Communications to improve PR.
7	Incorporated best practice from other Authorities.
8	Cleanliness Improvement Officer in post - conducting 12 month review of cleansing.
9	Developed further positive PR.
10	Publicised objective measures (BV199).
11	Continued to utilise Best Practise.
12	Developed partnership working to improve synergy.
13	Made use of improved technology.
14	Developed Customer Service Centre.
15	Managed expectations.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Consider recommendations of Cleansing Improvement Officer once 12 month review complete.		<ul style="list-style-type: none"> Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies) 	£0	

Corporate Risk Register

Full Risks Report

Objective: Cleaner streets and public open spaces. (cp/0708/03)

Note: Key Performance Indicators -

3.1 Reduce the amount of relevant land with deposits of litter/ detritus to an acceptable level from 18% to 15% by March 2008.

3.2 Increase number of Fixed Penalty Notices issued in 2007/08 and reduce number of fly tipping incidents by 25% in 2007/08.

5.3 Increase the number of fixed penalty notices (relating to environmental anti social behaviour) issued from 19 in 2005/06 to 150 in 2006/07.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0043	Failure to meet performance targets relating to street cleanliness.	 	 		
		H/H 22-Dec-06	M/L 09-May-07	L/L	

Owners: Corporate Director (Community Services) (Peter Loker)

Head of City Council (Direct) Services (Mark Davies)

Last Review Date: 09 May 2007

Next Review Due: 08 May 2008

Existing Controls / Completed Actions	
1	Follow guidelines (EPA) (Code of Practice)
2	Cleansing schedules in place.
3	Benchmarking with other Authorities to arrive at objective assessment.
4	Anti-litter strategy.
5	BV199
6	Integrated grounds maintenance and cleansing sections to deliver further operational improvements.
7	Used the information obtained from the Customer Service Centre to improve the way the City Council delivers the service.
8	Implement Anti-Litter Strategy

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Establish implications of achieving top quartile performance.		<ul style="list-style-type: none"> Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies) 	£0	
2 Review of resources inputs - ongoing.	01-Apr-08	<ul style="list-style-type: none"> Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies) 	£0	
3 Review schedules of Cleansing Improvement Officer.	01-Apr-08	<ul style="list-style-type: none"> Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies) 	£0	

Corporate Risk Register
Full Risks Report

Objective: Cleaner streets and public open spaces. (cp/0708/03)

Note: Key Performance Indicators -

3.1 Reduce the amount of relevant land with deposits of litter/ detritus to an acceptable level from 18% to 15% by March 2008.

3.2 Increase number of Fixed Penalty Notices issued in 2007/08 and reduce number of fly tipping incidents by 25% in 2007/08.

5.3 Increase the number of fixed penalty notices (relating to environmental anti social behaviour) issued from 19 in 2005/06 to 150 in 2006/07.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0046	Failure to undertake statutory duties in relation to dog control.	 	 		
		H/M 20-Jul-05	L/M 05-Sep-05	L/M	
<p><i>Owners: Corporate Director (Community Services) (Peter Loker)</i> <i>Head of Health & Strategic Housing (Suzanne Lodge)</i></p> <p><i>Last Review Date: 15 August 2007</i> <i>Next Review Due: 14 August 2008</i></p>					

Existing Controls / Completed Actions

- 1 Increased use of authorised officers for FPN
- 2 Re-prioritise resources towards dog enforcement

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0047	Inability to target dog enforcement with existing resources	 	 		
		H/M 20-Jul-05	L/M 05-Sep-05	L/M	
<p><i>Owners: Head of Health & Strategic Housing (Suzanne Lodge)</i></p> <p><i>Last Review Date: 15 August 2007</i> <i>Next Review Due: 14 August 2008</i></p>					

Existing Controls / Completed Actions

- 1 Increased use of authorised officers for FPN
- 2 Re-prioritise resources towards dog enforcement

Corporate Risk Register
Full Risks Report







Objective: Cleaner streets and public open spaces. (cp/0708/03)

Note: Key Performance Indicators -

3.1 Reduce the amount of relevant land with deposits of litter/ detritus to an acceptable level from 18% to 15% by March 2008.

3.2 Increase number of Fixed Penalty Notices issued in 2007/08 and reduce number of fly tipping incidents by 25% in 2007/08.

5.3 Increase the number of fixed penalty notices (relating to environmental anti social behaviour) issued from 19 in 2005/06 to 150 in 2006/07.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0112	Lost opportunity to strengthen enforcement action relating to dumping and other nuisances.	 	 		
		H/H 03-Jan-07	L/M 09-May-07	L/L	

Owners: Corporate Director (Community Services) (Peter Loker)


Head of City Council (Direct) Services (Mark Davies)

Last Review Date: 09 May 2007

Next Review Due: 08 May 2008

Existing Controls / Completed Actions

- 1 Litter Strategy in place.
- 2 PCSOs issue fixed penalty notices.
- 3 New Clean Neighbourhood and Environment Act in place.
- 4 "Greener, Cleaner, Safer" project in place.
- 5 Joined-up working with PCSO's, Environmental Wardens in Poulton and the Arson Reduction Team in Poulton and the West End
- 6 Provided City Council funding for PCSO's, whose duties will be environmental enforcement.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Continue to develop relationship with Council funded PCSOs.		<ul style="list-style-type: none"> • Corporate Director (Community Services) (Peter Loker) • Head of City Council (Direct) Services (Mark Davies) 	£0	

Corporate Risk Register
Full Risks Report

Objective: Reduce waste in the district by recycling and re-use. (cp/0708/04)

Note: Key Performance Indicators -

4.1 Increase % of household waste recycled and composted from 25% in 2006/07 to 28% in 2007/08 (BV82a & b).

4.2 Maintain performance for collecting 381 Kg of household waste (per head) within the top national quartile.

4.3 Phased plastics recycling implemented by Sept 2007.

4.4 Continue to reuse/ recycle at least 40 % of all bulky waste collected.

6.3 Increase % of bulky waste recycled from 0% in 2005/06 to 40% in 2006/07.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0049	Insufficient revenue/capital to reduce waste by recycling and re-using.	 H/H 02-Sep-05	 L/L 09-May-07	 L/L	 
<p><i>Owners: Corporate Director (Community Services) (Peter Loker)</i> <i>Head of City Council (Direct) Services (Mark Davies)</i></p> <p><i>Last Review Date: 09 May 2007</i> <i>Next Review Due: 08 May 2008</i></p>					

Existing Controls / Completed Actions

- 1 Recycling costs built into Medium Term Financial Strategy.
- 2 Benchmarking info.
- 3 Roll out programme being followed.
- 4 Regular reports to cabinet on implementation
- 5 In principle agreement to LMWS
- 6 Adopted Lancs Municipal Waste Strategy
- 7 Clarification of future expenses - ongoing
- 8 Sharing of Best Practice - ongoing
- 9 Developing partnerships with schools/ furniture matters etc - ongoing
- 10 Commitment to continual investment - ongoing
- 11 Promotion/ education etc - ongoing
- 12 External capital funding available until 2005/2006.
- 13 Work through LWP.
- 14 Review of assumptions made for MTFs.

Corporate Risk Register

Full Risks Report

Objective: Reduce waste in the district by recycling and re-use. (cp/0708/04)

Note: Key Performance Indicators -

4.1 Increase % of household waste recycled and composted from 25% in 2006/07 to 28% in 2007/08 (BV82a & b).

4.2 Maintain performance for collecting 381 Kg of household waste (per head) within the top national quartile.

4.3 Phased plastics recycling implemented by Sept 2007.

4.4 Continue to reuse/ recycle at least 40 % of all bulky waste collected.

6.3 Increase % of bulky waste recycled from 0% in 2005/06 to 40% in 2006/07.

Risk and Risk Owners:		Inherent Risk		Residual Risk		Target Risk	Status
R/0053	Failure to implement Lancashire Waste Management Strategy	 		 			
		M/M 20-Jul-05		L/M 09-May-07		L/L	

Owners: Corporate Director (Community Services) (Peter Loker)

Head of City Council (Direct) Services (Mark Davies)

Last Review Date: 09 May 2007

Next Review Due: 08 May 2008

Existing Controls / Completed Actions	
1	Recycling costs built into Medium Financial Strategy.
2	Benchmarking info.
3	Pilot scheme in place
4	Reported to Cabinet on implementation
5	Incorporated principles of Lancs Municipal Waste Strategy.
6	Clarified future expenses
7	Shared Best Practice
8	Developed partnerships with schools/ furniture matters etc
9	Committed to continual investment
10	Carried out promotion/ education etc
11	Completed planned phases of the introduction of wheeled bins and kerbside recycling.
12	Commenced "Bulky Matters" partnership.
13	Entered into Lancashire County Council cost sharing arrangements.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Establish strategic/ operational implications of new waste disposal arrangements from 2011.		<ul style="list-style-type: none"> Head of City Council (Direct) Services (Mark Davies) Corporate Director (Community Services) (Peter Loker) 	£0	
2 Commence collection of plastics	01-Sep-07	<ul style="list-style-type: none"> Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies) 	£0	

Corporate Risk Register
Full Risks Report

Objective: Reduce waste in the district by recycling and re-use. (cp/0708/04)

Note: Key Performance Indicators -

4.1 Increase % of household waste recycled and composted from 25% in 2006/07 to 28% in 2007/08 (BV82a & b).

4.2 Maintain performance for collecting 381 Kg of household waste (per head) within the top national quartile.

4.3 Phased plastics recycling implemented by Sept 2007.


4.4 Continue to reuse/ recycle at least 40 % of all bulky waste collected.

6.3 Increase % of bulky waste recycled from 0% in 2005/06 to 40% in 2006/07.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0054	Failure to meet statutory recycling targets.	 	 		
Owners: Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies)		H/M 27-Nov-06	L/M 09-May-07	L/L	
Last Review Date: 09 May 2007		Next Review Due: 08 May 2008			

Existing Controls / Completed Actions

- 1 Agreed revenue budget.
- 2 Recycling costs built into Medium Term Financial Strategy.
- 3 Benchmarking info.
- 4 Report to cabinet on implementation
- 5 Pilot scheme in place.
- 6 Lancs Municipal Waste Strategy
- 7 DEFRA funding.
- 8 Clarified future expenses
- 9 Shared Best Practice
- 10 Developed partnerships with schools/ furniture matters etc
- 11 Committed to continual investment
- 12 Carried out promotion/ education etc
- 13 Continued review of performance.
- 14 Commenced "Bulky Matters" Partnership.
- 15 Completed planned phases (phases 5 and 6) of the introduction of wheeled bins and kerbside recycling.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Establish what future recycling targets will be.		<ul style="list-style-type: none"> • Corporate Director (Community Services) (Peter Loker) • Head of City Council (Direct) Services (Mark Davies) 	£0	
2 Establish the implication of achieving top quartile performance.		<ul style="list-style-type: none"> • Corporate Director (Community Services) (Peter Loker) • Head of City Council (Direct) Services (Mark Davies) 	£0	

Corporate Risk Register

Full Risks Report

Objective: Reduce waste in the district by recycling and re-use. (cp/0708/04)

Note: Key Performance Indicators -

4.1 Increase % of household waste recycled and composted from 25% in 2006/07 to 28% in 2007/08 (BV82a & b).

4.2 Maintain performance for collecting 381 Kg of household waste (per head) within the top national quartile.

4.3 Phased plastics recycling implemented by Sept 2007.


4.4 Continue to reuse/ recycle at least 40 % of all bulky waste collected.

6.3 Increase % of bulky waste recycled from 0% in 2005/06 to 40% in 2006/07.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1160	Opportunity to introduce locally based facilities for plastics recycling.	 	 		
		H/H 09-May-07	M/M 09-May-07	L/M	
Owners: Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies)					
Last Review Date: 09 May 2007 Next Review Due: 08 May 2008					


Existing Controls / Completed Actions

- 1 Vision Board commissioned feasibility study on local waste management facilities (includes plastics)

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Act on outcome of feasibility study.		<ul style="list-style-type: none"> Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies) 	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1161	Opportunity to improve recycling for businesses	 	 		
		H/H 09-May-07	M/M 09-May-07	L/L	
Owners: Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies)					
Last Review Date: 09 May 2007 Next Review Due: 08 May 2008					

Notes: Risk noted that progress in business recycling will depend on the policy of the Waste Disposal Authority with regard to the landfill allowance trading scheme.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Business model in place to roll out by April 2008.	31-Mar-08	<ul style="list-style-type: none"> Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies) 	£0	

Corporate Risk Register
Full Risks Report

Objective: To reduce crime and the fear of crime and to help residents feel safer in their communities. (cp/0708/05)

Note: Key Performance Indicator ;

5.1 Reduce all crime in the District by between 16% - 19% by 2008 (PSA1) from the baseline figures established in 2005.



Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1017	Failure to work with partners in the Community Safety Partnership to make a success of the deployment of the new PCSOs.	 	 		
		H/M 06-Sep-06	M/L 27-Nov-06	L/L	



Owners: Corporate Director (Community Services) (Peter Loker)
Head of City Council (Direct) Services (Mark Davies)

Last Review Date: 05 June 2007

Next Review Due: 04 June 2008

Existing Controls / Completed Actions	
1	Lancaster District Community Safety Partnership in place.
2	Environmental PCSOs financed by Lancaster City Council.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Evaluate with partners in the CSP the success of the new PCSO scheme and, in particular, the environmental PCSOs financed by Lancaster City Council.		<ul style="list-style-type: none"> Corporate Director (Community Services) (Peter Loker) Head of City Council (Direct) Services (Mark Davies) 	£0	
2 Via the MAPS, work closely with all partners in the CSP to meet the partnership's crime reduction targets.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	



Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1162	Failure to make progress on the Community Safety Partnership's crime reduction targets.	 	 		
		H/M 05-Jun-07	M/L 05-Jun-07	L/L	

Owners: Corporate Director (Finance & Performance) (Roger Muckle)
Head of Corporate Strategy (Richard Tulej)

Last Review Date: 05 June 2007

Next Review Due: 04 June 2008

Existing Controls / Completed Actions	
1	Employed four City Council PCSOs.
2	Consultants undertaken review of CSP and made recommendations.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Work closely with the Police and other partners in the MAPS team and on action plans to reduce criminal damage and domestic violence.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	
2 Implement the recommendations of the Consultants for improvements to the Community Safety Partnership.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	

Corporate Risk Register

Full Risks Report

Objective: To reduce alcohol related violence and harm; reduce alcohol related anti -social behaviour. (cp/0708/06)

Note: Key Performance Indicators ;



6.1 Develop and implement Alcohol Related Harm Strategy.







6.2 'Best Bar None' scheme rolled out across the district over the year.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1019	Failure to ensure that conditions imposed as part of the Licensing Act are enforced.	 	 		
Owners: Chief Executive (Mark Cullinan) Head of Corporate Strategy (Richard Tulej) Corporate Director (Finance & Performance) (Roger Muckle) Head of Legal and Human Resources (Sarah Taylor)		H/M 18-Sep-06	M/M 27-Nov-06	L/M	
Last Review Date: 05 June 2007		Next Review Due: 04 June 2008			

Existing Controls / Completed Actions



- 1 The Community Safety Partnership includes key objectives relating to alcohol related violence and crime.

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Work with the Police, Primary Care Trust and other agencies within the Community Safety partnership to address issues around alcohol related violence and harm.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	
2 Work with the Police and other agencies to ensure that, under the Licensing Act 2003, licensable activities are properly licenced and that licence conditions are complied with.		<ul style="list-style-type: none"> Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor) 	£0	
3 Continue to develop strategy to reduce alcohol related harm and then obtain City Council endorsement.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1163	Failure to work with partners to reduce alcohol related problems throughout the district.	 	 		
Owners: Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej)		H/M 05-Jun-07	M/M 05-Jan-07	L/M	
Last Review Date: 05 June 2007		Next Review Due: 04 June 2008			

Existing Controls / Completed Actions

- 1 Community Safety Partnership (CSP) and Local Strategic Partnership (LSP) in place.

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Work with partners in the CSP and LSP including with the Police, the PCT, and the County Council (Trading Standards and Youth & Community) and voluntary organisations.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	
2 Strategy being developed through LSP to reduce alcohol related harm. Then obtain endorsement from City Council.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	

Corporate Risk Register

Full Risks Report

Objective: To make best use of European ERDF and other funding within the Economic Development Zone to provide new and refurbished individual and commercial space. (cp/0708/08)

Note: Key Performance Indicators -

8.1 Luneside East land transfer completed by July 2007.







8.2 Storey Institute - Start on commercial space by December 2007.

8.3 Lancaster Science Park - Contract agreed with preferred partner and work starts on site by September 2007.

8.4 Regeneration programme - Funding approval from NWDA in place and site acquired by August 2007.

8.5 NWDA funds for Vision Board work agreed for 2007/08 by May 2007.

8.6 Full Strategic Investment Plan costs included in the sub regional economic strategy by January 2008.







Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/0001 There may be loss of external funding for regeneration projects.	 	 		
	M/M 13-Jul-05	L/M 13-Jul-05	L/M	

Owners: Corporate Director (Regeneration Services) (John Donnellon)
Head of Economic Development and Tourism (Peter Sandford)

Last Review Date: 27 November 2006 Next Review Due: 27 November 2007

Existing Controls / Completed Actions

- 1 Maintain ongoing dialogue with NWDA
- 2 Submit a recovery plan to Government Office NW
- 3 Monitor EDZ project expenditure through EDZ officer group - ongoing

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/0002 Loss of key staff in implementing EDZ projects.	 	 		
	H/M 24-Nov-06	M/L 24-Nov-06	L/L	



Owners: Head of Planning & Building Control (Andrew Dobson)
Head of Economic Development and Tourism (Peter Sandford)

Last Review Date: 24 November 2006 Next Review Due: 24 November 2007

Notes: The Head of Planning and Building Control feels that this objective should read "To improve the range and quality of commercial development opportunities."

Existing Controls / Completed Actions

- 1 Implement regeneration growth item/ recruit additional staff
- 2 Prioritise staff time - ongoing

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Set up project teams for key projects.	01-Oct-07	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	
2 Provide adequate resources for project delivery	01-Oct-07	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	

Corporate Risk Register
Full Risks Report

Objective: To make best use of European ERDF and other funding within the Economic Development Zone to provide new and refurbished individual and commercial space. (cp/0708/08)

Note: Key Performance Indicators -

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Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0003	Desire to create commercial development opportunities could place increased pressure on greenfield sites.	 4 H/L 24-Nov-06	 2 M/L 24-Nov-06	 1 L/L	

Owners: Corporate Director (Regeneration Services) (John Donnellon)
Head of Planning & Building Control (Andrew Dobson)

Last Review Date: 24 November 2006 Next Review Due: 24 November 2007

Existing Controls / Completed Actions

- Confirmation of status of Housing Restraint Policy
- Housing supplementary guidance in place targeting Brownfield sites

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Adopt Supplementary Planning Guidance.	01-Apr-07	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Planning & Building Control (Andrew Dobson) 	£0	
2 Maintain progress on local development framework.	01-Apr-07	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Planning & Building Control (Andrew Dobson) 	£0	

Corporate Risk Register
Full Risks Report

Objective: To make best use of European ERDF and other funding within the Economic Development Zone to provide new and refurbished individual and commercial space. (cp/0708/08)

Note: Key Performance Indicators -

8.1 Luneside East land transfer completed by July 2007.

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8.4 Regeneration programme - Funding approval from NWDA in place and site acquired by August 2007.

8.5 NWDA funds for Vision Board work agreed for 2007/08 by May 2007.

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Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0004	Council could take in liability for contaminated sites when acquiring land.	 	 		
		H/H 13-Jul-05	M/H 13-Jul-05	L/M	

Owners: Corporate Director (Regeneration Services) (John Donnellon)
Head of Property Services (Graham Cox)

Last Review Date: 27 November 2006 Next Review Due: 27 November 2007

Existing Controls / Completed Actions

- 1 Obtain partnership funding with NWDA
- 2 Pollution Liability Insurance purchased in respect of Luneside East
- 3 Housing Supplementary Guidance in place targeting Brownfield sites

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Purchase Pollution liability insurance where required on projects		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox) 	£0	
2 Ensure Pollution liability insurance is adequate and without "gaps"		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox) 	£0	
3 Adopt SPG		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox) 	£0	

Corporate Risk Register

Full Risks Report

Objective: To make best use of European ERDF and other funding within the Economic Development Zone to provide new and refurbished individual and commercial space. (cp/0708/08)

Note: Key Performance Indicators -

8.1 Luneside East land transfer completed by July 2007.

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8.5 NWDA funds for Vision Board work agreed for 2007/08 by May 2007.

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Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0006	Private sector may fail to invest in commercial growth.	 	 		
Owners: Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford)		H/L 14-Jul-05	M/L 24-Nov-06	L/L	
Last Review Date: 24 November 2006		Next Review Due: 24 November 2007			

Existing Controls / Completed Actions

- 1 Re-focus the project portfolio onto public sector schemes
- 2 Continue to hold a dialogue with ket private sector developers
- 3 Members are trained in planning law.

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Ensure Council makes confident and logical decisions.	01-Apr-06	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	
2 Ensure that Communications and PR promote positive image of decision making.	01-Apr-06	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	
3 Report on EDZ contingency plans to EDZ Officers' Group.	01-Apr-06	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0007	Developers proposals for commercial development may be unacceptable.	 	 		
Owners: Corporate Director (Regeneration Services) (John Donnellon) Head of Planning & Building Control (Andrew Dobson)		H/L 14-Jul-05	L/L 14-Jul-05	L/L	
Last Review Date: 27 November 2006		Next Review Due: 27 November 2007			

Existing Controls / Completed Actions

- 1 Council needs to control sale of land in addition to planning restrictions

Corporate Risk Register

Full Risks Report

Objective: To make best use of European ERDF and other funding within the Economic Development Zone to provide new and refurbished individual and commercial space. (cp/0708/08)

Note: Key Performance Indicators -

8.1 Luneside East land transfer completed by July 2007.

8.2 Storey Institute - Start on commercial space by December 2007.

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8.4 Regeneration programme - Funding approval from NWDA in place and site acquired by August 2007.

8.5 NWDA funds for Vision Board work agreed for 2007/08 by May 2007.

8.6 Full Strategic Investment Plan costs included in the sub regional economic strategy by January 2008.


Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0008	Adverse public opinion could restrain commercial growth.	 	 		
		M/H 14-Jul-05	L/M 14-Jul-05	L/L	

Owners: Corporate Director (Regeneration Services) (John Donnellon)
Head of Planning & Building Control (Andrew Dobson)

Last Review Date: 24 November 2006 Next Review Due: 24 November 2007

Existing Controls / Completed Actions

1 Effective public consultation

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Further public consultation	01-Apr-06	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Planning & Building Control (Andrew Dobson) 	£0	

Corporate Risk Register

Full Risks Report

Objective: To make best use of European ERDF and other funding within the Economic Development Zone to provide new and refurbished individual and commercial space. (cp/0708/08)

Note: Key Performance Indicators -

8.1 Luneside East land transfer completed by July 2007.







8.2 Storey Institute - Start on commercial space by December 2007.

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8.4 Regeneration programme - Funding approval from NWDA in place and site acquired by August 2007.

8.5 NWDA funds for Vision Board work agreed for 2007/08 by May 2007.

8.6 Full Strategic Investment Plan costs included in the sub regional economic strategy by January 2008.



Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/0009 Possible failure of a major capital project, or cost of over-run.	 	 		
	H/H 14-Jul-05	L/H 14-Jul-05	L/M	

Owners: Corporate Director (Regeneration Services) (John Donnellon)
Head of Economic Development and Tourism (Peter Sandford)

Last Review Date: 27 November 2006 Next Review Due: 27 November 2007

Existing Controls / Completed Actions

- Adoption of "partnering" approach for contracting, where appropriate, and involvement of Centre Construction Innovation and internal audit in this process.
- Project implementation arrangements made subject to detailed scrutiny as part of project appraisal process

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Establishment of cross-service project teams for each main project.	01-Apr-06	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	
2 Create individual project risk registers for each major capital project.	01-Apr-06	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	

Corporate Risk Register

Full Risks Report

Objective: To make best use of European ERDF and other funding within the Economic Development Zone to provide new and refurbished individual and commercial space. (cp/0708/08)

Note: Key Performance Indicators -

8.1 Luneside East land transfer completed by July 2007.

8.2 Storey Institute - Start on commercial space by December 2007.

8.3 Lancaster Science Park - Contract agreed with preferred partner and work starts on site by September 2007.

8.4 Regeneration programme - Funding approval from NWDA in place and site acquired by August 2007.

8.5 NWDA funds for Vision Board work agreed for 2007/08 by May 2007.

8.6 Full Strategic Investment Plan costs included in the sub regional economic strategy by January 2008.



Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/0115 Potential opportunity arising from M6 link road being built could be lost.	 	 		
	H/H 05-Sep-05	M/H 27-Nov-06	L/M	

Owners: Corporate Director (Regeneration Services) (John Donnellon)
Head of Economic Development and Tourism (Peter Sandford)

Last Review Date: 27 November 2006 Next Review Due: 27 November 2007

Existing Controls / Completed Actions

- 1 Environmental impact assessments carried out.
- 2 Barristers' opinions have been obtained.
- 3 Public consultation has been carried out.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Engage public and media support.		<ul style="list-style-type: none"> • Corporate Director (Regeneration Services) (John Donnellon) 	£0	
2 Secure support of standing MP.		<ul style="list-style-type: none"> • Corporate Director (Regeneration Services) (John Donnellon) 	£0	

Corporate Risk Register

Full Risks Report

Objective: To make best use of European ERDF and other funding within the Economic Development Zone to provide new and refurbished individual and commercial space. (cp/0708/08)

Note: Key Performance Indicators -

8.1 Luneside East land transfer completed by July 2007.

8.2 Storey Institute - Start on commercial space by December 2007.

8.3 Lancaster Science Park - Contract agreed with preferred partner and work starts on site by September 2007.

8.4 Regeneration programme - Funding approval from NWDA in place and site acquired by August 2007.

8.5 NWDA funds for Vision Board work agreed for 2007/08 by May 2007.

8.6 Full Strategic Investment Plan costs included in the sub regional economic strategy by January 2008.

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1299 Funding for the Council's regeneration programmes may be clawed back.	 	 		
	H/H 18-Sep-07	M/H 18-Sep-07	L/M	



Owners: Corporate Director (Regeneration Services) (John Donnellon)
Head of Economic Development and Tourism (Peter Sandford)

Last Review Date: 18 September 2007 Next Review Due: 17 September 2008

Notes: High sums involved - Current Economic Development programmes have a value of £18m.

Existing Controls / Completed Actions

- 1 Training in project and programme management, State Aid and procurement has been undertaken by programmes staff.
- 2 A project management methodology (LAMP) has been introduced corporately.
- 3 Risk assessment and risk management at project and programme level have been introduced and improved.
- 4 Performance management arrangements for both projects and programmes are in place.
- 5 Requirements for document retention have been clarified and disseminated corporately.
- 6 Pre-audit arrangements have been introduced.

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Urgent consideration of fixed term staff contracts is required in order to provide a longer term assurance to the Council that the required skills and experience will be available as necessary. Currently programme staff contracts will all end in Mar '08.	30-Nov-07	• Head of Economic Development and Tourism (Peter Sandford)	£0	
2 Additional storage space is required for essential documents which cannot be retained electronically and must be retained in paper form until 2015.	01-Mar-08	• Head of Economic Development and Tourism (Peter Sandford)	£0	







Corporate Risk Register

Full Risks Report

Objective: To regenerate the West End of Morecambe. (cp/0708/09)


Note: Key Performance Indicators -







9.1 Promenade Gardens Scheme completed by May 2007.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0011	A lack of resources could hinder the full implementation of the Morecambe Action Plan.	 	 		
		M/M 14-Jul-05	L/M 24-Nov-06	L/L	
Owners: Corporate Director (Regeneration Services) (John Donnellon) Project Director (Urban Renewal) (Stephen Matthews)					
Last Review Date: 24 November 2006 Next Review Due: 24 November 2007					

Existing Controls / Completed Actions



1 Resources obtained from NWDA for delivery team.







Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Implement Planning and Building Control structures 2005.	01-Apr-06	• Corporate Director (Regeneration Services) (John Donnellon)	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0012	There may be a loss of community support for implementation of the Morecambe Action Plan.	 	 		
		H/H 08-Sep-05	M/M 15-Jul-05	M/L	
Owners: Corporate Director (Regeneration Services) (John Donnellon) Project Director (Urban Renewal) (Stephen Matthews)					
Last Review Date: 27 November 2006 Next Review Due: 27 November 2007					

Existing Controls / Completed Actions

1 Public consultation on West End Master Plan has been undertaken.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Engage West End Partnership in implementation of West End Masterplan.	01-Oct-06	• Corporate Director (Regeneration Services) (John Donnellon)	£0	
2 Provide dedicated staff resource for West End Masterplan.	01-Oct-06	• Corporate Director (Regeneration Services) (John Donnellon)	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0013	Change of Government priorities could effect the Morecambe Action Plan.	 	 		
		H/M 15-Jul-05	L/M 15-Jul-05	L/M	
Owners: Corporate Director (Regeneration Services) (John Donnellon) Project Director (Urban Renewal) (Stephen Matthews)					
Last Review Date: 27 November 2006 Next Review Due: 27 November 2007					

Existing Controls / Completed Actions

1 Lobbying and MP support







Corporate Risk Register

Full Risks Report

Objective: To regenerate the West End of Morecambe. (cp/0708/09)


Note: Key Performance Indicators -







9.1 Promenade Gardens Scheme completed by May 2007.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0014	There could be a lack of public support for the Morecambe Action Plan.	 	 		
		H/M 15-Jul-05	M/M 15-Jul-05	L/M	
Owners: Corporate Director (Regeneration Services) (John Donnellon) Project Director (Urban Renewal) (Stephen Matthews)					
Last Review Date: 24 November 2006 Next Review Due: 24 November 2007					

Existing Controls / Completed Actions


- 1 Education and community buy-in to risk - partially in place
- 2 Carry out Public Consultation

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Produce Community Engagement Strategy		• Corporate Director (Regeneration Services) (John Donnellon)	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0015	Failure to obtain external funding for the Morecambe Action Plan.	 	 		
		H/M 15-Jul-05	M/M 24-Nov-06	L/M	
Owners: Corporate Director (Regeneration Services) (John Donnellon) Project Director (Urban Renewal) (Stephen Matthews)					
Last Review Date: 24 November 2006 Next Review Due: 24 November 2007					

Existing Controls / Completed Actions

- 1 Lobbying and MP support
- 2 Endorsement of Action Plan by NWDA and EP







Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Ensure Morecambe is identified by regional housing board as priority investment		• Corporate Director (Regeneration Services) (John Donnellon)	£0	

Corporate Risk Register
Full Risks Report

Objective: To regenerate the West End of Morecambe. (cp/0708/09)

Note: Key Performance Indicators -

9.1 Promenade Gardens Scheme completed by May 2007.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0016	Private sector may not respond to the Morecambe Action Plan.	 	 		
		H/H 15-Jul-05	M/M 15-Jul-05	L/M	

Owners: Corporate Director (Regeneration Services) (John Donnellon)





Project Director (Urban Renewal) (Stephen Matthews)

Last Review Date: 27 November 2006

Next Review Due: 27 November 2007

Existing Controls / Completed Actions

- Engage a primary private sector partner for promenade

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Obtain EP and NWDA funding		• Corporate Director (Regeneration Services) (John Donnellon)	£0	
2 Patnership working with private sector		• Corporate Director (Regeneration Services) (John Donnellon)	£0	
3 Engage a primary private sectot partner for West End		• Corporate Director (Regeneration Services) (John Donnellon)	£0	
4 Undertake Master Planning exercise		• Corporate Director (Regeneration Services) (John Donnellon)	£0	

Objective: A varied programme of festivals and events throughout the district. (cp/0708/10)

Note: Key Performance Indicators -

10.1 Increase tourist spend by an average of 5% annually across all categories of visitors.

10.2 Increase the number of staying visitors by 3% annually.

10.3 Achieve 80% good or excellent on quality of service TIC customer satisfaction forms.

10.4 Green Flag bid for Happy Mount Park submitted and determined by July 2007.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1029	Failure to provide a varied programme of festivals and events throughout the district.	 	 		
		M/M 18-Sep-06	L/M 18-Sep-06	L/L	


Owners: Chief Leisure Officer (David Owen)

Corporate Director (Regeneration Services) (John Donnellon)

Last Review Date: 27 November 2006

Next Review Due: 27 November 2007

Existing Controls / Completed Actions	
1	Working with both the private sector and other organisations to develop a successful programme.
2	In receipt of the Festivals Innovation Fund.
3	Obtain Green Flag status for Happy Mount Park.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 To continue to work with both the private sector and other organisations to develop a successful programme.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Chief Leisure Officer (David Owen) 	£0	


Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1175	Failure to review the Festivals Innovation Fund and align it more closely with tourism.	 	 		
		H/L 08-Jan-07	H/L 08-Jan-07	L/L	

Owners: Chief Leisure Officer (David Owen)

Corporate Director (Regeneration Services) (John Donnellon)

Last Review Date: 08 January 2007

Next Review Due: 08 January 2008

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Examine the effectiveness of the Festivals Innovation Fund and align it better with tourism.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Chief Leisure Officer (David Owen) 	£0	







Corporate Risk Register
Full Risks Report

Objective: To improve the retail, leisure and residential offering in Lancaster City Centre. (cp/0708/11)

Note: Key Performance Indicators ;

11.1 *To work with partners to ensure an outline planning application for Canal Corridor is submitted by April 2007.*

11.2 *To ensure planning committee consider the outline application by September 2007.*

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1031	Failure to ensure that the Canal Corridor scheme meets local planning objectives.	 	 		
		H/H 27-Sep-06	H/M 27-Sep-06	M/M	

Owners: *Head of Planning & Building Control (Andrew Dobson)*


Corporate Director (Regeneration Services) (John Donnellon)

Last Review Date: *27 November 2006*

Next Review Due: *27 November 2007*

Existing Controls / Completed Actions

1 The Local Development Framework is in place.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Use a master plan approach for the scheme.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Planning & Building Control (Andrew Dobson) 	£0	







Corporate Risk Register

Full Risks Report


Objective: To regenerate Carnforth and its rural hinterland. (cp/0708/12)






Note: Key Performance Indicators;

12.1 Increase overall satisfaction with the effectiveness of the Carnforth Area Regeneration Partnership from current baseline.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0018	There could be a lack of continuity of staff resources for the Market Towns Initiative in Carnforth.	 	 		
		M/H 18-Jul-05	L/M 16-Aug-07	L/L	
Owners: Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford)					
Last Review Date: 16 August 2007 Next Review Due: 15 August 2008					

Existing Controls / Completed Actions	
1	Funding in place for 2007/08.
2	Rural Regeneration Officer (Carnforth Initiative) retained.

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Continue with existing staff resources until at least March 2008.		• Head of Economic Development and Tourism (Peter Sandford)	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0019	There could be a lack of external funding for the Market Towns Initiative in Carnforth.	 	 		
		H/M 18-Jul-05	L/M 16-Aug-07	L/M	
Owners: Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford)					
Last Review Date: 16 August 2007 Next Review Due: 15 August 2008					

Existing Controls / Completed Actions	
1	Rural Regeneration Officer (Carnforth Initiative) retained.
2	NWDA funding in place for 2007/08.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0020	Exposure to legal or financial challenge as a result of its role as accountable body for Carnforth Market Town Initiative.	 	 		
		M/M 18-Jul-05	L/M 18-Jul-05	L/M	
Owners: Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford)					
Last Review Date: 16 August 2007 Next Review Due: 15 August 2008					





Existing Controls / Completed Actions	
1	Established SLA with Carnforth & Area Regeneration Partnership (CARP)
2	Devised robust constitution for CARP which satisfies the requirements of NWDA and City Council as accountable body.
3	Implemented ongoing PR and communication campaign in support of CARP and their activities.

Corporate Risk Register
Full Risks Report

Objective: To regenerate Carnforth and its rural hinterland. (cp/0708/12)

Note: Key Performance Indicators;

12.1 Increase overall satisfaction with the effectiveness of the Carnforth Area Regeneration Partnership from current baseline.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status	
R/0021	Lack of project development capacity to implement Market Towns Initiative.	 H/M 08-Sep-05	 L/M 16-Aug-07	 L/M	 L/M	
<p><i>Owners: Corporate Director (Regeneration Services) (John Donnellon)</i> <i>Head of Economic Development and Tourism (Peter Sandford)</i></p> <p><i>Last Review Date: 16 August 2007</i> <i>Next Review Due: 15 August 2008</i></p>						

Existing Controls / Completed Actions

- 1 Obtained development funding from NWDA
- 2 Held discussions with NWDA and other partners
- 3 Allocated supporting staff resources from within regeneration team - ongoing.

Corporate Risk Register
Full Risks Report







Objective: To reduce the amount of energy used by both the Council and households across the district. (cp/0708/13)

Note: Key Performance Indicators;

13.1 Reduce overall energy use in Council buildings from 6,563,842kwh (05/06) to 5,328,114kwh (08/09).

13.2 Reduce CO2 emissions from Council buildings from 0.0666 (05/06) to 0.057 (08/09).

13.3 Increase the % of energy the Council uses from sustainable sources from 9.90% in 05/06 to 60% in 08/09.

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1032 Failure to reduce the amount of energy used by both the Council and households across the district.	 	 		
	H/M 28-Sep-06	M/L 08-Jan-07	L/L	

Owners: *Head of Property Services (Graham Cox)*

Corporate Director (Regeneration Services) (John Donnellon)

Last Review Date: 08 January 2007

Next Review Due: 08 January 2008

Existing Controls / Completed Actions

- 1 Energy Forum formed.
- 2 Climate Change Strategy developed.

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Undertake all works in the Council's Energy Management Action Plan.		<ul style="list-style-type: none"> • Corporate Director (Regeneration Services) (John Donnellon) • Head of Property Services (Graham Cox) 	£0	
2 Energy efficiency measures at Salt Ayre Sports Centre.		<ul style="list-style-type: none"> • Corporate Director (Regeneration Services) (John Donnellon) • Head of Property Services (Graham Cox) 	£0	
3 Implement national/ EU sustainability policies through planning decisions and implementation of Building Regulations.		<ul style="list-style-type: none"> • Corporate Director (Regeneration Services) (John Donnellon) • Head of Planning & Building Control (Andrew Dobson) 	£0	
4 Examine ways in which the Council decision making and resource use can affect the determinants of climate change.		<ul style="list-style-type: none"> • Corporate Director (Regeneration Services) (John Donnellon) • Head of Property Services (Graham Cox) 	£0	
5 The Council should improve its own energy efficiency and promote action by others.		<ul style="list-style-type: none"> • Corporate Director (Regeneration Services) (John Donnellon) • Head of Property Services (Graham Cox) 	£0	
6 Improve energy efficiency in municipal buildings.		<ul style="list-style-type: none"> • Corporate Director (Regeneration Services) (John Donnellon) • Head of Property Services (Graham Cox) 	£0	
7 Examine alternative generation possibilities as "spend to save" initiatives.		<ul style="list-style-type: none"> • Corporate Director (Regeneration Services) (John Donnellon) • Head of Property Services (Graham Cox) 	£0	
8 Use the new planning frameworks to promote best practice in energy efficiency and renewable energy use.		<ul style="list-style-type: none"> • Corporate Director (Regeneration Services) (John Donnellon) • Head of Property Services (Graham Cox) 	£0	

Corporate Risk Register
Full Risks Report

Objective: Reduce the impact of Climate Change within the district. (cp/0708/14)

Note: Key Performance Indicators

14.1 Implement Year 1 actions from the strategy.

Risk and Risk Owners:		Inherent Risk		Residual Risk		Target Risk	Status
R/1174	Failure to deal with the likely sea level rise for the next 50 years.	 		 			
		H/H 08-Jan-07		L/M 08-Jan-07		L/M	

Owners: *Corporate Director (Community Services) (Peter Loker)*

Last Review Date: *08 January 2007*

Next Review Due: *08 January 2008*

Existing Controls / Completed Actions


1 Sea defences in Morecambe complete.

Corporate Risk Register
Full Risks Report

Objective: Reduce the risk of flooding from the sea. (cp/0708/15)


Note: Key Performance Indicator

Complete Phase 6/7 of the Morecambe Coastal Sea Defences by July 2007.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1296	Insufficient resources to improve sea defences.	 	 		
Owners: <i>Head of Planning & Building Control (Andrew Dobson)</i>		H/H 16-Aug-07	L/M 16-Aug-07	L/L	
Last Review Date: <i>16 August 2007</i>		Next Review Due: <i>15 August 2008</i>			

Existing Controls / Completed Actions

1 Funding received from DEFRA.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Complete phases 6 and 7 of Morecambe Coastal Sea Defences.		• Head of Planning & Building Control (Andrew Dobson)	£0	

Corporate Risk Register
Full Risks Report

Objective: Continue to develop Neighbourhood Management within the district. (cp/0708/16)

Note: Key Performance Indicators

16.1 Developer partner appointed for the exemplar housing scheme jointly with English Partnerships by August 2007.




16.2 Roll out of the first phase of 3 stream waste collection to the West End by October 2007.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1297	Failure to develop Neighbourhood Management within the district.	 	 		
Owners: Project Director (Urban Renewal) (Stephen Matthews)		H/H 16-Aug-07	M/M 16-Aug-07	L/M	

Owners: Project Director (Urban Renewal) (Stephen Matthews)

Last Review Date: 16 August 2007

Next Review Due: 15 August 2008

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Introduce Neighbourhood Management in the West End of Morecambe.		• Project Director (Urban Renewal) (Stephen Matthews)	£0	
2 Ensure that a developer partner is appointed for the exemplar housing scheme jointly with English Partnerships.	01-Aug-07	• Project Director (Urban Renewal) (Stephen Matthews)	£0	
3 Roll out the first phase of 3 stream waste collection to the West End.	01-Oct-07	• Head of City Council (Direct) Services (Mark Davies)	£0	







Corporate Risk Register

Full Risks Report

Objective: To increase the provision of more affordable housing. (cp/0708/17)

Note: Key Performance Indicators;

17.1 A minimum of 20% of all dwelling completions to be affordable.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0104	Failure to provide affordable housing in areas of higher house prices.	 	 		
		H/H 09-Sep-05	M/M 05-Jan-07	L/M	
<p>Owners: Corporate Director (Community Services) (Peter Loker) Head of Health & Strategic Housing (Suzanne Lodge) Project Director (Urban Renewal) (Stephen Matthews) Corporate Director (Regeneration Services) (John Donnellon)</p> <p>Last Review Date: 05 January 2007 Next Review Due: 05 January 2008</p>					

Existing Controls / Completed Actions

- 1 Lobby agencies in place.
- 2 Effective development control.
- 3 Affordable Housing Policy.
- 4 Local Development Framework in place.
- 5 Housing Strategy developed.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Formulating bids to Housing Corporation to provide affordable housing - ongoing.		<ul style="list-style-type: none"> • Head of Health & Strategic Housing (Suzanne Lodge) • Project Director (Urban Renewal) (Stephen Matthews) 	£0	
2 Working with landlords to access accommodation in private housing sector - ongoing.		<ul style="list-style-type: none"> • Head of Health & Strategic Housing (Suzanne Lodge) • Project Director (Urban Renewal) (Stephen Matthews) 	£0	
3 Aim to increase the availability of housing, both for those with no realistic option except renting, and for those who are being priced out of high demand areas.		<ul style="list-style-type: none"> • Head of Health & Strategic Housing (Suzanne Lodge) • Project Director (Urban Renewal) (Stephen Matthews) 	£0	
4 Ensure that the Housing Strategy and Local Development Framework reflect this.		<ul style="list-style-type: none"> • Head of Health & Strategic Housing (Suzanne Lodge) • Head of Planning & Building Control (Andrew Dobson) • Project Director (Urban Renewal) (Stephen Matthews) 	£0	
5 Make use of planning powers to ensure that all significant developments include a proportion of "affordable" homes and incorporate this requirement in the new Local Development Framework.		<ul style="list-style-type: none"> • Head of Planning & Building Control (Andrew Dobson) • Project Director (Urban Renewal) (Stephen Matthews) • Head of Health & Strategic Housing (Suzanne Lodge) 	£0	
6 Seek to increase numbers of affordable homes in areas of particularly high housing demand.		<ul style="list-style-type: none"> • Head of Health & Strategic Housing (Suzanne Lodge) • Project Director (Urban Renewal) (Stephen Matthews) 	£0	

Corporate Risk Register
Full Risks Report

Objective: To increase the provision of more affordable housing. (cp/0708/17)

Note: Key Performance Indicators;

17.1 A minimum of 20% of all dwelling completions to be affordable.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1173	Failure of partnership with Regional Housing Board, and other associations, to use shared ownership and social rented housing etc.	 	 		
		H/M 05-Jan-07	M/M 05-Jan-07	L/M	


Owners: Corporate Director (Community Services) (Peter Loker)
Head of Health & Strategic Housing (Suzanne Lodge)
Project Director (Urban Renewal) (Stephen Matthews)
Corporate Director (Regeneration Services) (John Donnellon)

Last Review Date: 05 January 2007

Next Review Due: 05 January 2008

Existing Controls / Completed Actions

1 Partnerships in place.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Work with partners to provide more affordable homes.		<ul style="list-style-type: none"> Head of Health & Strategic Housing (Suzanne Lodge) Project Director (Urban Renewal) (Stephen Matthews) 	£0	

Corporate Risk Register

Full Risks Report







Objective: Reduce levels of homelessness with a particular emphasis on young people, domestic violence and emergency accommodation. (cp/0708/18)

Note: Key Performance Indicators ;

18.1 Increase the number of homelessness cases successfully resolved from 1.75 (per 1000 h/hold) in 06/07 to 2 in 07/08 (BV213).

18.2 Maintain the level of repeat homelessness cases at nil in 2007/08 (BV214).

18.3 10% reduction in numbers of HMOs achieved by March 2010.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0022	Lack of resources to improve services to homeless people/ government funding ceases.	 	 		
		H/M 23-Aug-05	M/L 21-May-07	L/L	

Owners: Corporate Director (Community Services) (Peter Loker)
Head of Health & Strategic Housing (Suzanne Lodge)
Project Director (Urban Renewal) (Stephen Matthews)
Corporate Director (Regeneration Services) (John Donnellon)

Last Review Date: 21 May 2007

Next Review Due: 20 May 2008

Existing Controls / Completed Actions

- 1 Secured ODPM funding for 07/08 homeless projects.
- 2 Funding secured from City Council/ West End Partnership/ Poulton Neighbourhood Management.
- 3 Homelessness provided for within West End Masterplan.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Follow advice given by Lancaster University Homeless research Project.	01-Oct-07	<ul style="list-style-type: none"> Head of Health & Strategic Housing (Suzanne Lodge) Project Director (Urban Renewal) (Stephen Matthews) 	£0	
2 Review Homelessness Strategy by 31/12/07.	31-Dec-07	<ul style="list-style-type: none"> Head of Health & Strategic Housing (Suzanne Lodge) Project Director (Urban Renewal) (Stephen Matthews) 	£0	
3 Continue to reduce numbers presenting themselves as homeless.	01-Apr-08	<ul style="list-style-type: none"> Head of Health & Strategic Housing (Suzanne Lodge) Project Director (Urban Renewal) (Stephen Matthews) 	£0	

Corporate Risk Register

Full Risks Report







Objective: Reduce levels of homelessness with a particular emphasis on young people, domestic violence and emergency accommodation. (cp/0708/18)

Note: Key Performance Indicators ;

18.1 Increase the number of homelessness cases successfully resolved from 1.75 (per 1000 h/hold) in 06/07 to 2 in 07/08 (BV213).




18.2 Maintain the level of repeat homelessness cases at nil in 2007/08 (BV214).

18.3 10% reduction in numbers of HMOs achieved by March 2010.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1170	Lack of emergency accomodation for the homeless.	 	 		
Owners: <i>Head of Health & Strategic Housing (Suzanne Lodge)</i> <i>Corporate Director (Community Services) (Peter Loker)</i> <i>Project Director (Urban Renewal) (Stephen Matthews)</i> <i>Corporate Director (Regeneration Services) (John Donnellon)</i>		H/M 05-Jan-07	M/L 21-May-07	L/L	
Last Review Date: 21 May 2007 Next Review Due: 20 May 2008					

Existing Controls / Completed Actions

- 1 Partnerships in place with Housing Associations.
- 2 Homelessness Strategy in place.
- 3 Funding secured for Portland Street Hostel.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Continue to work with Housing Associations and other partners.		<ul style="list-style-type: none"> • Head of Health & Strategic Housing (Suzanne Lodge) • Project Director (Urban Renewal) (Stephen Matthews) 	£0	
2 Need to review Homelessness Strategy.		<ul style="list-style-type: none"> • Head of Health & Strategic Housing (Suzanne Lodge) • Project Director (Urban Renewal) (Stephen Matthews) 	£0	
3 Work with YMCA to open Portland Street Hostel.		<ul style="list-style-type: none"> • Head of Health & Strategic Housing (Suzanne Lodge) • Project Director (Urban Renewal) (Stephen Matthews) 	£0	

Corporate Risk Register

Full Risks Report







Objective: Reduce levels of homelessness with a particular emphasis on young people, domestic violence and emergency accommodation. (cp/0708/18)

Note: Key Performance Indicators ;

18.1 Increase the number of homelessness cases successfully resolved from 1.75 (per 1000 h/hold) in 06/07 to 2 in 07/08 (BV213).

18.2 Maintain the level of repeat homelessness cases at nil in 2007/08 (BV214).

18.3 10% reduction in numbers of HMOs achieved by March 2010.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1171	Lack of provision for young people who become homeless.	 	 		
		H/M 05-Jan-07	M/L 21-May-07	L/L	

Owners: Corporate Director (Community Services) (Peter Loker)
Head of Health & Strategic Housing (Suzanne Lodge)
Project Director (Urban Renewal) (Stephen Matthews)
Corporate Director (Regeneration Services) (John Donnellon)

Last Review Date: 21 May 2007

Next Review Due: 20 May 2008

Existing Controls / Completed Actions

- Homeless Strategy in place.
- Partnerships formed with Housing Associations and other bodies.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Continue to work with Housing Associations and other partners.		<ul style="list-style-type: none"> Head of Health & Strategic Housing (Suzanne Lodge) Project Director (Urban Renewal) (Stephen Matthews) 	£0	
2 Review Homelessness Strategy.		<ul style="list-style-type: none"> Head of Health & Strategic Housing (Suzanne Lodge) Project Director (Urban Renewal) (Stephen Matthews) 	£0	
3 Work with YMCA to open Portland Street Hostel.		<ul style="list-style-type: none"> Project Director (Urban Renewal) (Stephen Matthews) Head of Health & Strategic Housing (Suzanne Lodge) 	£0	

Corporate Risk Register
Full Risks Report

Objective: Reduce levels of homelessness with a particular emphasis on young people, domestic violence and emergency accommodation. (cp/0708/18)

Note: Key Performance Indicators ;

18.1 Increase the number of homelessness cases successfully resolved from 1.75 (per 1000 h/hold) in 06/07 to 2 in 07/08 (BV213).

18.2 Maintain the level of repeat homelessness cases at nil in 2007/08 (BV214).

18.3 10% reduction in numbers of HMOs achieved by March 2010.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1172	Lack of provision for homelessness caused by domestic violence.	 	 		
		H/M 05-Jan-07	M/L 21-May-07	L/L	

Owners: Corporate Director (Community Services) (Peter Loker)
Head of Health & Strategic Housing (Suzanne Lodge)
Project Director (Urban Renewal) (Stephen Matthews)
Corporate Director (Regeneration Services) (John Donnellon)

Last Review Date: 21 May 2007

Next Review Due: 20 May 2008

Existing Controls / Completed Actions

- 1 Homelessness Strategy in place.
- 2 Partnerships formed with Housing Associations and other bodies.
- 3 Domestic violence strategy approved.
- 4 Five properties identified for victims of domestic violence.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Continue to work with Housing Associations and other partners.		<ul style="list-style-type: none"> • Head of Health & Strategic Housing (Suzanne Lodge) • Project Director (Urban Renewal) (Stephen Matthews) 	£0	
2 Homelessness Strategy being reviewed.		<ul style="list-style-type: none"> • Head of Health & Strategic Housing (Suzanne Lodge) • Project Director (Urban Renewal) (Stephen Matthews) 	£0	
3 Roll out Sanctuary Scheme.	31-Dec-07	<ul style="list-style-type: none"> • Head of Health & Strategic Housing (Suzanne Lodge) • Project Director (Urban Renewal) (Stephen Matthews) 	£0	

Corporate Risk Register
Full Risks Report

Objective: Develop a comprehensive approach to children and young people's issues. (cp/0708/19)

Note: 19.1 Child Protection Policy revised and actioned by July 2007.

19.2 Implement Action Plan responding to 'Working in Partnership to Deliver Improved Outcomes for Children and Young People' assessmet; by June 2007.





Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1298	Failure to deliver improved outcomes for children and young people.	 	 		
		H/H 16-Aug-07	M/M 16-Aug-07	L/M	

Owners: Corporate Director (Finance & Performance) (Roger Muckle)
Head of Corporate Strategy (Richard Tulej)

Last Review Date: 16 August 2007 Next Review Due: 15 August 2008

Existing Controls / Completed Actions

- 1 Developed Child Protection Policy.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Develop and implement a Children and Young People's strategy.		• Head of Corporate Strategy (Richard Tulej)	£0	
2 Introduce Children and Young People's Panels.		• Head of Corporate Strategy (Richard Tulej)	£0	
3 Action Child Protection Policy.		• Head of Corporate Strategy (Richard Tulej)	£0	
4 Implement Action Plan responding to "Working in Partnership to Deliver Improved Outcomes for Children and Young People" assessment.		• Head of Corporate Strategy (Richard Tulej)	£0	

Corporate Risk Register
Full Risks Report

Objective: Council continues to improve; external assessment validates that improvement. (cp/0708/20)

Note: Key Performance Indicators;

20.1 % of Improvement Plan targets achieved (Target 100%) in accordance with Action Plan deadlines.

20.2 To reduce the average days lost to sickness to 10 days per employee by March 2008.

20.3 Completion of pay and grading review and implement new pay system by March 2008.

20.4 Services to achieve top quartile performance ratings in all corporate KPIs by March 2010.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0108	Failure to carry out the actions in the Corporate Improvement Plan.	 	 		
		H/H 07-Sep-05	M/L 07-Sep-05	L/L	


Owners: Chief Executive (Mark Cullinan)







Last Review Date: 27 November 2006

Next Review Due: 27 November 2007

Existing Controls / Completed Actions

- 1 Implementation plan has clearly defined outcomes with responsibilities attached to individuals.
- 2 Updates reported quarterly to Cabinet's Corporate Review Team and to Management Team.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Continue to implement actions and develop improvement plan - ongoing.		• Chief Executive (Mark Cullinan)	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0128	Failure of Cabinet to prioritise corporate objectives effectively to meet the needs of the district.	 	 		
		H/H 09-Sep-05	H/M 09-Sep-05	M/M	

Owners: Corporate Director (Finance & Performance) (Roger Muckle)


Head of Financial Services (Nadine Muschamp)

Last Review Date: 27 November 2006

Next Review Due: 27 November 2007

Existing Controls / Completed Actions

- 1 Budget and Policy Framework Timetable issued annually.
- 2 Consultation with various stakeholders (LSP Executive, Citizens' Panel, Parishes etc.)
- 3 Services' Business Plans considered along with outturn position.
- 4 Star Chamber Exercise undertaken.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Strategic Risk Register needs to be considered by Cabinet when setting priorities.		• Corporate Director (Finance & Performance) (Roger Muckle) • Head of Financial Services (Nadine Muschamp)	£0	

Corporate Risk Register

Full Risks Report

Objective: Council continues to improve; external assessment validates that improvement. (cp/0708/20)





Note: Key Performance Indicators;

20.1 % of Improvement Plan targets achieved (Target 100%) in accordance with Action Plan deadlines.

20.2 To reduce the average days lost to sickness to 10 days per employee by March 2008.


20.3 Completion of pay and grading review and implement new pay system by March 2008.

20.4 Services to achieve top quartile performance ratings in all corporate KPIs by March 2010.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1033	Failure to improve sickness levels.	 	 		
Owners: Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor)		H/M 03-Oct-06	M/M 03-Oct-06	L/M	
Last Review Date: 27 November 2006		Next Review Due: 27 November 2007			

Existing Controls / Completed Actions


1 Sickness Absence Management Policy in force.

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Reduce the average days lost to sickness to 10 days per employee by March 2008.	01-Mar-07	<ul style="list-style-type: none"> Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor) 	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1034	Failure to undertake a pay and grading review of the workforce.	 	 		
Owners: Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor)		H/M 03-Oct-06	M/M 03-Oct-06	L/M	
Last Review Date: 27 November 2006		Next Review Due: 27 November 2007			

Existing Controls / Completed Actions

1 Workforce Strategy in place.

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Complete the pay and grading review by March 2008.		<ul style="list-style-type: none"> Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor) 	£0	

Corporate Risk Register

Full Risks Report

Objective: To improve the Council's performance monitoring, management and reporting arrangements. (cp/0708/21)

Note: Key Performance Indicators;

21.1 Services reporting performance through Escendency by July 2007.

21.2 To achieve the highest score of 4 (as judged by the Audit Commission) for the quality of our published data (by April 2008).




21.3 100% of new projects using LAMP methodology by September 2007.

21.4 All modules implemented by November 2007.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1035	Failure to improve the Council's performance monitoring, management and reporting arrangements.	 	 		
		H/M 03-Oct-06	M/L 05-Jun-07	L/L	
<p>Owners: Head of Financial Services (Nadine Muschamp) Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej)</p> <p>Last Review Date: 16 August 2007 Next Review Due: 15 August 2008</p>					

Existing Controls / Completed Actions

- 1 Performance Management Framework in place and providing effective improvement in monitoring, management and reporting arrangements.
- 2 Performance Management Framework enhanced by the development of Service based Value for Money Templates.
- 3 Established revised performance monitoring and reporting arrangements as set out in the Performance Management Framework.
- 4 Escendency Partnership arrangement in place.
- 5 Established Corporate Project Manager post.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Implement the Escendency performance management system across all Council Services.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) Head of Financial Services (Nadine Muschamp) 	£0	
2 Continue to roll out LAMP methodology throughout 2007/08.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) Head of Financial Services (Nadine Muschamp) 	£0	
3 Implement the 'Civica Financials' management system throughout the Council.	01-Nov-07	<ul style="list-style-type: none"> Head of Financial Services (Nadine Muschamp) 	£0	

Corporate Risk Register

Full Risks Report

Objective: To improve the Council's performance monitoring, management and reporting arrangements. (cp/0708/21)







Note: Key Performance Indicators;

21.1 Services reporting performance through Escendency by July 2007.

21.2 To achieve the highest score of 4 (as judged by the Audit Commission) for the quality of our published data (by April 2008).

21.3 100% of new projects using LAMP methodology by September 2007.

21.4 All modules implemented by November 2007.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1274	Poor decision making arising from poor quality or faulty data.	 	 		
		H/M 25-Jun-07	M/M 25-Jun-07	L/M	

Owners: Corporate Director (Finance & Performance) (Roger Muckle)




Last Review Date: 25 June 2007







Next Review Due: 24 June 2008

Notes: Now in Corporate Plan 2007/08 as priority outcome number 21. The information upon which the Council relies to make its decisions must be correctly stated, robust and timely. In all its systems and practices the Council aims to reduce the opportunity for error and design-in quality. Elected members and staff at all levels need to be aware of their responsibilities in ensuring data quality.

Existing Controls / Completed Actions

- 1 Data quality strategy approved and published 31.3.07
- 2 Relevant staff trained on data quality.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Implement the Data Quality Strategy.			£0	
2 Further training for members in data quality.	31-Jul-07	• Head of Corporate Strategy (Richard Tulej)	£0	
3 Full implementation of Escendency system.	31-Jul-07	• Head of Corporate Strategy (Richard Tulej)	£0	


Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1351	Loss of performance management system.	 	 		
Owners: Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej)		H/L 04-Dec-07	H/L 04-Dec-07	H/L	

Last Review Date: 04 December 2007

Next Review Due: 03 December 2008

Existing Controls / Completed Actions

- 1 None

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 None as yet. (Nature/ implications of risk to be assessed.)			£0	

Corporate Risk Register
Full Risks Report

Objective: To increase awareness of equal opportunities and diversity issues (cp/0708/22)

Note: Key Performance Indicator ;

22.1 Achieve level 2 of the Equality Standard for local government by November 2007.

22.2 Gypsy and Traveller Strategy developed and Action Plan implemented within agreed timescales.

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/0101 Failing to comply with the Race Relations Amendment Act 2000 and not achieving level 2 of Equality Standard for Local Government.	7 ★	5 ★	3	⚠
	H/M 11-Aug-05	M/M 11-Aug-05	L/M	

Owners: Chief Executive (Mark Cullinan)

Head of Legal and Human Resources (Sarah Taylor)

Last Review Date: 27 November 2006

Next Review Due: 27 November 2007

Existing Controls / Completed Actions






1 Appointed a shared Diversity Officer.

Risk Treatment Actions	To be Implemented By When	By Whom	Est Cost	Status
1 Take account of and respond to forthcoming legislation - DDA (Pt III), religion/belief, sexual orientation.		<ul style="list-style-type: none"> Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor) 	£0	⚠
2 Work towards achieving Level 2 ESLG		<ul style="list-style-type: none"> Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor) 	£0	⚠
3 Extend training on diversity issues		<ul style="list-style-type: none"> Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor) 	£0	⚠
4 Assess functions/ policies for relevance to race equality		<ul style="list-style-type: none"> Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor) 	£0	⚠
5 Review Race Equality Scheme		<ul style="list-style-type: none"> Chief Executive (Mark Cullinan) Head of Legal and Human Resources (Sarah Taylor) 	£0	⚠
6 Progress the Equality Standard for local government Action Plan.		<ul style="list-style-type: none"> Head of Legal and Human Resources (Sarah Taylor) 	£0	⚠
7 Develop a Gypsy and Traveller Strategy and Action Plan.		<ul style="list-style-type: none"> Head of Legal and Human Resources (Sarah Taylor) 	£0	⚠

Corporate Risk Register
Full Risks Report


Objective: Making sure that regeneration encourages local small businesses and social enterprises and rural businesses. (cp/cab.p2.4.5)

Note: This is a new objective published 6th December 2006 as Cabinet Priorities 2007/2008.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1164	Failing to ensure that regeneration encourages local small businesses and social enterprises and rural businesses.	 	 		
		H/H 04-Oct-07	L/M 04-Oct-07	L/L	

Owners: *Corporate Director (Regeneration Services) (John Donnellon)*
Head of Economic Development and Tourism (Peter Sandford)






Last Review Date: 04 October 2007 Next Review Due: 03 October 2008

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 To be completed.			£0	

Corporate Risk Register
Full Risks Report



Objective: Develop a new regeneration programme based on the recently published Vision. (cp/cab.pr2.5)





Note:

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1165 Failure to regenerate the area in accordance with the published Vision.	 	 		
	H/M 05-Jan-07	M/M 05-Jan-07	L/M	
Owners: Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford)				
Last Review Date: 05 January 2007 Next Review Due: 05 January 2008				

Existing Controls / Completed Actions



- 1 Economic Vision for the district has been published.
- 2 Funding bid is ready to be submitted to the NWDA.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Develop a new regeneration programme based on the Vision.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	
2 Take advantage of new sources of funding from the NWDA, Europe and other agencies.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1166 Opportunity to redevelop the Central Promenade in Morecambe in partnership with Urban Splash.	 X/X	 X/X	 X/X	
Owners: Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford)				
Last Review Date: Next Review Due:				

Existing Controls / Completed Actions







- 1 Funding bid ready to be submitted to NWDA.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Ensure that sustainability (environmental, social and economic) is at the heart of this programme.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	
2 Look at increasing employment opportunities across the district, but in Morecambe in particular.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	


Corporate Risk Register
Full Risks Report







Objective: Implement the new Tourism Strategy for the district. (cp/cab.pr2.6)

Note:



Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1167 Failure to adequately engage with partners to implement the new Tourism Strategy for the district.	 	 		
	H/H 05-Jan-07	L/M 05-Jan-07	L/M	
Owners: Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford)				
Last Review Date: 05 January 2007 Next Review Due: 05 January 2008				

Existing Controls / Completed Actions	
1	Tourism strategy for the district published.
2	Partnerships forged with both public and private sector (Lancashire & Blackpool Tourist Board and the NWDA).

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1			£0	

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1168 Failure to increase tourism within Lancaster, Morecambe and the surrounding districts.	 	 		
	H/M 05-Jan-07	M/M 05-Jan-07	L/M	
Owners: Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford)				
Last Review Date: 05 January 2007 Next Review Due: 05 January 2008				

Existing Controls / Completed Actions	
1	New Tourism Strategy published.
2	Whole district strategy taking advantage of the merits of City, Coast and Countryside.







Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1	Build on the identification by the LBTB and NWDA of Lancaster as a heritage tourism destination	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	
2	Ensure that the benefits are felt across the district.	<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Economic Development and Tourism (Peter Sandford) 	£0	

Corporate Risk Register

Full Risks Report

Objective: Determine how to influence the County Council in implementing a continued programme of road safety improvements and encourage alternatives to car travel. (cp/cab.pr2.7)

Note:

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1169	Failure to influence design and delivery of highways schemes following closure of the Lancashire Highway Partnership.	 	 		
		H/M 05-Jan-07	M/M 05-Jan-07	L/M	


Owners: Corporate Director (Community Services) (Peter Loker)

Last Review Date: 05 January 2007

Next Review Due: 05 January 2008

Existing Controls / Completed Actions

- 1 Agreed through Lancashire Locals to develop traffic calming and residents parking schemes; concentrating on 20mph zones in the first instance.
- 2 Cycling and walking strategy in place.
- 3 Lancaster has become a cycling demonstration town.



Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Work constructively with the County, and through Lancashire Locals, to ensure that schemes such as 20mph zones and the cycling demonstration town are completed.		• Corporate Director (Community Services) (Peter Loker)	£0	

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1182	Failure to further progress residents' parking schemes.	 	 		
		H/L 17-Oct-07	H/L 17-Oct-07	L/L	

Owners: Corporate Director (Community Services) (Peter Loker)

Last Review Date: 17 October 2007

Next Review Due: 16 October 2008

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Complete current rounds of consultation and, where agreed, progress the schemes.		• Corporate Director (Community Services) (Peter Loker)	£0	
2 Determine with the County Council how they will take forward requests for further schemes within the district.		• Corporate Director (Community Services) (Peter Loker)	£0	

Corporate Risk Register
Full Risks Report

Objective: Provision of high quality accessible public toilets. (cp/cab.pr2.9)

Note: Key Performance Indicators -

4.1 Clock Tower toilets opened by July 2006 and Arndale toilets opened by Sept 2006.

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/0999	Failure to review and rationalise public toilet provision in the district.	 	 		
		H/M 23-Aug-06	M/L 23-Aug-06	L/L	
<p><i>Owners: Corporate Director (Community Services) (Peter Loker)</i> <i>Head of City Council (Direct) Services (Mark Davies)</i></p> <p><i>Last Review Date: 09 May 2007</i> <i>Next Review Due: 08 May 2008</i></p>					

Existing Controls / Completed Actions

- 1 Reviewed provision of toilets in the entire district with a special focus on Morecambe.
- 2 Prioritisation programme identified.
- 3 Refurbished Clock Tower toilets.
- 4 Refurbished Arndale toilets.







Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Refurbish Happy Mount Park toilets and open by July 2007.	31-Jul-07	<ul style="list-style-type: none"> • Corporate Director (Community Services) (Peter Loker) • Head of City Council (Direct) Services (Mark Davies) 	£0	
2 Refurbish Bull Beck toilets and open by November 2007.	30-Nov-07	<ul style="list-style-type: none"> • Corporate Director (Community Services) (Peter Loker) • Head of City Council (Direct) Services (Mark Davies) 	£0	
3 Bid into 08/09 Capital Programme for further refurbishments (West End and Festival Market).	31-Mar-08	<ul style="list-style-type: none"> • Corporate Director (Community Services) (Peter Loker) • Head of City Council (Direct) Services (Mark Davies) 	£0	
4 Build new toilets in Heysham and open by March 2008.	31-Mar-08	<ul style="list-style-type: none"> • Head of City Council (Direct) Services (Mark Davies) • Corporate Director (Community Services) (Peter Loker) 	£0	

Corporate Risk Register

Full Risks Report

Objective: Clarify the Council's role in the provision of facilities for children and young people and community development. (cp/cab.pr3.3)

Note:

Risk and Risk Owners:	Inherent Risk	Residual Risk	Target Risk	Status
R/1177 Opportunity to prevent juvenile nuisance by providing informal leisure facilities for young people throughout the district.	  H/L 14-May-07	  M/L 14-May-07	 L/L	





Owners: *Corporate Director (Regeneration Services) (John Donnellon)*
Chief Leisure Officer (David Owen)
Corporate Director (Finance & Performance) (Roger Muckle)
Head of Corporate Strategy (Richard Tulej)

Last Review Date: 05 June 2007

Next Review Due: 04 June 2008

Existing Controls / Completed Actions

- 1 Children and Young People Strategy transferred to Corporate Strategy.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Provide kickabouts, youth shelters etc.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Chief Leisure Officer (David Owen) 	£0	
2 Ensure that such facilities are sited sensitively.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Chief Leisure Officer (David Owen) 	£0	
3 Action Plan arising from report to Cabinet (20 March 2007) being implemented - in particular, establishment of Youth Panels and Cross Service Officer Group.		<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	
4 Audit Commission Action Plan (arising from existing County/ District arrangements) to be implemented by June 2007.	30-Jun-07	<ul style="list-style-type: none"> Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej) 	£0	

Objective: Clarify the Council's role in the provision of facilities for children and young people and community development. (cp/cab.pr3.3)

Note:

Risk and Risk Owners:		Inherent Risk		Residual Risk		Target Risk	Status
R/1178	Failure to improve playgrounds to meet modern standards.	 		 			
		H/L 08-Jan-07		M/L 14-May-07		L/L	



Owners: Corporate Director (Community Services) (Peter Loker)
Head of City Council (Direct) Services (Mark Davies)

Last Review Date: 14 May 2007

Next Review Due: 13 May 2008

Existing Controls / Completed Actions







- 1 Playground strategy now agreed.
- 2 Playground strategy funded.
- 3 Playground strategy actions from year 1 (06/07) now implemented.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Provide a smaller number of high quality playgrounds in areas where they are needed most.		<ul style="list-style-type: none"> • Corporate Director (Community Services) (Peter Loker) • Head of City Council (Direct) Services (Mark Davies) 	£0	
2 Continue playground refurbishment programme.	31-Mar-08	<ul style="list-style-type: none"> • Head of City Council (Direct) Services (Mark Davies) 	£0	

Corporate Risk Register
Full Risks Report







Objective: Work with LSP partners on a new agreed programme of joint initiatives. (cp/cab.pr3.5)


Note:

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1179	Opportunity to develop new initiatives with LSP partners.	 	 		
		H/L 05-Jun-07	M/L 05-Jun-07	M/L	
Owners: Corporate Director (Finance & Performance) (Roger Muckle) Head of Corporate Strategy (Richard Tulej)					
Last Review Date: 05 June 2007 Next Review Due: 04 June 2008					

Existing Controls / Completed Actions

- 1 Established procedure now in place to feed in LSP Building Block priorities seeking the (non-financial) support of Cabinet. These are published as a supplement in the Council's Corporate Plan.





Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1180	Failure to identify additional resources for CCTV extension to Carnforth and "hotspots".	 	 		
		H/L 08-Jan-07	H/L 08-Jan-07	M/L	
Owners: Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox)					
Last Review Date: 08 January 2007 Next Review Due: 08 January 2008					

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Work in partnership with other agencies to obtain additional resources.		<ul style="list-style-type: none"> Corporate Director (Regeneration Services) (John Donnellon) Head of Property Services (Graham Cox) 	£0	

Corporate Risk Register
Full Risks Report

Objective: Improve the Council's cemeteries. (cp/cab.pr3.6)

Note:

Risk and Risk Owners:		Inherent Risk	Residual Risk	Target Risk	Status
R/1181	Failure to increase spending in order to improve the Council's cemeteries.	  H/L 08-Jan-07	  L/L 21-May-07	 L/L	


Owners: *Corporate Director (Community Services) (Peter Loker)*
Head of Health & Strategic Housing (Suzanne Lodge)

Last Review Date: 21 May 2007

Next Review Due: 20 May 2008

Existing Controls / Completed Actions

- 1 Implementing recommendations of Cemeteries Task Group.
- 2 Secured funding in 2007/08.

Risk Treatment Actions	To be Implemented		Est Cost	Status
	By When	By Whom		
1 Identify additional resources for cemeteries improvement.		<ul style="list-style-type: none"> • Corporate Director (Community Services) (Peter Loker) • Head of Health & Strategic Housing (Suzanne Lodge) 	£0	

**Lancaster City Council's
Corporate Plan 2008/09**

V1.20 8 January 2008

**Foreword by the
Leader of the Council
and the Chief Executive**

To be drafted -

:

- Purpose of the Corporate Plan
- Any adjustments to medium term strategic objectives
- Local Government White Paper – rebalancing the relationship between local government and local people
- Partnerships / Sustainable Community Strategy
- Rising public expectations and a challenging financial climate requiring the Council to continue driving forward the transformation of local services, combining greater responsiveness with continuing improvements in efficiency

COUNCILLOR ROGER MACE
Leader of the Council

MARK CULLINAN
Chief Executive

OUR VISION:

Ambitious for our Communities by:-

“Promoting city, coast and countryside, we will achieve lasting opportunities for all in a safe and prosperous community that’s proud of its natural and cultural assets.”

- **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.
- **In Lancaster** this means being recognised as an historic important University city with an envied quality of life, rich heritage, strong economic opportunity
- **In our rural areas** this means a sustainable quality of life that protects communities and landscapes while providing the economic opportunity to flourish.

What Matters to our Community?

A Shared vision?

This section will set out our commitment to providing leadership through our key partnerships and contribution to the LSP and Sustainable Community Strategy objectives. It will show the “golden thread link” between The Community Strategy and our Corporate Plan.

To be drafted once revised Community Strategy has been further developed.

What is our role?

Lancaster City Council's is ambitious for its communities. Its role is:

- to provide community leadership to help the district address the major issues it faces;
- to provide the services that we are responsible for that contribute to meeting people's needs.

We aim to ensure all our activities fit with this role and to that end, each of our policies, spending decisions and work programmes, as well as every course of action we take, should clearly contribute to at least one of the following:

1. Representing our communities' interests within the district, regionally, nationally and in Europe.
2. Bringing communities and agencies together to work in partnership to address the major issues affecting the district.
3. Providing a range of customer focused services, within the City Council's remit, that meet the needs of people who live, work and visit the district.
4. Improving, on a continuing basis, the services that the Council provides.
5. Maintaining a cohesive community by ensuring we understand the needs of our communities and provide equality of access to our services and employment opportunities

The Council's Core Values

Our core values are ones shared by everyone in our organisation. We have recently revisited these shared values and have restructured them into three clear and explicit principles that guide everything that we do.

Committed to the customer / Putting the customer first

We value our customers and put them at the heart of everything we do. We will listen to and respect their views, using them to shape our services.

Community Leadership and Partnership

We will bring communities together to deal with the major issues facing us and work with our partners to deliver real improvements to quality of life for those in our district.

An excellent employer

We are proud of our skilled and professional employees. We want our people to feel valued, proud to serve our communities and be our ambassadors in the community..

Our Medium Term Objectives

We are a large organisation with an immense range of activity. Our Corporate Plan, aligned to our Medium Term Financial Strategy, sets our ambitions for the next three years, the issues we have decided to prioritise and what key actions we commit to undertake in order to make sure that those ambitions are achieved. To measure our success against these priorities, we have indicated a number of milestones and targets upon which our performance may be judged.

The Plan's ambitions and priorities demonstrate our commitment to playing our part in contributing to the Local Strategic Partnership's Sustainable Community Strategy and the wider Local Area Agreement.

The things we will do have been grouped together under 7 medium term objectives set out below. The essence of what we are trying to achieve within these objectives are spelled out more clearly in the pages that follow.

Deliver cost effective services that provide 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	
Ensure that local communities have more influence and involvement in the way services are delivered and decisions that affect them are made.	

CABINET SUB GROUP DRAFT- amended (by officers) 08/01/08

Lancaster City Council's Draft Corporate Priorities for 2008/11

Our priorities, as proposed to be set out in our medium term Corporate Plan, are to continue to improve the Council, as follows:-

Deliver cost effective services that provide value for money

1.1 Continue to evaluate our services to ensure they are delivered in the most efficient and cost effective way

Secure efficiency savings of £736k for 2009/10

Secure efficiency savings of £1,556k for 2010/11

(Need to ensure that these targets meet the CSR07 targets)

1.2 Improve further the Council's effective and efficient use of resources

Improve the council's use of resources judgement

Target(s) about relocating council staff in 2 town halls

Identify and generate capital receipts target in capital programme

(Include totals when capital programme approved)

1.2 Keep the City Council element of Council Tax increase to acceptable levels.

2009/10 council tax increase below 4.0%

2010/11 council tax increase below 4.0%

Provide customer focused, accessible services

2.1 Continue to improve service accessibility

Integrate Phase 2 services into the Customer Service Centres by March 2009

Integrate Phase 3 services into the Customer Service Centres by March 2010

2.2 Continue to implement Workforce Planning and Development

Target(s) for WP& D strategy

Target for Homeworking

Target for Hot Desking

2.3 Develop a service culture that embraces transformational change

Service targets for transformational change

Make our district a cleaner and healthier place

A Cleaner Place

3.1 To improve the cleanliness of our streets and public spaces

Targets relating to high standards of street cleanliness

Targets relating to Street Pride scheme

Target linked to Cemeteries Improvement programme

3.2 Take a tougher approach to enforcement

Targets to be developed (Fixed Penalty Notices/Fly Tipping?)

3.3 Complete the recycling and waste management programme

Target relating % of household waste recycled

3.4 Continue to develop the recycling of commercial waste.

Targets to be developed ...

A Healthier Place

3.5 To contribute to health improvement and reduce health inequalities through both delivery of our own services and our work with partners

A number of specific outcomes and targets could be developed from e.g. Cultural Services, Environmental Health, Strategic Housing, Corporate Strategy, CDT project etc

4 Contribute to a safer society

4.2 Work with partners in the Community Safety Partnership to deliver the Partnership's crime reduction targets.

Targets that contribute to CSP targets that include reducing crime and the fear of crime

4.3 Influence the County Council to implement a continuing programme of road safety improvements

Develop targets

5 Lead the regeneration of our District

5.2 Continue to develop throughout the district the sustainable regeneration programme based on the economic vision and strategy.

Targets relating to job creation

Targets relating to business creation

Targets from within the Vision and strategy

5.2 Implement the Tourism Strategy

Targets from the Tourism Strategy
Target linked to Festivals Innovation Fund

5.3 Continue to seek external funding to deliver the economic vision and strategy

Target/outcome linked to external funding
Target linked to Townscape Heritage Initiative

6 Support sustainable communities

6.1 Develop local responses to mitigate and adapt to Climate Change

Develop targets relating to the Climate Change strategy

Develop energy efficiency targets/outcomes

6.2 ~~Seek to~~ Provide affordable housing in accordance with the Housing and Homelessness Strategies.

Develop targets relating to the Housing & Homelessness strategies

6.3 Work to maintain a cohesive community where respect for our diverse communities is valued and celebrated.

Develop targets relating to Community Cohesion

Develop targets relating to Equality and Diversity

Develop Civic Pride targets

7 Ensure that local communities have more influence and involvement in the way services are delivered and decisions that affect them are made.

7.1 Develop Neighbourhood Management arrangements for the District

Develop Neighbourhood Mgt targets/outcomes

7.2 Improve effectiveness of current two tier local government arrangements

Develop Locality Planning targets

7.3 Increase the Council's responsiveness to local concerns by improving consultation and communication procedures. ~~in a consistent manner~~

Develop Community Engagement targets

7.4 Work with members of the LSP on joint initiatives to implement the Sustainable Community Strategy.

Develop targets relating to the Sustainable Community Strategy **and the Children and Young People Strategic Plan**

CABINET

**Corporate Property Strategy
22nd January 2008**

Report of Corporate Director (Finance & Performance)

PURPOSE OF REPORT			
To consider a revision to the Corporate Property Strategy to allow consideration of sales of property at less than market value.			
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>
		Referral from Cabinet	<input checked="" type="checkbox"/>
Date Included in Forward Plan			
This report is public.			

OFFICER RECOMMENDATION

- (1) **Cabinet are asked to approve an update of the Corporate Property Strategy to provide a framework for allowing consideration of the disposal of assets at less than market value in support of the “well being powers” under the provisions of the ODPM Circular 06/2003, Local Government Act 1972: General Disposal Consent (England) 2003.**

1.0 Introduction

- 1.1 At the meeting in December 2007, cabinet resolved:

“That Cabinet updates the Corporate Property Strategy to provide a framework for allowing consideration of the disposal of assets at less than market value in support of the “well being powers” under the provisions of the ODPM Circular 06/2003, Local Government Act 1972: General Disposal Consent (England) 2003 and to bring back the Corporate Property Strategy to Cabinet for approval.”

- 1.2.1 This report provides an update of the relevant section of the Corporate Property Strategy to reflect the Cabinet resolution.

2.0 Proposal Details

- 2.1 The Corporate Property Strategy is a document based on the Asset Management process that the Government has been pursuing in recent years. The current version was approved in 2005 and good practice indicates that it should be updated in 2008.

2.2 The Government are in the process of consulting on new guidance and it is likely therefore that a complete revision of the Corporate Property Strategy will be made in the next few months.

2.3 In the meantime, the existing the Strategy will continue to be utilised. It comprises of a number of sections, and rather than amend the entire Strategy ahead of the publication of new guidelines, the relevant section on Acquisition and Disposal of Property has been amended to reflect the cabinet resolution, and is attached to this report for approval at Appendix A. In addition the original section of the Strategy is attached at Appendix B to allow comparison.

3.0 Details of Consultation

3.1 There has been no consultation on this report.

4.0 Options and Options Analysis (including risk assessment)

4.1 Option 1 - To update the Corporate Property Strategy to provide a framework for allowing consideration of disposal of assets at less than market value, in support of well being powers. The updating of the Strategy bears no risks in itself. Any risks would arise in individual cases should the Council wish to consider the use of the General Disposal Consent to sell land at an under value.

4.2 Option 2 – To update the Corporate Strategy in a manner that reflects Cabinets wishes. This would give the opportunity to consider whether the amount of “under value” referred to in the General Consent is appropriate for the City Council as a District Council. Under the consent, which is available to all authorities regardless of size, the maximum under value is £2m and Cabinet may wish to consider whether a lower value would be appropriate to the City Council. In addition, members may wish to consider whether any additional criteria would be relevant to add into the Corporate Strategy, or whether any are considered to be not relevant. Risks in this option are as identified in option 1.

4.3 Option 3 – Make no changes to the Corporate Strategy as currently written until the revised Government guidelines are in place. The existing Strategy would still be in place as would the General Consent, and the Council could consider how to deal with individual cases as they arose. Risks in this option are as identified in option 1.

4.4 Option 4 – Confirm the Corporate Property Strategy in its current format and not utilise the discretion of the Council to utilise the provisions of the General Disposal Consent should it be so minded.

5.0 Officer Preferred Option (and comments)

5.1 The preferred option is option 1 in which Cabinet is asked to update the Corporate Property Strategy to provide a framework for allowing consideration of the disposal of assets at less than market value in support of the “well being powers” under the provisions of the ODPM Circular 06/2003 Local Government Act 1972: General Disposal Consent (England) 2003.

RELATIONSHIP TO POLICY FRAMEWORK

The Corporate Property Strategy requires that the council review its asset base and only retain those assets required to meet its agreed objectives and priorities, and where assets are not required for this purpose they should be disposed of at best value. However, this no longer reflects the full range of options now available to the Council.

CONCLUSION OF IMPACT ASSESSMENT

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

There are no specific impact assessments at this stage, although any future development would need to reflect issues such as diversity and Sustainability.

FINANCIAL IMPLICATIONS

Whilst this report has no direct financial implications arising at this stage, in due course it could have very significant and far-reaching implications.

Should Cabinet agree to amend the Corporate Property Strategy, each disposal that sought to utilise the General Disposal Consent would need to be considered on its own merits. There would be the potential to forego the opportunity to receive capital receipts from such disposals, in order to contribute to 'well being'. This could have an adverse impact on the Council's future capital investment plans and on its capacity for further investment, though the draft proposal at Appendix A includes provisions to help mitigate such impact.

The future assessment of the relative merits of disposals considered under the Consent would be crucial, as would ensuring that this takes place within the framework of the Council's overall Capital Investment Strategy.

SECTION 151 OFFICER'S COMMENTS

Updating the Corporate Property Strategy to allow use of the General Disposal Consent is an important decision, given the Council's fiduciary duties to local tax payers and its effective role as "trustee" of public owned assets.

The proposal at Appendix A provides for many factors to be taken into account, to help ensure fairness and to protect the Council's (and local tax payers') interests. Members are advised to satisfy themselves as to whether they feel such factors give sufficient and appropriate protection, for all parties concerned.

In particular, Members are requested to satisfy themselves that the maximum under-value (or income that could be foregone) of £2M is appropriate for the Council. £2M represents around 3% of the Balance Sheet value of land and buildings (excluding council houses) held by the Council as at the end of last financial year, or around 4% of its outstanding capital related debt. As highlighted in the report, £2M applies to all classes of authority, though County Councils, etc will have significantly larger asset bases. A lower ceiling may be considered more appropriate, but this depends on Members' priorities with regard to promoting "well-being" as compared with other corporate objectives and priorities. It is important to realise though that other financial limits may be imposed through the other factors proposed, e.g through state aid limits.

The proposal at Appendix A also makes reference to the Capital Investment Strategy.

Should Cabinet approve an update to allow use of The General Disposal Consent, the Council's Investment Strategy would be updated to reflect this link. This document will be included within Cabinet's budget and policy framework proposals to Council.

LEGAL IMPLICATIONS

The powers contained within O.D.P.M Circular 06/2003 Local Government Act 1972 General Consent (England) 2003 give Local Authorities the authority to dispose of land subject to the provisions contained within. Such statutory framework being satisfied therefore there are no legal implications directly arising from this report.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer's comments have been incorporated in the drafting of Appendix A. The Monitoring Officer would not support Option 3, as it would be inconsistent to decide not to amend the Strategy whilst at the same time expressing an intention possibly to use the terms of the General Disposal Consent on a case by case basis.

BACKGROUND PAPERS

Corporate Property Strategy.

Contact Officer: Graham Cox
Telephone: 01524 582504
E-mail: gcox@lancaster.gov.uk
Ref: N/A

Acquisition and Disposal

The City Council maintains two separate programmes for the acquisition and disposal of property linked by the Capital Investment Strategy to ensure that the capital programme, which includes property acquisitions, can be adequately funded.

Acquisitions

The acquisition of a new asset in the form of property should follow the agreed procedures as part of the capital programme and the acquisition process should be managed professionally and effectively. Public perception of the process can be damaged as a result of a “wheeler – dealer” approach. Good project management is therefore essential and good practice procedures indicate that a project team approach ensures that the acquisition process is managed effectively and professionally.

Whilst the Head of Property Services should advise on all acquisition processes, the use of in-house staff can be balanced with the use of outside agents to gain the benefits of their expertise. In each case however, Property Services will advise on the information that should flow from each externally procured valuation to ensure that the legal process can be properly completed and the subsequent property management process can be undertaken.

Principles

- All acquisitions must follow the capital programme procedures prior to funding being agreed and be in accordance with the managing Service’s asset management plan
- All projects requiring the acquisition of property should be guided by a project team that includes the sponsoring Service and Property Services as a minimum.
- All acquisitions must be part of a scheme that is included in the Council’s approved capital programme.

Disposals

In recent years the Council’s disposal plan for funding its capital programme has not been particularly significant. However, from 2007/08 there is a major emphasis on disposals to raise receipts to cover a wide range of programmed works with a significant link to the works required to complete the Access to Services Review and the backlog of repairs.

Where property disposals take place, each case should be considered and supported by the Asset Management Working Group. The property disposal programme for each year should also be considered by the Asset Management Working Group as part of its requirements to look at all investment decisions. Any opportunity disposals that arise outside of this programme should be the subject of an officer recommendation to Cabinet in the first instance following full consideration by the Asset Management Working Group.

Principles:

- All property no longer required following a property review should be sold in accordance with the appropriate guidance and on the advice of the Head of Property Services.
- According to circumstances, this should be by negotiated sales, sale by auction or by tender.
- Where appropriate, Development Agreements should be used that ensure that the Council can retain control over major development schemes and yet ensure that maximum consideration is received as required under s123 of the Local Government Act 1972, as amended.
- All land should generally be sold for the best consideration that can reasonably be obtained, subject only to the proviso that, as set out below, land can be sold at an under value if this is in accordance with the provisions of the ODPM Circular 06/2003, Local Government Act 1972: General Disposal Consent (England) 2003.
- Circular 06/2003 provides for a general disposal consent where the following circumstances are met:
 - (a) the authority considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one or more of the following objects in respect of the whole or any part of its area, or of all or any persons resident in its area:
 - (i) the promotion or improvement of economic well-being,
 - (ii) the promotion or improvement of social well-being,
 - (iii) the promotion or improvement of environmental well-being, and
 - (b) the difference in the unrestricted value of the land to be disposed of, and the consideration for disposal, does not exceed £2,000,000.
- In considering whether to rely on this General Disposal Consent and to sell land for less than the best consideration that could reasonably be obtained, the Council should consider the following aspects for each case:
 - The legal basis in line with the General Disposal Consent. In particular, the Council will need to consider what evidence is available as to whether and how the economic/social/environmental well-being objectives would be met by the proposed disposal of the land.
 - The need to ensure that the Council complies with normal and prudent commercial practices, including obtaining the view of a professionally qualified valuer as to the likely amount of the under value. In particular, the requirements of the Technical Appendix to the Circular must be met.
 - The Council should have regard to its community strategy when considering the application of the well-being objectives.

- The Council's policy/corporate objectives.
- The Council's financial situation and the financial implications (including VAT) of disposing of the land at less than the best consideration that could reasonably be obtained. Use of the General Disposal Consent should not undermine or significantly increase risks associated with the funding of the Council's investment plans/Capital Programme.
- The feasibility of each proposal, i.e. robustness of business case / ongoing viability, supported where appropriate by a fully documented Business Plan
- Alternative options for land / property in question, including uses and valuations
- The interests of the Council tax payers and proportionality; i.e.
 - The extent of any economic/social/environmental advantages that will arise from the disposal, balanced against the financial loss to the Council.
 - Justification of the reasons for disposing of a particular piece of land at less than market value, whilst seeking the best consideration for other land.
- Fairness in dealing with third parties who may have an interest in acquiring the land, or in acquiring other land for which full market value is to be sought.
- Whether a sale at an under value would constitute state aid, and if so whether the "aid" is within any prescribed limits.
- Ensure that if the disposal is to be at less than best consideration, controls are in place to cover future disposal, so that the Council's financial interests are protected.

CABINET

**Lancaster City Council
Children and Young People Strategic Plan.**

22 January 2008

Report of Corporate Director (Finance and Performance)

PURPOSE OF REPORT			
To seek Cabinet approval of a Children and Young People Strategy.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date Included in Forward Plan	29 November 2007		
This report is public			

RECOMMENDATIONS OF COUNCILLOR MAIA WHITELEGG

- (1) That the Children and Young People Strategic Plan be approved and that the growth bids be considered as part of the 2008/09 budget process.

1.0 Introduction

1.1 *Every Child Matters*, the Government's vision for children's services, was published in September 2003. It proposed reshaping children's services to help achieve the five outcomes for children and young people that are the key to well-being in childhood and later life.

- Staying safe
- Enjoying and achieving
- Healthy
- Contributing positively
- Achieving economic well being.

1.2 Although district councils do not undertake the range of statutory functions associated with Lancashire County Council such as children's social care and education, there is a duty placed upon on the City Council, under the Children Act 2004:

- To co-operate (as one of the “key agencies”) with their children’s services authority (the County Council)
- To safeguard and promote the well-being of children

The Council also has statutory duties under the Housing Act 1996 and the Homeless Act 2002. Priority need categories of applicants include, amongst others, applicants aged 16 or 17 and applicants aged 18 to 20 who were previously in care.

2.0 Proposal Details

2.1 A Children and Young People Strategic Plan has been developed which sets out what the Council is currently doing to ensure the wellbeing of children and young people in the district.

2.2 To date there has not been a requirement for a strategic ‘joined up’ approach to work that involves and/or impacts on children and young people, but the new duties put on district councils and the ethos of partnership work and delivery of integrated services through Children’s Trusts arrangements means that it is important to be able to quantify our contribution and have a robust needs analysis, planning and delivery framework.

2.3 We need to be able to identify our key priorities and where we fit within the wider County Children & Young People Plan. No one organisation operates without links to a range of other strategies, priorities, indicators and quality standards. We need to implement this strategy to ensure a comprehensive and cohesive district approach to deliver a joined up service for children and young people.

2.4 This strategic plan therefore describes the services that the council currently delivers under the five key themes of the Every Child Matters (ECM) agenda, linking with the priorities stated in the Lancashire Children & Young People’s Plan (LCYPP), the Council’s (current¹) Corporate Plan, LSP priorities as set out in the (current¹) Community Strategy and the priority indicators being developed in the new model Local Area Agreement (LAA). It also outlines future developments both in service delivery and strategic planning. It should be noted that this is a document that will be under regular review as policy and strategy in this area is developed both within and outside of the Council.

3.0 Details of Consultation

3.1 The Lancashire Children & Young People’s Plan, Corporate Plan and the Community Strategy have been the subject of extensive consultation prior to their publication. All relevant Council Services have been consulted with during the development of this strategy.

4.0 Options and Options Analysis (including risk assessment)

4.1 To Approve the Strategic Plan and refer the growth bids to the budget process.

Operational Risk

There is a statutory duty to co-operate with named agencies that are involved with children and young people. 2008 will see the emergence of a local Lancaster District Children’s Trust.

As well as not complying with legislation, not having such an integrated documented strategic approach to these issues puts at risk our ability to ensure the well being of children

and young people in our district as well as diluting the Council's impact and influence on the development of a local children's trust.

Financial Risk

It should be noted that a number of growth bids have been submitted to assist in delivery of elements of the plan, most notably a bid in support of the recommended re-designation of the Children and Young People Manager post from part time to full time. In addition further smaller bids have been submitted to provide a small operating budget for the CYP team (none exists at present), funding to support development of our responses to the emerging local children's trust and Year 1 funding to support establishment of the Young Advisors Scheme (referred to in the Plan). Failure to support these bids will hinder delivery of the Plan in terms of what is achievable within reasonable timescales with the resources available.

4.2 To recommend amendments to the Strategic Plan prior to its approval recognising the operational and financial risks identified above.

Both of these documents are currently under revision and this strategy, if adopted, will be revised to take account of the Council's Corporate Plan for 2008/09 and the new Lancaster District Sustainable Community Strategy, as well as the outcome of the budget process.

5.0 Officer Preferred Option (and comments)

5.1 That the Strategic Plan be approved as drafted and thereafter widely disseminated across the Council and regularly updated as and when future policy and operating arrangements are developed.

6.0 Conclusion

6.1 A Children and Young People Strategic Plan has been developed which sets out what the Council is currently doing to ensure the wellbeing of children and young people in the district. It is one of the means by which we will be complying with our statutory duty to co-operate with those agencies involved with children and young people.

RELATIONSHIP TO POLICY FRAMEWORK

Corporate Plan – Medium Term Objective – “To support sustainable communities” – Priority Outcome 19 – Develop a comprehensive approach to children and young peoples issues- Develop and implement a Children and Young People's Strategy.

CONCLUSION OF IMPACT ASSESSMENT

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

Will have a positive impact upon the well being of children and young people in the district.

FINANCIAL IMPLICATIONS

Implementation of a number of the corporate actions identified in the plan is the subject of a number of growth bids amounting to £21K in 2008/9 rising to £25K in 2010/11. Alternatively, an Every Child Matters Reserve (£50K p.a. from 2008/09 onwards) was established during last year's budget and could be used to support such growth, including development of our responses to the emerging local children's trust. Any further financial implications arising from implementation of the strategy will need to be considered as future years budgets are developed.

SECTION 151 OFFICER'S COMMENTS

Members are advised to consider the growth requests alongside other competing spending pressures, and in context of the budget forecasts and Council Tax targets.

LEGAL IMPLICATIONS

Under section 10 of the Children's Act 2004, the City Council has a duty to co-operate with named agencies (including Lancashire County Council) which are involved with children and young people. The duty to co-operate is the key provision that underpins children's trust arrangements.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has nothing further to add.

BACKGROUND PAPERS

Children Act 2004
 "Working in partnership to deliver improved outcomes for children and young people".
 Audit Commission.
 Lancashire County Council's Children and Young People's Plan

Contact Officer: Richard Tulej
Telephone: 01524 582079
E-mail: rtulej@lancaster.gov.uk

2008



Lancaster City Council Children & Young People Strategic Plan



Contents

- Foreword – Cabinet Member Children & Young People
- Introduction – why we need a strategic plan
- National context- Every Child Matters, Youth Matters, Children Act 2004, Children’s Trust Arrangements, Aiming High for Young People
- Lancashire context - Children & Young People Plan, key priorities, process priority how we contribute
- Local context - geography, demographics, economics, education, health, housing
- Lancaster City Council – how we contribute to the ECM agenda
- Future developments – youth engagement, young people into work, safeguarding, promoting positive
- Bibliography
- Appendices – play strategy, child protection policy

Welcome to Lancaster City Council's first children & young people strategic plan. The plan is a timely development in the council's commitment to improving the outcomes for children & young people across the district. The imminent introduction of Local Children's Trust Partnerships will pave the way for integrated planning and delivery of services focusing on the well being of our young people.

This plan describes the services that the council currently delivers under the five key themes of the Every Child Matters (ECM) agenda, linking with the priorities stated in the Lancashire Children & Young People's Plan (LCYPP), the District Corporate Plan, the LSP priorities in the Community Strategy and the priority indicators in the new model Local Area Agreement (LAA). It will also outline future developments in both service delivery and future strategic planning.

Children and young people have never before been so prominent on the national agenda. The last 8, years has seen a host of legislation, guidance and policy, starting with the appearance of 'Working Together' published in 1999 providing guidance on how to keep children safe. If there is one key message to be heard it is 'ensuring the well being of children and young people'.

We have to consult and involve children and young people in the design and delivery of our services. We believe that for our services to be effective it is essential that children and young people have a range of opportunities available to them to shape and influence what and how it is delivered. Children & young people are at the centre of the plan, and their involvement in its development will be not because we have to, but because it is what we believe is the right way, and good practice.

A number of factors have affected the timing of this plan and this has meant that many of the related plans and strategies are being reviewed and that there has not been the involvement of children, young people and families that there should be. However, any good plan is not set in stone, and this document is the starting point for a more in depth process that will be on-going and the plan will develop organically to ensure that the needs of local children and young people are being met.

COUNCILLOR MAIA WHITELEGG

CABINET MEMBER FOR CHILDREN AND YOUNG PEOPLE



'Every Child Matters' 2003 has been the driving force for reforms and change in the world of children and young people's services. The Laming Report after the Victoria Climbié case provided the impetus and framework for what we are now seeing come into being.

All our services are aligned under the 5 key themes of Every Child Matters:

- Being Healthy
- Staying Safe
- Enjoy & Achieve
- Making a Positive Contribution
- Achieving Economic Well Being

The overarching aim of all services for children and young people is ensuring their well being, and we can best achieve that by working co-operatively together.

Every Child Matters has produced a number of related, specific papers.

'Care Matters' restates the principle that children where ever possible stay with their families. However, that is not always practicable. Improving outcomes in terms of education, employment, leisure activities, health and housing and providing stability and emotional wellbeing are the focus of the paper.



'Every Parent Matters' sets out the role of parents and carers in improving the lives of their children. The government's vision for parents is 'to make confident and informed choices which they feel are right for their family'; shape services and respond to the family's needs; work in partnership with services to enhance the benefits for their children and access additional support when they need it.' How services respond to the needs of families has a direct impact on the well being and future of children and young people.

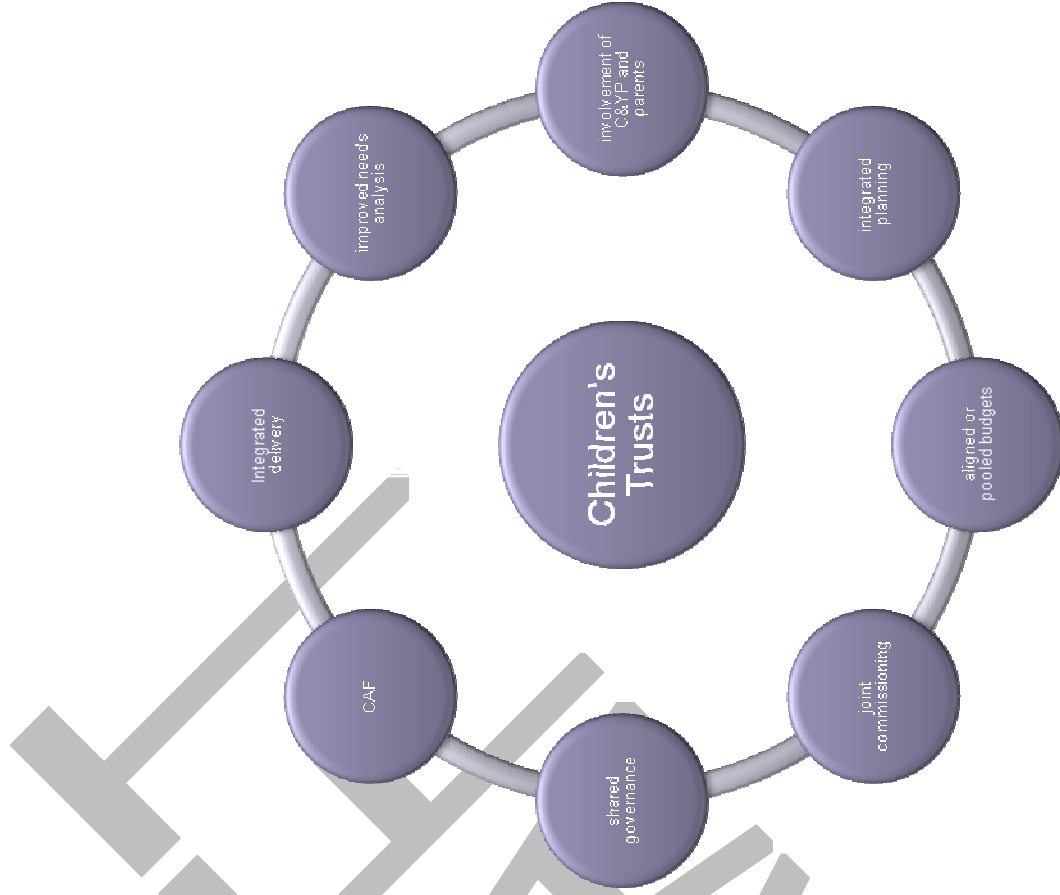


'Every Child's Future Matters' June 2007 produced by the Sustainable Development Commission looks at the influence of environmental issues on children & young people emotional, social and healthy well being using the 5 ECM themes . This opens up the range of functions and policy areas that have an effect on the lives of children and young people other than generic Children's Services. A range of public services such as local planning, housing, transport, environmental services can have a positive impact on the environmental wellbeing of children and young people by connecting up with children's services to achieve targets and expectations in a SMARTer way . This provides a platform for district councils' services to identify their contribution to the ECM agenda where previously they may not have seen the connections.

'The Children Act 2004' provides the legislative framework for the changes to services and how we deliver the Every Child Matters outcomes. It places a 'duty to co-operate' on key organisations, this includes district councils (section 10 of the Act). Partnership working, involving children and young people and parents in decision making, early intervention and preventative work form the basis for improved services and outcomes. A broader safeguarding focus including detailed guidance and acknowledgement of the role district councils already play and what is expected (section 11 of the Act) now extends to front line staff in a variety of district council services.

The major difference to how services will be delivered to children and young people to enable improved outcomes and ensure their well-being in the broad sense is by service integration. One of the corner-stones of the Laming Report was to join up planning, information and delivery of services to safeguard children and young people from falling between the gaps. In response to this all local authorities will have a **Children's Trust** established by April 2008. The diagram opposite shows the key aspects of how we will be working together.

How the Children's Trust will look locally will be described in more detail in the 'Lancashire – the County context' section.





Youth Matters Green Paper July 2005 was introduced as the implementation function for the reforms described in the Children Act – from policy to practice.

There are 4 key challenges outlined in the paper:

- How to engage more young people in positive activities and empower them to shape the services they receive
- How to encourage more young people to volunteer and become active in their communities
- How to provide better information, advice and guidance to help young people make informed choices
- How to provide better and more personalized support for each young person who has serious problems or gets into trouble



'Youth Matters – Next Steps' was published on 8 March 2006 and sets out the vision for empowering young people, giving them somewhere to go, something to do and someone to talk to. Young people will have more choice and influence over services and facilities that are available to them. It is also encouraging young people to volunteer and contribute to their local community. Youth Matters: Next Steps forms part of the wider Government youth offer that includes better support for families, more youth friendly accessible health services and greater access to sports, culture and the arts.

Key to 'Next Steps' is the introduction of the Youth Opportunities Fund (YOF) and the Youth Capital Fund (YCF). Initially £115m was made available nationally. Applications have to come directly from young people and young people make the decisions on granting the funding.

Aiming High for Young People: a ten year strategy for positive activities July 2007 is produced by HM Treasury and the Department for Children, Schools and Families (previously DfES). As the title suggests, this strategy sets out the aspirations for services for children & young people over the next ten years. To fund this, unclaimed assets, funds that are in dormant bank accounts will be used. It is expected that the funds will be in excess of £100m.

The strategy aims to:

- Foster a more positive approach to young people across society & in particular within communities
- Increase their participation in high quality positive activities, which build resilience & social & emotional skills
- Empower young people to have greater influence over services for them, with parents & communities playing their part.

Three principles are central:

- Empowerment
- Access
- Quality

Lancashire - the County context

Lancashire County Council's Directorate for Children and Young People came into being in 2005.

Three groups headed by directors make up the new look directorate. A brief description of each with some example services is given below:

- **Children's Integrated Services (CIS)** which comprises the 'acute' end of the spectrum with services for children's social care, special educational needs (SEN), youth justice, education welfare and safeguarding.
- **Strategy and Resources** is the policy, ICT, performance, school finance group
- **Education & Standards** is where Sure Start, Early Years & Childcare Services, Strategy & Inclusion, School Effectiveness Services sit. Also in this group is the new **Integrated Youth Support Service (IYSS)** which is now starting to take shape. This new service is formed through the merger of the county council Youth & Community Service with Connexions Lancashire. Within this service there are three key delivery strands

- **Open Access**
- **Information Advice & Guidance**
- **Prevention & Inclusion**

There is recognition that this new service will build on existing partnerships and develop others in order to achieve positive outcomes on these three strands which will contribute to ECM through the Children & Young People Strategic Plan and locality strategy and delivery planning.

This has been a period of extensive changes for the county council which at time of writing is still on-going. The changes have been as a result of the Children Act 2004 and the Change for Children programme which required the local authority, the county council in the case of two tier authorities, to be the lead in the following:

- Children's Trusts Arrangements
- Common Assessment Framework (CAF) – core for integrated assessment and joint work undertaken by CIS
- Information sharing and Assessment (ISA) – now known as ContactPoint – this will form the spine for details of all individual children and young people under 18 years, and will enable the various services and agencies to know who is or has been working with individuals.
- Workforce Development – ensuring that staff have the necessary skills and understanding to operate effectively in the new integrated services.

The county **Children & Young People's Plan – 'Improving the Lives of Children & Young People in Lancashire'** written in 2006 is a strategic, overarching plan for all services for children and young people in the county. The plan identifies the improvements the county council and its partners will make in relation to the Every Child Matters outcomes. The Lancashire Children & Young People Strategic Partnership (LCYPSP) has responsibility for overseeing delivery of the plan.

It provides both the county council services and 'relevant partners' as described under section 10 of the Children Act, with **28 county wide key priorities and 9 process priorities**.

The relevant key priorities and process priorities related to the 5 ECM themes for partners are listed below:

Key priorities:

- Develop communication strategies so that partners can share information about the positive contributions made by children and young people with the communities (positive contribution)
- Improve provision of places to go and things to do for children and young people (positive contribution)
- Increase the number of children who are engaged in positive and diversionary activities (LAA) (positive contribution)
- Ensure that children and young people choose not to take illegal drugs, smoke or misuse alcohol (be healthy)
- Ensure that children and young people are safe from accidental injury and death (stay safe)
- Reduce fear of crime and anti social behaviour (LAA) (stay safe)
- Ensure that children and young people are safe from crime and anti-social behaviour in and out of school, including bullying and discrimination (stay safe)
- **Reduce number of children and young people living in low income households – District Councils** (economic well being)

Process priority:

- We will develop integrated processes underpinned by timely information sharing
- All partner organisations will consider ways and means of improving their involvement and engagement with children and young people in service monitoring and planning and in doing so must apply the principles of the Charter for Engagement
- All partner organisations will ensure that their service plans reflect the strategic direction set out in the CYPP
- Work will be carried out to improve the data available to allow more accurate targeting of services to meet need.

Some of these priorities are coterminous with the services that the city council already delivers as its contribution towards ECM from local need analysis.

From January 2008 **Children's Trust Arrangements** in Lancashire will come into being. The model that has been agreed is that there will be the strategic Lancashire Children's Trust and a Local Children's Trust Partnership in each of the twelve districts.

The County strategic trust arrangements will:

- Define the vision
- Shape the strategy
- Build the climate
- Develop a robust needs analysis
- Plan for outcomes
- Ensure that appropriate accountabilities are secured
- Set the financial parameters
- Develop a world class workforce
- Listen to and act upon the views of children, young people and their families
- Commission for outcomes

Local Children's Trust Partnerships will:

- Contribute to the delivery of the vision and aims of the county trust
- Contribute to the Children and Young People's Plan
- Engage with children and young people
- Support the engagement of parents, carers and families
- Support the integration of key processes
- Support the integration of front line delivery

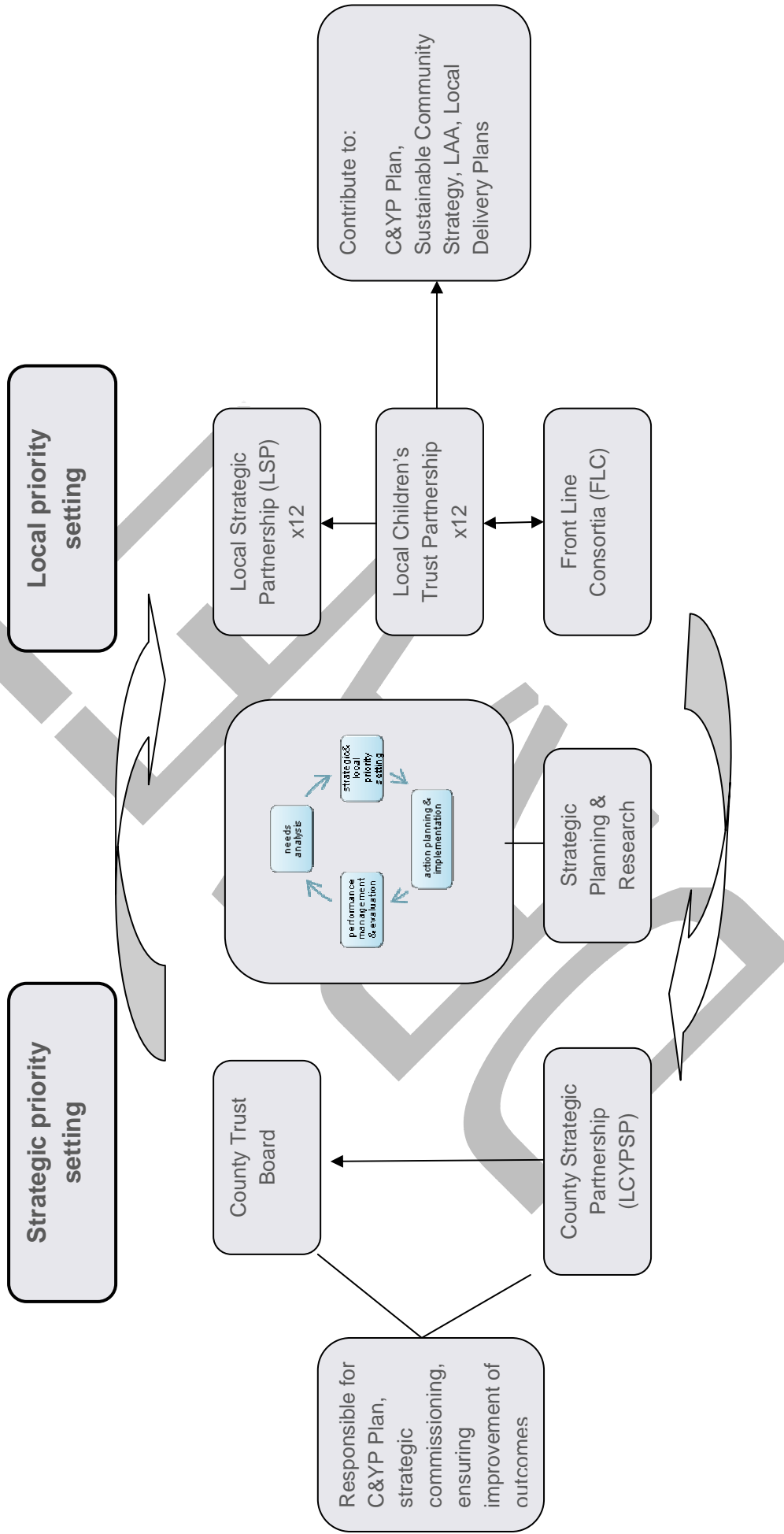
Strategic planning and research will:

- Develop excellent needs analysis and intelligence
- Manage performance and evaluation
- Commission for outcomes

What are the benefits of children's trust arrangements?

- Closer working between people that work directly with children and young people
- Better communication between the organisations that work with children and young people
- Joined up thinking, planning and acting by organisations in districts and across the county
- Organisations that work together as partners and are accountable for making sure that children and young people are: healthy, safe, achieving, having fun, involved and economically sound.

The model below shows the relationship between county and Local Children's Trust Partnerships



Local Context – what's it like in Lancaster District ?

Geography People

Lancaster District is one of the twelve districts in Lancashire. We occupy an area of 576sq km situated at the northern tip of the county and have a mix of urban, rural and coastal settlements. Wyre district is to the south, South Ribble to the south east, the Irish Sea forms the western boundary, the Cumbrian district of South Lakeland is to the south and Craven to the east.

The rural area of the district is extensive with two Areas of Outstanding Natural Beauty, the Forest of Bowland and Arnsdale & Silverdale AONB.

The main areas of population are the historic city of Lancaster, the resort of Morecambe, Heysham with its port and the market town of Carnforth

Total population of 134,00 of which 33,650 (25%) are aged 0-19 (2001 census)

Mid year estimates 2006 show that the black and minority ethnic population of the district at 3.8% is significantly lower than the national average of 11.7%, and that the population has increased to a total of 143,000. This percentage increase is more than double the county, regional and England & Wales figures.

The district has a larger proportion of 15-24 age group than the rest of the county, this is due to the student population of the two universities, Lancaster University and the University of Cumbria (previously St Martin's College).

Transport links in the district with the region and nationally are good. The M6 connects the district with the rest of the county and with other major road networks. There are junctions with Lancaster in the south and Carnforth in the north of the district, both within a couple of miles from the town centres. The main line West Coast railway links our district with London and Glasgow and Edinburgh. The Port of Heysham provides a passenger and freight service with Ireland and the Isle of Man. Manchester and Liverpool airports are approximately 60 miles from the district. The district has a good network of cycle-ways and has recently been designated as a Cycle Demonstration Town. The cycle-ways provide an excellent alternative to car travel for both travel to work and for leisure.

Education

There are 53 primary, 10 secondary and 4 special schools in the district. Lancaster has 2 single sex selective schools - Lancaster Girls Grammar School and Lancaster Royal Grammar School for boys that also takes boarders.

There is also the privately run Muslim Girls School which takes its pupils from across the country.

Lancaster & Morecambe College has approximately 1,500 students aged 16 - 18 as well as a large number, 6-7,000 of adult students and part time learners.

The 2 universities also provide excellent opportunities for local young people to experience short learning opportunities in a higher education setting before reaching 18.

Health

Dental health of 5 year olds (2005-06) is shown to be better than the national average, Lancaster being one of three districts in the county where this occurred. However the dental health of older children and young people, 10-11 and 14 year olds showed to be worse than the national average.

Childhood obesity in Lancashire is slightly below the national average, with around one in nine children in Lancashire being obese, compared to more than one in eight nationally.

There is limited information currently on the frequency and effects of alcohol consumption by young people in the district, regionally the North West is seen to be average, but this is not to say that there are no health risks to young people.

Under 18 conception rates have consistently fallen in the district since the 1998 baseline figure of 46.9 per 1000 young women to 36.1 in 2005. This represents a positive 22.9% change.

The rates of sexually transmitted infection in the 16-19 age group in the North West in 2005 were the second highest of any region behind Yorkshire and Humberside. A national screening programme for Chlamydia has recently been launched with a target of screening 50% of all 15 - 24 year olds. In the quarter to the end of June 2007, approximately 2,000 people under 24 were screened in Lancashire, this represents less than 3% of the sexually active population.

Housing

Across the district there are 55,840 households of which:

7% are rented from the local authority,

3% rented from housing associations,

13% privately rented

73% owner occupied.

(2001 census figures) – need updating

The level of local authority housing stock is low and mainly centred in Lancaster, the highest level being in **Skerton West ward in Lancaster ward there are only 3% of households that rent privately.** Compare this with similar wards in Morecambe and Heysham where the figures are reversed, **Poulton 1% local authority rented and 28% private rented, Harbour 1% local authority rented, 27% private rented, and Heysham North 0% local authority rented and 32% privately rented.**
(2001 census)

Social & Economic Deprivation

The district has not only a marked geographic mix of environment, but also significant differences economically, with areas of great affluence and areas of multiple deprivation. Lancaster district ranks 6th of the twelve county districts in terms of deprivation, but there are eight Super Output Areas (SOAs) in the district that rank in the 10% most deprived areas in England, approximately 12,500 people live in these areas, 4% of the population. Almost a third of the top fifteen most deprived SOAs fall within the **Poulton** and **Skerton West** wards, which are shown to have the highest levels of children living in workless households, approximately 580 according to 2001 census.

The level of lone parent families in Lancaster, 7.3%, is higher than Lancashire and England. The percentage of lone parent households is highest in **Skerton West, 12%, Skerton East, Harbour and Poulton have 11%, Heysham North 10%.** The income of single parent families is usually lower than families with two parents. The lower the income, the more likely that these families will be housed in poorer areas with higher levels of deprivation.

Current figures (*Revenue Services Dec 2007*) show that:

- 2595 families with one child or more are currently claiming either Housing Benefit (HB) or Council Tax Benefit (CTB) or both
- Of the 2595, 1,782 are in receipt of Income Support or Jobseekers Allowance (income based), 107 in receipt of JSA contribution based, 706 in receipt of other income (working but on low wage)
- 593 lone parents are claiming HB/CTB
- 62 young people under the age of 19 are claiming HB
- 619 young people between the ages of 19 & 25 are claiming HB

Lancaster City Council – what we do

An Overview

Children and young people are part of our communities and are members of families. How our services impact on families and wider communities also have an impact indirectly on children and young people. So, when we look at how we are contributing to the wellbeing of children and young people in our district it's necessary to look at both direct and indirect impact on their lives. In particular council housing, benefits, health and strategic housing have an indirect impact on children and young people who live in low income families by providing a range of support and improvements for the family. Planning and economic development have an impact on the environment that we live in, for both commercial and private developments and initiatives.

'Supporting Parents & Families' an integrated approach was developed by the LCYPSP in May 2007. There is a very clear message within the paper to the relationship between parents and families and the role that they play in design and delivery of services and also of their need for support and information. Therefore when we look at what we do in relation to services for children & young people we need to recognize that parents and families are an important part of the picture take their needs into account too.

Partnership work is not a new concept that has come with the inception of the Children's Trust, it is something that we having been involved in and are working to extend and improve upon. Some council services have developed multi agency groups to ensure cohesion in delivery and planning to avoid duplication and gaps, others work closely with other organisations in expanding direct delivery, other organizations are in receipt of grant funding from the council.

The commitment of the council towards engaging with and improving services for children & young people is clear. The core values in the current Corporate Plan specifies, **'to improve the quality of life for children and young people – we will adopt the five outcomes from Every Child Matters as guiding principles in the design and delivery of our services to young people in the district'**. Whilst not aimed at children and young people specifically the other stated values also include children and young people implicitly, as they are members of the wider community. So, we have a very clear mandate. This strategy is included in priority outcome 19 – **'develop a comprehensive corporate approach to children and young people's issues – develop and implement a children & young people's strategy'**.

One of the challenges for council services is to recognise the relationship between practice and the effects that it can have on children and young people and so how they are contributing to the children and young people agenda but more importantly how they contribute to our own strategic and corporate plans. To help this process a group of officers from across the council services meets bi-monthly (ECM Officers Group) to ensure that services are kept up to date on developments to children's services in the district, and have a forum to discuss how to best deliver their services in line with the Corporate Plan, Children &

Young People Strategy and other key strategies that relate closely to this plan, in particular, the Play Strategy, Cultural Services Strategic Plan, Homelessness Strategy and the forthcoming Domestic Violence Strategy.

The Cabinet Member for Children & Young People is kept informed of developments and issues by the Children & Young People Manager via fortnightly briefing meetings. A Cabinet Liaison group, comprising members of council and relevant officers meet regularly in order to keep updated and advised on matters relating to the council's roles and responsibilities in the ECM agenda, particularly in the emerging Children's Trust

As part of the council's commitment to meeting its duties under the Children Act 2004, a Children & Young People Manager and administrator are placed in Corporate Strategy with a remit of advising members and officers of their responsibilities and duties. The new agenda for children and young people will mean a culture shift for many services, and some new ways of operating will inevitably have to follow.

In order to get a view on what the council's contribution to ECM is the Children & Young People Manager asked every service to complete a simple pro-forma with activities, future developments and success criteria. This is the first time that a council-wide view has been sought. The following tables show the extent of work that is currently provided through a variety of services, this is a positive first step. It is expected that more evidence of related activities will be forthcoming and for the following tables not to be taken as a complete picture, it will be added to and revised regularly.

However, there are gaps, both in activities that some services deliver and also in the success criteria, where most activities are judged through feedback or participant evaluation. More work needs to be done on developing quantifiable and qualitative success criteria. There are also gaps in the column looking at how the activity links to other plans. Many strategic plans and indicators are currently under review, the LAA, the Community Strategy being most apparent. Once these have been agreed then it will be easier to link to.

As stated in the introduction, this is the first time that we have tried to get a comprehensive view of how all our services contribute to the ECM agenda. It is acknowledged that there is an amount of work still to do, but we now have a bench mark from which to work from. Subsequent plans will demonstrate progress.

Stay Safe	Action	Success criteria/ future developments	Lead	Contributing to
	<u>Safeguarding</u>			
	The council's Child Protection Policy accessible to all staff.	Staff know where to find the policy Staff have basic understanding of the policy	C&YP – Corporate Strategy	
	The Child Protection Policy is regularly updated.	Review and revision once a year New rules taken into account	C&YP – Corporate Strategy	
	Training is provided on Child Protection at the appropriate level	Uptake on training across all services	C&YP – Corporate Strategy & HR	
	Referral arrangements in place with Children's Social Care if housing officers have concerns about the wellbeing of a child	Number of staff completed the training on Case Conference protocols (training arranged for Jan 08)	C&YP – Corporate Strategy	
	All relevant staff across all council services have current CRB checks	CRB checks up to date Relevant posts identified as needing CRB	C&YP – Corporate Strategy & HR	
	Provide advice on CRB checks internally & externally		C&YP – Corporate Strategy	
	All council services have a designated Safeguarding officer responsible for cascading information and identifying training needs	Officers identified Training needs analysis Staff better informed	C&YP- Corporate Strategy & service heads	
	Regular Safeguarding meetings with designated officers to update on new developments and address concerns.	Attendance at meetings	C&YP Corporate Strategy	

Stay Safe

Action	Success criteria	Lead	Contributing to
<u>Health & Safety in play and activities</u>			
All activities offered to children & young people are risk assessed	No preventable injuries	Cultural Services. Neighbourhood Management . Williamson Park	
Ensure parental consent and photographic consent for all activities	All young people have consent forms	All services	
Provide safe spaces for C&YP to play and stay active – sports, leisure and play facilities and supervised play schemes and after school clubs	Children & young people participate safely	Cultural services	
Provide learn to swim programmes	Numbers of young people able to swim	Cultural services	
Improve playgrounds as part of a 4 year capital programme	25 improved by 2010 to ROSPA standards	CC(D)S	
Maintain play equipment in the Park	Well maintained equipment	Williamson Park	
Liaison with county council regarding prevention of risk to children at work	Low levels of preventable accidents	Health & Strategic Housing	
Inspection of child care & leisure facilities to ensure minimum legal standards of H&S are met	Reduction in levels of accidents	Health & Strategic Housing	
Home Safety Quiz for year 6 pupils	feedback	Health & Strategic Housing	

Stay Safe

<u>Vulnerable & Housing needs</u>		
Homelessness advisory service and help in re-housing, particularly 16-25 yr olds	Reduction in number of homeless young people	Strategic Housing team
Provision of secure accommodation & on-going support to vulnerable families	Number of families re-housed	Council Housing
Provision of housing to young people under 18yrs	Number of YP under 18 housed	Council Housing
Supporting the provision of specialist housing for young homeless people	Formal nomination agreement in place with the Foyer (future development)	Council Housing
Support for care leavers	Number of young care leavers offered supported housing as a result of referral from LCC Social Care	Council Housing
Multi-agency working to support vulnerable families in their homes	Numbers referred to panel for intervention	Council Housing
Representation on Domestic Violence forum	Access to information to inform practice	Community Safety Council Housing
Produce a Domestic Violence Strategy	Training programme agreed and staff participating have understanding and skills to deal with those experiencing domestic violence (future development)	Community Safety Domestic Violence Co-ordinator
Administer funding for the Community Safety Partnership	Reports on spend	Community Safety
Funding and planning activities for Prolific & other Priority Offenders (PPOs)	PPOs attendance. Reduction in levels of offending behaviour	Community Safety & Cultural Services

Be Healthy

Action	Success Criteria	Lead	Contributing to
<u>Alcohol, drugs smoking</u>			
Promotion of smoking cessation and damage from smoking	Extend service to primary schools as well as secondary (future development) Feedback from schools and students	Health & Strategic Housing	Health & Strategic Housing
Licensing of premises selling alcohol taking into account effects on C&YP	Reduction in numbers of young people being able to access alcohol from these premises	Legal & HR	Legal & HR
<u>Health & Safety</u>			
Basic food handling Mission Impossible programme and hand washing	Reduction in food poisoning, feedback from schools and students (currently only done by request, plan to make more widely available)	Health & Strategic Housing	Health & Strategic Housing
<u>Housing</u>			
Priority given to households with children in most housing need –using allocation system	A revised housing allocation scheme in place 2008/09 (current allocation schem to be reviewed 2007/08)	Council Housing	Council Housing
Provision of Disabled Facilities Grants <u>Fitness</u>	Up take in grants	Strategic Housing	Strategic Housing
Encourage provision of open spaces & recreation facilities in new developments	More spaces available	Planning Services	Planning Services
Create opportunities for outdoor recreation through AONB partnerships	Numbers of young people participating	Planning Services	Planning Services
Grants available for young people's activities	Increase level of take up	Democratic Services	Democratic Services
Football for all programme	Numbers of young people attending	Neighbourhood Management	Neighbourhood Management
Summer sports academy at Salt Ayre	Numbers of young people attending. Evaluations	Neighbourhood Management	Neighbourhood Management

Be Healthy

Developing a programme of activities through the summer encouraging sport and fitness – with the YMCA	Numbers of young people attending evaluations	Williamson Park YMCA
Promote healthy lifestyles as part of programmes – playscheme, fitness gym and after school clubs	Numbers of children and young people accessing facilities Improvement in health	Cultural Services
Promote cycling and support the Cycling Demonstration Town Initiative	More young people cycling	Cultural Services Economic Development & Tourism

Enjoy & Achieve

Action	Success Criteria	Lead	Contributing to
Develop links with agencies providing facilities for young people with special needs	Needs are met, facilities are equally accessible	Williamson Park	
Develop links with schools to create visitor experience that meets the needs of National Curriculum	Activities fit with National Curriculum Feedback from students and schools	Williamson Park	
Provide training for young people 10-19 in sports leadership	Numbers of young people gaining qualification	Cultural Services	
Provide funding to enable targeted support through community engagement & development via Cultural Services & YMCA	Number of outcomes received	Council Housing	
Support to enable Youth games participation	Youth games successful	Democratic Services	
Provision of breakfast clubs and after school clubs	Children & young people attending. Improvement in school performance	Neighbourhood Management	
Provide learning mentors at Morecambe High School	Improvement in young people's performance	Neighbourhood Management	

Make a Positive Contribution	Success Criteria/future development	Lead	Contributing to
<p>Action Provide Positive Activities for young people Diversionary projects in targeted areas – Ridge, Marsh & West End</p>	<p>Reduction in anti-social behavior Feedback (Future development -new areas to be identified through MAPS) Attendance – feedback</p>	<p>Leisure/Arts Development Leisure Development</p>	<p>Leisure/Arts Development</p>
<p>Play schemes provided in 8 targeted areas for 8-11 year olds</p>	<p>Feedback (Future development – free sessions in targeted areas)</p>	<p>Leisure Development</p>	<p>Leisure Development</p>
<p>Provide school holiday activities 5 times a year aimed at all young people 6-16</p>	<p>This is a future development for more community play spaces at Regent Park, Highfield and Palatine</p>	<p>Leisure Development</p>	<p>Leisure Development</p>
<p>Provide festivals, competitions and events for young people</p>	<p>Events delivered – (future development – more co-ordination with partners)</p>	<p>Leisure/Arts Development</p>	<p>Leisure/Arts Development</p>
<p>Promote recreational facilities for young people on our council estates – either by direct provision or by supporting community groups seeking funding</p>	<p>Number of additional facilities provided Branksome Tenants & Residents Assoc funding application agreed</p>	<p>Council Housing</p>	<p>Council Housing</p>
<p>Engage with young people Offer training opportunities on tenant involvement to young people</p>	<p>Young people participating in training. Young people active as tenants. Number of tenant groups engaging with young people Article published in Impact Newsletter Texting competition successful</p>	<p>Council Housing</p>	<p>Council Housing</p>
<p>Involve young people using innovative methods</p>	<p>Number of schools wanting to participate Increased programme</p>	<p>C&YP – Corporate Strategy</p>	<p>C&YP – Corporate Strategy</p>
<p>Local democracy – engagement with children & young people in primary schools, secondary schools and colleges Engage with young people regarding provision of facilities on an estate</p>	<p>Young people's views acted upon</p>	<p>Council Housing</p>	<p>Council Housing</p>

Achieve Economic Wellbeing

Action	Success Criteria	Lead	Contributing to
Benefits inter-agency partnership group- to improve service delivery, seek innovative and collaborative ways of overcoming barriers to accessing benefits, establish links with hard to reach groups.	'hard to reach groups' benefiting. Agencies working together	Benefits & Customer Services	
SLA in place with Youth Offending Team – includes fast tracking system for benefit claims for vulnerable young people	Numbers of vulnerable young people benefiting	As above	
Benefit visiting officers contact with families with children, and young people to ensure they are claiming right amounts and identify gaps in benefit entitlement	Appropriate benefits claimed	As above	
HMP Lancaster Castle Visitor Centre – to deal with benefits queries from families of prisoners	Number of queries resolved	As above	
SLA in place with Health & Strategic Housing – includes fast tracking system for benefit claims from homeless/vulnerable young people	Numbers of homeless young people benefiting	As above	
Liaison with Leaving Care Co-ordinator and Strategic Housing regarding care leavers and HB and or CTB	Care leavers accessing correct benefits	As above	
Provide work experience placements across services, currently CC(D)S, Williamson Park, planning, tourism, HR & Legal, Democratic Services	Numbers of pupils accessing council placements Policy in place and guidelines for all services	HR & C&YP Manager	

Lancaster City Council – future developments

So far we have documented what we are currently doing in the city council to ensure the wellbeing of children and young people in Lancaster district. This is the first time that there has been a cross service picture. There has not been a strategic approach to work that involves and/or impacts on children and young people, but the new duties put on district councils and the ethos of partnership work and integrated services through the Children's Trusts means that it is important to be able to quantify our contribution and have a robust needs analysis, planning and delivery framework. We need to be able to identify our key priorities and where we fit with the wider Children & Young People Plan to be developed for the district through the Local Children's Trust Partnership. As previously stated no one organisation operates without links to a range of other strategies, priorities, indicators and quality standards. We need to do this to provide a comprehensive and cohesive district approach to deliver a joined up service for children and young people.

At the time of writing the 35 LAA priority indicators for the county are still being negotiated, as is the LSP's Sustainable Community Strategy.. One informs the other and in turn informs the local and county strategic plans for children & young people. Once priorities and indicators are agreed we can align our plan accordingly, remembering to take account of locally identified need.

This section is looking to subsequent years, defining what the council needs to develop to be a major participant in providing services and also in developing strategic and management policies and protocols.

Key priorities for development.

Children & Young People Engagement Strategy (Making a Positive Contribution)

'all children and young people have the right to say what they think should happen, when adults are making decisions that affect them and to have their opinions taken into account' (article 12 UN Convention on the Rights of the Child 1989)

Currently we do not have any guidelines, protocols or cohesion in how or if we involve children and young people in any of our services. There are a number of factors that need consideration when deciding what is needed, hence a comprehensive 'Children & Young People Engagement Strategy' will provide clarity in the who, why, what and how of involving children and young people. As a council we need to have a consistency and quality in our approaches to involving children and young people meaningfully. This is not to say that everyone/every service has to do everything the same way, quite the opposite. By developing a shared understanding of what 'engagement', 'involvement', 'participation' means we can then move onto developing a menu of opportunities for children and young people's involvement. In all our developments and discussions regarding children and young people's engagement we have to look at the

'**Lancashire Children & Young People's Charter**' a document written by young people describing how services should engage with children & young people to make it possible for them to have meaningful participation.

As briefly mentioned in the introduction to this strategy, children and young people's involvement in the planning, design and delivery of services is not only expected but essential in ensuring that services meet their needs and expectations and those of their families. The principles of engagement are prominent in government thinking, the Green Paper '**The Governance of Britain**' highlights the move to making public involvement central to creating better communities. A Children & Young People Engagement Strategy will inevitably be part of a wider Community Engagement Strategy that is also being developed within the council.

Any engagement strategy has to take account of what is already provided by other agencies and organizations in the district. Currently there are school councils, a district youth council, members of the youth parliament, stakeholder groups, ad hoc groups, student bodies etc. So, there are a number of existing means of getting young people's views and for the young people to effect elements of change within their host organization.

With the co-operation of potential partners such as County Council (YSS, YMCA, Signpost, YOT, schools and colleges along with others, we can investigate how to move engagement forward in the district, developing existing groups and starting new initiatives.

The focus for the in the next year is to look at the feasibility of a **Young Advisor** scheme which would be an innovative move forward, providing an opportunity for a number of partners to share resourcing to build a team of young people who would :

- Raise awareness of young people's issues
- Link decision makers and young people
- Support adults in engaging with young people
- Break down barriers
- 'youth proof' documents
- Have a young person perspective
- Be role models for other young people in their communities

Involving children and young people has to be more than general consultation. There has to be a mean for young people to be pro-active in raising issues rather than being a passive respondent to issues raised by others, usually councils and other large organizations. By the city council initiating the concept of Young Advisors and the engagement strategy in the district there is a very clear message as to our commitment to the real involvement and contribution that children & young people make to council services.

Enabling Young People to be Ready for Work (Achieve Economic Wellbeing)

Employers are still questioning the 'employability' skills of many young people, particularly those young people who are looked after and in the children's social care system, and those from low income, economically deprived areas and families.

There are a number of ways to help young people gain skills, access information and make decisions about what direction they want to take relating to the world of work. Through this priority we will be focusing on the role that the city council can take in:

- offering work experience placements,
- assessed college related placements and apprenticeships
- better publicising the roles and functions of the various services within the council.

How does this priority fit the wider picture? Getting young people into education, employment or training means a reduction in the NEET figures (not in education, employment or training) which is a current LAA (Local Area Agreement) stretch target, with Lancaster district having 10.9% NEET in July 2007 against a Nov 07-Jan08 target of 6.4%. '**Building Brighter Futures**' the government's Children's Plan sets out the goals that the government expects to be achieved by 2020 one of which is '*employers satisfied with young people's readiness for work*'.

Many young people do not have sufficient information about jobs to be able to make a choice based on anything other than supposition and second-hand information. Many of the services that the city council provides are not recognised by the public, so it is in our best interests to provide some kind of publicity that would achieve positive outcomes – informing young people and their families of the range of diverse roles that are available in the council and give young people an insight for what they might like to try as part of their work experience.

A corporate policy with guidance on how we engage with schools, young people and other agencies in regard to work experience will form the central tenet of this priority area. Additional to this there will be research and relevant proposals for increasing the numbers of young people either employed or employed on apprenticeship schemes.

Currently Lancaster City Council has only one apprentice (Nov 2007) this is from a workforce of 950 (850 FTE). By having more young people on apprenticeship schemes the council would be setting an example for other businesses to encourage young people into the workforce.

We can build on our relationship with Lancaster & Morecambe College by offering assessed placements (where appropriate) and also by offering to do periodic inputs to the student body on various job roles and functions within the council.

We can also work more closely with Lancashire Education Business Partnership (LEBP) who work directly with schools to ensure that our provision matches district demand and that placements are created where reasonably necessary. By engaging with LEBP we can also offer 'mock interview days' and sessions where pupils are given clear information of the subjects required to pursue a specific career.

Schools will be introducing diplomas in a range of occupational sectors from 2008. Phase 3 by 2010 includes diplomas in **public services, retail, travel & tourism, sport & leisure**. This is very clearly our core business, and we need to have the appropriate systems and processes in place to be able to offer quality placement opportunities to any young people studying these subject areas, therefore we need to start developing this area as soon as possible.

Safeguarding (Stay Safe)

We have made considerable progress in the area of safeguarding. There is a Lancaster City Council Child Protection Policy, training has taken place for appropriate staff, staff are CRB checked and there are designated child protection officers in each service. Regular quarterly meetings between the designated officers and the Children & Young People Manager offer the opportunity for updated information to be disseminated and issues to be discussed across the table.

However, there is more work to be done and this is a definite priority area as safeguarding is a duty for district councils under section 11 of the Children Act 2004 – ***‘to make arrangements to safeguard and promote the welfare of children’***.

The following are points that will be considered when developing our safeguarding responsibilities:

- The council’s Child Protection Policy will be reviewed in May 2008. At this time young people will be involved in any re-writing to ensure that the document is appropriate and accessible to young people as they need to have an awareness of what processes are in place to protect and safeguard them. This links with how we engage with children and young people and involve them meaningfully in developing services.
- The policy will also have to take account of the changes introduced by new **Independent Safeguarding Authority (ISA)** scheme that will be introduced nationally in autumn 2008. The **Safeguarding Vulnerable Groups Act 2006** provides the legislative framework for the new ISA scheme.
- Work with HR on identifying new processes to comply with ISA scheme as the council as an employer has a legal obligation to recruit ISA registered staff, both paid and unpaid. This will mean developing a matrix type system to identify job roles that would require registration for consistency across all council services; system developed that will ensure the need for ISA registration is clear on all job advertisements, job descriptions and person specifications. Not complying with this new scheme can result in fines and/or imprisonment.
- There needs to consistency in dissemination of the policy to all staff, currently there is variance on how effective this is. One possible solution is to have child protection included in induction processes.
- Ensure safe working practices for both council employees and customers, linking particularly with policy on supervising work experience with either vulnerable young people and/or vulnerable adults.

Promoting Positive Activities (Make a Positive Contribution & Enjoy and Achieve)

We have a full programme of activities and events for children and young people in the district, most of which is delivered by our Cultural Services staff. There is an element of targeting diversionary activities to specific groups and geographic areas as well as providing a universal service. This is certainly an area of work where we excel. However, there are aspects that will benefit from further development:

- ❖ Development of systems that will identify numbers of young people accessing the services, not the number of attendances
- ❖ Extending activities to more identified areas of need
- ❖ Using intelligence from a range of sources to target groups/areas more effectively
- ❖ Continue to increase levels of participation
- ❖ Develop new ways of involving young people that will link to the engagement strategy
- ❖ Involving young people to design innovative publicity as part of the wider Publicising Positive Activities that has to be compiled by the county, but also for local use

LEADERS

CABINET

Galgate Community Rooms 22nd January 2008

Report of Head of Economic Development & Tourism

PURPOSE OF REPORT				
Ellel Parish Council have requested short term, repayable financial assistance pending receipt of Pathfinder in Practice funding towards the development of Community Rooms in Galgate. The report outlines the background to the request, notes the potential joint arrangement with Lancashire Economic Partnership and raises the implications of funding such requests.				
Key Decision	X	Non-Key Decision		Referral from Cabinet Member
Date Included in Forward Plan		December 2007		
This report is public.				

RECOMMENDATIONS OF COUNCILLOR A JOHNSON

- (1) That Members consider the request from Ellel Parish Council and determine whether they wish the City Council to provide the required advance of up to £80,000, subject to Lancashire Economic Partnership providing an equivalent sum.
- (2) That, in the event of a positive decision, Members:
 - determine whether interest should be charged on the finance provided
 - agree the conditions to be applied to the offer as set out in the report

1.0 Introduction

- 1.1 Galgate Community Rooms is a project by Ellel Parish Council to replace an old sports pavilion with a new modular building which would also be used for a range of sports, social and educational/training activities. The need for the development was evidenced in the Ellel Parish Plan 2005 with 93% of respondents to a questionnaire supporting the need for a new building and this was endorsed by the Village Plan. As a separate, but complementary, project, it is also intended to build a new village hall adjacent to the Community Rooms once future funding has been secured.

- 1.2 The total costs of the initial Community Rooms project are £180,145. The Parish Council is contributing £5,000 towards this and a further £5,800 will be provided through volunteer time and donations from the community. The bulk of the funding, £169,345, will be provided through Pathfinder in Practice (PiP) funding, an offer for this amount having been made by Lancashire Economic Partnership/Northwest Development Agency. However, PiP funding is only paid in arrears once work has been completed and against evidence of costs defrayed and whilst it is understood that LEP have agreed monthly PiP payments, the Parish Council does not have sufficient funds to enable up front payments to the contractor and to bridge the periods between paying the contractor and receiving grant payments. Consequently, City Council and LEP support has been requested by Ellel Parish Council (copy letter appended) to provide short term finance to enable the project to proceed and substantial external funding to be drawn down.
- 1.3 Whilst the City Council does not currently have any direct involvement in the project, a letter of support has been provided for the PiP application by Neighbourhood Management. Neighbourhood Management are supportive as the project complements the current Neighbourhood Management Rural Pilot in Ellel ward, with one of the stated reasons for its selection being the quality of the Parish Plan and its clarity in laying out priorities for action and the role of the new accommodation in enabling services for the community generally and young people in particular. Also, Cultural Services has been involved in advising on the funding application and acknowledge the benefits arising from a new community facility which would provide a rural based facility for Cultural Services to offer a range of services.

2.0 Proposal Details

- 2.1 The request from the Parish Council proposes that the City Council and Lancashire Economic Partnership each make payments to the Parish Council against contractor invoices of 50% of the value of each invoice. Against the anticipated scheduled payments to the contractor, financial advances would need to be made in the period from February to May 2008 with a maximum requirement of £80,000 from the City Council assuming LEP meet 50% of the finance required. It is estimated that the level of finance requested would, if retained by the City Council, attract interest of approx £900-1000 over the period of the loan. Consequently, provision of the finance requested would result in this interest being lost unless it is charged to the Parish Council.
- 2.2 If Cabinet Members are minded to support the request, consideration needs to be given to the impact this could have in terms of setting a precedent for other similar requests from rural or urban community-based organisations looking to implement major projects where external funding is paid in arrears and cash flow problems arise as a consequence. At present there appear to be few approaches for such support and it may be sufficient to consider each case on its merits as it arises, with any requests being submitted in writing to the Chief Executive. If the number of requests should increase then it may be necessary to consider whether criteria should be set, and processes put in place, to administer such requests. However, for the time being, Members need to consider if they wish to support the Galgate Community Rooms project on its individual merits.

2.3 Members may also wish to note that there are few direct precedents which might inform a decision. It is understood that a protocol for advance payments was established a number of years ago but this related to situations in which the City Council was in control of the grant funding programmes. More recently, in 2006 short term finance was provided to Hornby Village Institute to support cash flow pending payment of Pathfinder in Practice funding for work related to the Hornby Community Resource Centre. However, the finance required in that instance could be met from funding in the City Council's capital programme which had already been approved for the project's contingencies but which had not been fully taken up.

2.4 If Members choose to support the request it is proposed that the following conditions be applied:

- i) that Ellel Parish Council confirm in writing that they are unable to secure the required finance from other sources, including their bank, on suitable terms
- ii) that LEP confirm their contribution of 50% of the finance required (copy confirmation letter appended)
- iii) that LEP confirm the eligibility for PiP funding of the invoiced works which will be the subject of claims
- iv) that the Parish Council provides the City Council with a copy of the invoices for PiP-funded building works
- v) that the Parish Council provides the City Council with a copy of its claims for PiP funding
- vi) that reimbursement of the funding is made to the City Council in full at the earliest opportunity and not later than the end of June 2008 – in this respect, the Parish Council should provide its permission in writing for reimbursement to be made direct to the City Council from LEP
- vii) That the Parish Council must repay any funding on demand by the City Council in the event of any of the following:-
 - a) that any part of the funding has been used for a purpose other than PiP-eligible expenditure
 - b) that PiP funding is refused for any reason
 - c) that PiP funding is delayed for any reason, except where the causes of the delay are notified in writing to, and accepted by, the City Council

3.0 Details of Consultation

3.1 No consultation has been conducted regarding the request for short term finance.

4.0 Options and Options Analysis (including risk assessment)

4.1 Options are set out in the table below.

Option	Advantages	Disadvantages	Risks
1. Refuse the request to provide short term finance	Avoids setting precedent for similar requests	Substantial external funding for community project not taken up City Council perceived as unsupportive	No financial risk to the City Council Project potentially put at risk as unable to bridge period pending receipt of PiP funding

<p>2. Provide short term repayable funding, jointly with LEP, against contractor invoices and charge interest of approx £900-1000</p>	<p>Project able to proceed as planned.</p> <p>City Council perceived as supportive of rural community projects</p> <p>No financial loss to the City Council when loan repaid in full</p>	<p>Increases overall project costs to the Parish Council</p> <p>Depending on LEP approach, there may be a mismatch in the handling of interest on the loan</p>	<p>Whilst the offer of PiP funding has been secured, payment will be subject to the project meeting the terms and conditions set by the funder. It is conceivable that payment of PiP grant could be withheld and repayment to the City Council delayed.</p> <p>Risk of setting precedent</p>
<p>3. Provide short term repayable funding, jointly with LEP, against contractor invoices and forego interest of approx £900-1000</p>	<p>Project able to proceed as planned</p> <p>City Council perceived as supportive of rural community projects</p>	<p>Loss of interest on the funding provided</p>	<p>Whilst the offer of PiP funding has been secured, payment will be subject to the project meeting the terms and conditions set by the funder. It is conceivable that payment of PiP grant could be withheld and repayment to the City Council delayed.</p> <p>Risk of setting precedent</p>
<p>4. Approach Lancashire County Council with a view to the required finance being met equally with LEP and the City Council</p>	<p>Potential to reduce the commitment of resources and risk for the City Council</p>	<p>LEP initially approached the County Council which indicated that it would not be able to provide support from the Rural Development Budget (the most appropriate budget) in the current financial year. The timescale required for any further approaches and consideration by the County Council probably dictates against this option being taken forward.</p>	<p>Risk of delay in confirming the availability of short term funding on a tripartite basis</p>

5.0 Officer Preferred Option (and comments)

5.1 If Members wish to support the request for short term finance, it should be noted that Lancashire Economic Partnership do not generally charge interest on the finance provided. If this is LEP's confirmed approach in this instance, Members may wish to adopt a consistent approach ie Option 3.

6.0 Conclusion

6.1 It is proposed that Members consider the request from Ellel Parish Council in the light of this report.

RELATIONSHIP TO POLICY FRAMEWORK

The Galgate Community Rooms project links to the City Council's Cabinet Priorities 2007/08 – Secondary Priorities 3.3 'Clarify the Council's role in the provision of facilities for children and young people and community development'.

It also, as noted in the report, links to the Ellel Neighbourhood Management Rural Pilot.

CONCLUSION OF IMPACT ASSESSMENT

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

The full project application for Pathfinder in Practice funding includes detailed information on how the project contributes to the sustainable use of resources (eg energy efficient building), and to the protection and enhancement of the environment (eg replacement of a dilapidated timber structure) and how it will address the underlying causes of ill health (eg enhanced opportunities for healthy exercise and recreation). The project will also benefit a significant rural population in and around Ellel ward.

FINANCIAL IMPLICATIONS

The relevant power, under which the City Council would be able to make the advance, is contained in the Local Government Act 2000, Section 2 Promotion of well-being.

If the advance is made free of interest then there will be a loss of income to the Council of between £900 and £1000.

In terms of the principal sum involved, the Council's cash flow remains relatively strong and can incorporate the advance.

The most significant potential implication is indirect in that the granting of this request might be seen to set a precedent and lead to a number of further such requests. In this context it is important to be clear that any approval should not be seen as a precedent.

In the context of potential future requests, arrangements are underway to ensure that if Council services are involved in advising on funding bids, that either they cover the cashflow implications or seek early advice from Financial Services.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

Legal Services have been consulted and there are no legal implications.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer advises that if the funding is provided as requested, a legal agreement must be entered into to ensure that the Council will be repaid in the event that PiP funding is not available. However, even with such an agreement in place, there would be some risk to the Council that the parish council would be unable to repay the sum immediately in these circumstances.

BACKGROUND PAPERS

Ellel Parish Council letter dated 14th December 2007.

Contact Officer: Bill Klndon

Telephone: 01524 582071

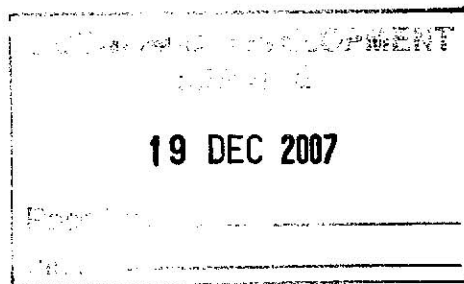
E-mail: wkindon@lancaster.gov.uk

ELLEL PARISH COUNCIL

Clerk to the Council
Lynne Hargreaves
35 Leachfield Road
Galgate
Lancaster
LA2 0NX

Bill Kindon
Economic Development & Tourism Service
Lancaster City Council
Town Hall,
Dalton Square
Lancaster
LA1 1PJ

December 14th 2007



Dear Mr Kindon,

I am writing to request assistance from Lancaster City Council in overcoming an anticipated cash flow problem which The Parish Council (PC) expects to encounter over the months of February and March 2008 whilst engaged in the development of the new Community Rooms in Galgate. Although all of the funding required to undertake this work is in place, the majority of the project will be paid for with a grant from the Pathfinder in Practice Programme (PiP) and this funding will only be able to be claimed on presentation of receipted invoices which has an obvious impact on the project cash flow.

The project is expected to cost £180,145 and it is anticipated that around £110,000 of this cost will be incurred in February with the balance being due in March. I believe that at the end of each month we will be able to claim grant against all expenditure incurred within that month and that it may take up to six weeks from submission of claims until the grant is received. Out of this total, work to the value of £5,800 is being provided by volunteers in kind and will not need paying for, the PC has reserves of approximately £15,000 which can be used towards meeting these costs but this will leave a gap of almost £100,000 which the PC cannot meet from mid February to mid March of £160,000 from mid March to mid April and of £60,000 from mid April to Mid May.

I realise that the City Council may not view it as appropriate that they act alone in meeting our funding gap and for that reason we have also approached the Lancashire Economic Partnership (LEP) for assistance. LEP have indicated that they cannot provide sufficient funding to meet this shortfall however and for that reason I would request that you give consideration to the following possible solution. On presentation of invoices relating to this work LEP and the City Council make payment from their reserves to the PC each to a value of half of the invoice supplied. The Parish Council use the funds thus received to pay the contractors and then use evidence of this defrayment to draw down PiP funding through LEP in their capacity as accountable body for this programme. LEP and the City Council will then be reimbursed through the retention by LEP of an appropriate portion of the funding subsequently paid by the North West Development Agency in relation to this work.

Whilst I realise that this is a somewhat unusual request I am aware that LEP and the City Council have, made similar provision to other community groups in the District over recent years in order to allow these organisations to gain access to Leader+ and SRB funding and I would be most grateful if you could assist us once again in a similar manner.

Please don't hesitate to contact me either at the above address or by Email at lynne.hargreaves@tiscali.co.uk if you require any further information about either this request for support or about the initiative to which it relates.

Kind Regards,

Lynne Hargreaves.

Mrs. L. Hargreaves.

Globe Centre
St. James Square
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BB5 0RE

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Fax: 01254 399741
Email: partnership@lancashire-ep.org.uk
Website: www.lancashire-ep.org.uk

Chief Executive: Dennis Taylor

Mrs Lynne Hargreaves
Clerk to Ellel Parish Council
35 Leachfield Road
Galgate
Lancaster
LA2 0NX

21st December 2007

Dear Mrs Hargreaves,

Galgate Community Rooms

*Stevie, please copy to
P. Smyth & W. Under. @*

Thank you for your letter of 14th December 2007 regarding funding for the above Pathfinder in Practice project. I appreciate the difficulties faced by the Parish Council in funding a project of such a significant size. Whilst LEP may have made similar provision to other community groups in the past, I would like to point out that this should not be seen as having set a precedent as each case is considered on its individual merits.

I have, however, considered the merits of this case, and the risk involved to LEP in front-funding a project of this nature and am prepared to fund 50% of the cash flow shortfall. This is on the understanding that Lancaster City Council is prepared to match LEP's offer and fund the remaining 50%. It is inappropriate for LEP to fund 100% of the Parish Council's cash flow requirements for this project, as I would prefer that our risk is shared and it is my feeling that Lancaster City Council are best placed to do this. This of course remains the decision of Lancaster City Council.

The Parish Council must also use its best endeavours to resolve any project delays or irregularities such that PIP funding is not withheld.

Please be aware that in order to claim via the PIP project, your expenditure must be defrayed (i.e. cleared through your bank). You must therefore make your request for cash flow funding from LEP in good time for it to clear through your bank so that it is available to pay your contractors *and be defrayed* in time for the claim to be submitted.

Your request for cash flow funding should be made directly to me, in writing and be accompanied by a copy of the contractor's invoice. You should specify the amount of funding required at each time. I will then forward a cheque to Ellel Parish Council for the required amount.

I would also be grateful if you will forward evidence to me that Lancaster City Council have also agreed to fund the other 50% of the cash flow requirements.

Yours sincerely,



Sue Thom
Director of Finance & Administration

✓ cc. Mr Mark Cullinan, Chief Executive, Lancaster City Council

CABINET

Customer Service Centres 22nd January 2008

Report of Corporate Director (Finance & Performance)

PURPOSE OF REPORT			
To update Members on the progress within the Customer Service Centres and to consider the ways of accessing the Lancaster Town Hall.			
Key Decision	<input type="checkbox"/>	Non-Key Decision	Referral from a Corporate Director
	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Date Included in Forward Plan	N/A		
This report is public			

OFFICER RECOMMENDATIONS

- (1) That Cabinet determine their preferred option in respect of the front doors at Lancaster Town Hall
- (2) That Cabinet approve the installation of a new controlled access scheme into Lancaster Town Hall
- (3) That Cabinet note the information relating to customer access to the new customer Service Centres.

1.0 Introduction

1.1 At their meeting on 4th September 2007, Cabinet resolved as follows:

- (1) That Cabinet notes the process for transferring reception staff into the customer service centres when the face to face facility opens.
- (2) That Cabinet adopts Option (1), to keep the front doors open during normal working time, but to secure the existing glass doors to prevent access by the public in respect of the front doors at Lancaster Town Hall once the side entrance is used as the main entrance to the public, with a review being undertaken in 3 months time.

1.2 Since that time the Customer Service Centres have been in operation and this report provides an update on the operation of the Centres together with proposals regarding access to Lancaster Town Hall.

2.0 Proposal Details

Customer Service Centres

- 2.1 The Customer Services Centres in Lancaster Town Hall and Morecambe Town Hall opened to the public at the start of October and each had an official opening ceremony on the 8th October. Cllr Mace opened the centre at Morecambe Town Hall and Cllr Gilbert opened the centre at Lancaster Town Hall. There was some positive press coverage and photos from each event were used in the local media.

Between the 1st October and 1st December just under 6000 people visited the two centres – 54% of whom had Council Tax or Benefit enquiries. Details about visitor numbers etc. are in Appendix A

Public Access to Lancaster Town Hall

- 2.2 Since the opening of the Customer Service Centre (CSC), the Front doors of the Town Hall have remained open with temporary signage in place. There has been a very mixed reaction from customers, some of whom have read the signs and accessed the CSC appropriately. However there have been some incidents of people who have tried to access the building through the front doors despite clear signage as the doors being open have given the impression that the front doors are the way into the main building. The numbers involved in this are getting less, but nevertheless it is still a problem.
- 2.3 To resolve this situation, the options for the Council are to retain the existing arrangements or to close the front doors. The details in respect of each option are set out below.
- 2.4 The first option is to leave the front doors open. This would possibly retain a situation where some customers may think that the front doors still provide access to the Town Hall and therefore make an unnecessary trip up the front steps only to find the doors are closed and access is required around the side of the Town Hall. This option does allow the existing doors to be retained for fire exit purposes and still gives an impression that the Town Hall is open for business.
- 2.5 The alternative option is to close the front doors. The doors would be opened for civic occasions and for evening and weekend meetings as required. The doors would also have to be altered at a budget cost of £8,000 + VAT to allow for their emergency use as a fire escape.
- 2.6 For both options, external signage is being improved. Signs are being erected on the pavement at the front of the Town Hall, one in the area close to the traffic lights, and the other adjacent to the gates leading to the Memorial Gardens and the CSC. This should improve the information for customers, but there is still no guarantee that some will not climb the steps to the front doors.

Staff & Member Access to Lancaster Town Hall

- 2.7 The scheme to create the CSCs included a sum that was for an access control system for staff and Member access to the building. At present access is through the doors to the Memorial Gardens which is controlled by a small keypad. Whilst this is generally effective for security purposes, it is not particularly customer friendly. It also creates a major safety risk in that visiting staff/ members may not be identified as being present in the building should an emergency occur.

- 2.8 The initial contract envisaged the use of a more controlled system. This would be based on a Key Fob/ID card system that would be placed against a “reader” which authorises access into the building. The “reader” is connected to computer software which records the presence of an individual in the building, the information then being available to assist in identifying staff present in the building if an emergency evacuation is required.
- 2.9 The system costs £11,100 and the funding is included within the budget for the CSC scheme. For this cost, three separate sets of doors would be covered by the system together with the software that operates it. This system can be used for as many different sets of doors in different buildings that the council wish to adapt. Under the refurbishment programme for the Access to Services Review, it would then be possible to improve security in the main buildings by using this system.

3.0 Details of Consultation

- 3.1 There has been no specific consultation of the door access but customers were asked to give their views on the new Customer Service Centres. A number of comments have been received.

Positive	Negative
I wish to thank all counter staff at MTH who dealt thoughtfully and extremely efficiently in a manner many other local authorities should aim to emulate, being courteous, friendly and kind. If bouquets are handed out they should each receive one.	Why not sell dog waste bags at Town Hall and tourist information centres?
Came into LTH to report missing recycling bin and staff were very helpful during visit.	Can we have main door open at LTH? Symbolically it is very negative to have these great doors shut. Its like shutting out the community
Came into pick RADAR key up – was very impressed with ladies on reception. The welcome was lovely and the efficiency of lady who attended to me was first class. Thank you all.	Why can't I pay my council tax at the council AND why does your automated system not accept visa electron?

4.0 Options and Options Analysis (including risk assessment)

Public Access to Lancaster Town Hall

- 4.1 Option 1 – leave the front doors open. This would possibly retain a situation where some customers may think that the front doors still provide access to the Town Hall and therefore make an unnecessary trip up the front steps only to find the doors are closed and access is required around the side of the Town Hall. This option does allow the existing doors to be retained for fire exit purposes and still gives an impression that the Town Hall is open for business.
- 4.2 Option 2 – close the front doors. The doors would be opened for civic occasions and for evening and weekend meetings as required. The doors would also have to be

altered at a budget cost of £8,000 + VAT to allow for their emergency use as a fire escape.

Staff & Member Access to Lancaster Town Hall

- 4.3 Option 1 – implement a new controlled access scheme into Lancaster Town Hall. This system would allow for a much improved security access to the Town Hall which can be adapted to be used in other buildings as part of the Access to Services review. More importantly, it has the key benefit of improving emergency evacuation procedures. Funding is already available within the Customer Service Centre budget as set out below in the Financial Implications.
- 4.4 Option 2 – retain existing access arrangements for staff and Members. A saving in the Customer Service Centre budgets would be made amounting to £11,100. This would not lead to any improvements in access arrangements and retains the existing safety risk to visiting staff/ members in that they cannot easily be identified as being present in the building during an emergency evacuation. In addition, should any legal action be taken against the Council for having insufficient evacuation procedures, it is likely that the Council's defence would be inadequate. For instance, a member of staff injured as a result of being untraced in an emergency, would have a reasonable case for negligence against the authority. .

5.0 Officer Preferred Option (and comments)

Public Access to Lancaster Town Hall

- 5.1 Cabinet are asked to determine their preferred option in respect of the front doors at Lancaster Town Hall.

Staff & Member Access to Lancaster Town Hall

- 5.2 Option 1 is the preferred option as this would be more user friendly and provide improved security and evacuation procedures within a budget that is available.

<p>RELATIONSHIP TO POLICY FRAMEWORK</p> <p>The development of Customer Service Centres is a key council priority to improve the public's accessibility to council services.</p>
<p>CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)</p> <p>None directly from this report.</p>
<p>FINANCIAL IMPLICATIONS</p> <p>The Customer Service Centre budget for 2007/08 is £491,000 with £479,900 having been committed. This leaves a surplus of £11,100 available for the door access control. The amendment to the front doors to allow for emergency use would be financed from the maintenance budgets where works will be prioritised within the repairs budget which is on target to be fully spent to meet repair and maintenance commitments in order that the</p>

buildings remain operational. There are no ongoing additional revenue implications arising from the report.

SECTION 151 OFFICER'S COMMENTS

The s151 officer has been consulted and has no further comments to add.

LEGAL IMPLICATIONS

Legal Services have seen the report and have no comments to make.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Cabinet item and minutes 4th September 2007.

Contact Officer: Graham Cox
Telephone: 01524 582504
E-mail: gcox@lancaster.gov.uk
Ref: N/A

Appendix A

Customer Service Generic Performance Report			
Areas:	Footfall		
Period:	1/10/07 to 31/12/07		

Total Footfall in Customer Service Centres

	Oct	Nov	Dec	Total
Footfall LTH	2421	2520	1511	6452
Footfall MTH	662	314	370	1346
Total Footfall	3083	2834	1881	7798

Footfall by type

	Oct-07			Nov-07			Dec-07			Total	%			
	LTH	MTH		LTH	MTH		LTH	MTH						
	Value	Value	%	Value	Value	%	Value	Value	%					
Revenues & Benefits	1317	54%	441	67%	1220	48%	196	62%	834	55%	242	77%	4250	55%
Corporate Vis	463	19%	153	23%	529	21%	46	15%	434	29%	39	12%	1664	21%
CS enquiries (inc CCDS)	312	13%	41	6%	736	29%	59	19%	243	16%	22	7%	1413	18%
Cultural Services	0		16	2%	0	0%	2	1%	0	0%	3	1%	21	0%
Environmental H	0		7	1%	8	0%	7	2%	0	0%	19	6%	41	1%
Private Interviews	145	6%	4	1%	27	1%	4	1%	0	0%	0	0%	180	2%
Other (Parking/bus)	184	8%	0	0%	0	0%	0	0%	0	0%	45	14%	229	3%
Total Visitors	2421		662		2520		314		1511		370		7798	

CABINET

Cabinet Public Speaking 22nd January 2008

Report of the Head of Democratic Services

PURPOSE OF REPORT			
To review the procedure for public speaking at meetings of Cabinet meetings.			
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>
Referral from Officer	X		
Date Included in Forward Plan	N/a.		
This report is public.			

1. OFFICER RECOMMENDATION

That Cabinet considers any amendments that it wishes to make to the procedure and requests the Monitoring Officer to refer such proposed amendments to the Council Business Committee to be incorporated in the Constitution.

2.0 Introduction

2.1 Public Speaking at Cabinet meetings

Following a recommendation from Cabinet for the introduction of a procedure to enable public speaking at meetings of Cabinet a report was submitted to Council to consider the Constitutional amendments which required approval before the introduction of the procedure. The report was considered by Council on 7th February 2007 (Minute 98 refers).

Following the decision of Council a press release was issued and a leaflet produced to inform the general public of the process. Details of the procedure were also made available on the Council's website and copies made available at all Council offices. The procedure was first available at the Cabinet meeting on 20th March 2007.

In accordance with Cabinet's previous decision to review the procedure Members are requested to consider this report.

In the period of operation a total of 6 speakers have used the process. 3 speakers were in attendance at the meeting held on 24th July 2007 and spoke on the item regarding the Greaves Park Play and 3 speakers attended the meeting held on 9th October 2007 and spoke on the item regarding Capital Programme – Receipts, as it related to land at Scotforth, Lancaster (Lawson's Bridge). In order to consider their views of the process and gauge the users point of view a consultation was

undertaken. An evaluation of the responses is attached at Appendix A. There are a number of issues raised, the main points are summarised below:

Additional Time

4 people were happy with the time given, however 1 person felt there was too little time and suggested that “the Chairman could have allowed extra time on important issues if appropriate.”

Comment: Cabinet could consider making recommendations to amend the procedure with discretion be given to the Chairman on a time limit if only 1 speaker has registered, as this would not be too time consuming. The original restrictions were imposed to ensure that public speaking did not detract from the time available for decision taking.

Cabinet is advised that any alteration to the procedure would require approval by the Council Business Committee and amendment to the Council’s Constitution.

Seating in Committee Room A/Identification of Councillors and Officers

Some members of the public reported problems hearing and seeing Cabinet Members. The issue of furniture was also raised including comments made regarding the microphones being poor (except the Chairman’s) in the Banqueting Room. However, the view was expressed that the position for addressing the meeting was good.

Comment: A number of these issues should be considered as part of the Council’s Review of Access to Services. However, Members may wish Officers to consider these views if/when considering any future alterations to the Council’s meeting rooms.

A short-term measure, in order for members of the public to easily identify Members of Cabinet attending the meeting, is the use of name cards and a seating plan, which could be made available in the meeting room.

In order to view the proceedings better seating could also be made available at the rear of Committee Room B at Lancaster Town Hall. At Morecambe Town Hall public speakers could remain in the public gallery, or alternatively members of the public could be seated on the outer ring of seating provided in the Council Chamber.

Process of the meeting

Positive comments, however, the issue of hearing and seeing those present was raised, as set out above.

Accessibility of Papers

1 response was that “it was disappointing that plans presented at Cabinet were not shown to us...” A further comment was that “all material to be presented at the meeting to everybody present.”

Comment:

This has already been acted upon with all documentation that is to be considered in the public part of the meeting being made available. Officers, when circulating documentation, at the meeting should ensure that there are sufficient copies to be distributed to members of the public also.

Public Speaking Leaflet

All those commenting advised that this was easy to understand and there were no suggestions for improvement/alteration. However, if Cabinet recommend alterations to the process, which are agreed by the Council Business Committee, the leaflet will require amendment, as appropriate.

Forward Plan

It was disappointing that given the recent press release and launch of the Forward Plan Leaflet, together with the Plan now being accessible on the Council's website, that 2 out of the 5 people who answered this question were unaware of the Plan. However, this is only a small representative sample.

Comment: Cabinet may wish Officers to re-launch the Leaflet and produce a further press release. This will assist in making the general public more aware of the Plan and help them be aware of forthcoming key decision items that will be considered by Cabinet.

Procedures are being reviewed for placing items on the Forward Plan and Officers have been reminded of the importance of it as a document for pre-scrutiny and of the need for transparency.

Officers

Positive comments were made regarding dealing with the Council's Officers prior to and at the meeting.

General Comments

A number of comments were made in this Section, which are set out in Appendix A to this report. One member of the public stated that they hoped the process continued and that it was very satisfying no matter the final decision. Comments were also made relating to the "classification" of reports and stated that there was uncertainty as to whether the item they wished to speak upon would be considered at the meeting, although it should be noted that this was an unusual circumstance. There was also a request to allow a "follow up" by public speakers prior to a vote being taken.

Comment: Cabinet may wish Officers to send a paper version of the specific report to each member of the public registered to speak, subject to this being considered in the public part of the meeting. As part of the process prior to the meeting it could be ascertained whether a copy of the report is required when a member of the public registers to speak. Alternatively public speakers could be referred to the Council's website where all documentation, with the exception of exempt or confidential items, is available.

2.2 Other issues

Urgent Business Items/late reports

A further issue that Members may wish to consider making recommendations to the Council Business Committee upon is to allow members of the public to speak on items of urgent business, or items that are circulated after the publication of the Agenda. Currently there is no provision to allow members of the public to speak on these reports. **The current procedure requires persons wishing to speak to**

register by 12 Noon on the Thursday prior to the meeting. This does not give the public the opportunity to register to speak on reports circulated after the Agenda has been sent out, or items of urgent business that are known of prior to the meeting. Both urgent items of business and late reports that are circulated after the publication of Agenda do not give members of the public time to consider whether they wish to speak on an item with the full facts prior to the deadline for public speaking.

The current procedure for speaking at Cabinet meetings, previously agreed, states: -

“It is the responsibility of the person wishing to speak to find out the appropriate date that Cabinet will consider the item of business that they wish to speak on. This information can be obtained from Democratic Services. **Late requests to speak at Cabinet will not be considered.** “

Current Provisions in the Council’s Constitution

Members may wish to consider procedures that are currently in place for meetings of full Council, where there is provision for late requests to speak by Members. Council Procedure Rules state that: -

Constitution Part 4, Section 1

Council:

Paragraph 11.3 A question may only be asked if notice has been given by delivering it in writing or by electronic mail to the Chief Executive no later than midday 3 days before the day of the meeting. Each question must give the name and address of the questioner and must name the Member of the Cabinet or Chairman to whom it is to be put.

Paragraph 12.4 **Notice of Questions**

A Member may only ask a question under Rule 12.2 or 12.3 if either:

- (a) they have given at least three days notice in writing or by electronic mail (from a known or recognised source) of the question to the Chief Executive; or
- (b) **the question relates to urgent matters, they have the consent of the Chairman to whom the question is to be put and the content of the question is given in writing or by electronic mail (from a known or recognised source) to the Chief Executive by 12 noon on the day of the meeting, or one hour before the commencement of the meeting, whichever is the earlier.**

However it should be noted that this is for Members of the Council rather than members of the general public.

Cabinet is asked whether it wishes to make recommendation to the Council Business Committee to consider whether the Council’s Constitution should be amended to allow for an extension of deadline to be given in order to enable both members of the public and Ward Councillors to speak on late or urgent business reports.

Speaking on more than one occasion

A further issue that Cabinet may wish to make recommendation upon is whether members of the public should be able to speak more than once on an item at various Cabinet meetings, where the item may have been deferred. The Planning Public Speaking Procedure states that members of the public should only be able to speak once, unless there is any material change to the original recommendation.

- 2.3 Cabinet is asked to consider the above issues and responses received as part of the review of the procedure and make recommendations. Issues that involve amendments to the Constitution will require further consideration by the Council Business Committee.

3.0 Details of Consultation

- 3.1 The Council has obtained the views of members of the public who have used this process in the production of this report.

4.0 Options and Options Analysis (including risk assessment)

- 4.1 The options are set out below:-

Public Speaking at Cabinet meetings:

Option No.	OPTION	IMPLICATIONS AND RISK ANALYSIS
1	<p>That the current arrangements be continued, with the Council Business Committee being recommended to consider allowing members of the general public to speak on items of urgent business or items submitted after the publication of the Agenda, as detailed within the report . In considering this option Cabinet may feel it to be appropriate to make recommendations on the amendment of Cabinet Procedure Rules for Ward Councillors speaking to be in line with those of the general public (i.e. with the same deadlines). This could involve extending the deadline for reports that are submitted late, or are to be considered as urgent business until 12 Noon on the Monday prior to the meeting, or other time that Members may feel appropriate.</p> <p>Cabinet may also wish to incorporate Rules relating to speaking on more than one</p>	<p>This would mean that members of the public and Ward Councillors would be allowed to speak at meetings of Cabinet on all items of business that are known to require a decision prior to the meeting. A report would need to be submitted to the Council Business Committee on any Cabinet recommendations that would require amendment to the City Council's Constitution.</p> <p>Allowing the general public and/or Ward Councillors to speak on urgent business items or reports submitted after the publication of the Agenda would, with such a late deadline, not give Officers enough time to re-order the Agenda and notification of speakers would need to be given at the meeting.</p> <p>Adopting procedures in accordance with those of the Planning Committee would</p>

Option No.	OPTION	IMPLICATIONS AND RISK ANALYSIS
	occasion being introduced in order to bring into line with those of the Planning Committee.	make the Council's Rules consistent and would also ensure that there was no duplication in making a repeated address to Cabinet.
2	That the existing procedure be continued with no alterations.	<p>This approach would support the public being allowed to speak at meetings of Cabinet on any topic within the Council's area of responsibility and ensure that there was an element of consistency with other meetings of the Council. However, it would not support the public or Ward Councillors speaking on urgent business items or reports submitted after the publication of the Agenda where the content of the report is unknown when the deadline for speaking has passed.</p> <p>There would be benefits such as savings on printing costs that would be required with a new leaflet and meetings of Cabinet may be shorter with the possibility of fewer public speakers.</p>
3	That Cabinet make alternative recommendations on the process.	Any alternative proposals may require a more detailed report to consider the implications of the proposals.

5.0 Officer Preferred Option and Comments

5.1 Officers would support option 1 to continue to allow speaking by members of the general public and to recommend the amendment of the Constitution by the Council Business Committee to enable both the general public and Ward Members to speak on items of urgent business and reports circulated after the publication of the Agenda. It would also bring a more consistent approach mirroring the process of the Planning Committee.

6.0 Conclusion

6.1 The proposal to allow public speaking with the addition of allowing speaking on urgent business, late items submitted at meetings of Cabinet and bringing into line with the processes of the Planning Committee would ensure that there is an element of consistency with other meetings, such as Council and the Planning Committee. It would allow members of the public and Ward Councillors to speak at meetings of Cabinet on all items of business, subject to giving notice. It is important to consider the balance required with regard to the efficient running of the meeting, ensuring that there is transparency in the decision-making process and also that the stakeholders and Council tax payers are able to make Cabinet aware of their views prior to a particular decision being taken.

6.2 Cabinet are requested, at this stage, to consider the options and indicate which option or combination of options they would support in order that the necessary

amendments to the constitution can be prepared for recommendation to the Council Business Committee.

RELATIONSHIP TO POLICY FRAMEWORK

The proposal supports the Council's Corporate Plan priorities of delivering customer-focused services and improving the Council.

CONCLUSION OF IMPACT ASSESSMENT

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

Any meeting of the Council must be held in a manner, which allows equal access to all sectors of the community.

FINANCIAL IMPLICATIONS

There will be some small ongoing costs so that Cabinet Public Speaking leaflets and Forward Plan leaflets can be provided and made available to the general public and also some human resource implications in the amendment of WebPages. Additional speakers may extend the duration of the meetings; Democratic Support Officer time may be required to provide administrative support. However these will be from within existing budgets and resources.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

Any of the suggested options can be introduced within the powers of the Local Government Act 2000, but may necessitate amendment to the Constitution, which will require Council Business Committee approval.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Report to Cabinet dated 5th September 2006.
Report to Council February 2007.

Contact Officer: Stephen Metcalfe
Telephone: 01524 582073
E-mail: SMetcalfe@lancaster.gov.uk

APPENDIX A**Was the time limit imposed on speaking**

Too much*	0
Just right	4
Too Little*	1

*Please comment and provide details of how the time limits imposed on speaking could be improved.

1. Time was ok but would have been nice if the Chairman could have allowed extra time on important issues if appropriate, at his discretion of course.

How did you find the set up of the Committee room for the meeting? i.e. where you spoke from, where you sat for the other parts of the meeting...

1. Everything was set out well except maybe being sat in "annexe" at the back of room meant some comments by Cabinet Members could not be clearly heard.
2. Ok. Was difficult to hear when not presenting.
3. Position for speaking – good; seating position – poor; unable to hear or see the Cabinet properly. The table was rather 'rickety'.
4. Seating was fine. As usual in that room (Banqueting suite) the microphones were not good enough to pick up what was being said (Chairman's microphone excepted).
5. Good, it met my needs.

Did you understand the process of the meeting? And do you think the order in which the meeting was held suitable? Are there any improvements we can make?

1. Everything just fine. Good that public speakers could speak at beginning of session and leave after item was dealt with.
2. As the meeting unfolded yes, but did not realise that the CE and Corporate Directors would be present.
3. Yes. Bringing forward the item being addressed was very helpful.
4. Yes I understood the process, no improvements.

How did you find out that the item that you wished to speak on was on the Cabinet Agenda?

1. Our previous contacts with Leader of the Council and communication from other Council Officials meant that we were invited to attend.
2. Local Councillor.
3. Web Page.
4. It was not specifically on the Agenda as it was secret.
5. Rumour, despite requests from local Councillors only on the Sunday before the meeting on Thursday (09/10/07) from my local Councillor despite requests on 09/09/07 by email from Cabinet Members and local Councillors.

Were the papers relating to the item you wished to speak on accessible?

Yes	1
No*	4

*How can we make them more accessible?

1. Everything ok except that it was very disappointing that a plan of the proposed 'park' presented at Cabinet was not shown to us. Especially as we have never seen a proper plan – just an artists impression.
2. Include all material to be presented at the meeting.
3. Not classify documents of public interest as secret.
4. They should be accessible prior to the meeting for public information. We were uncertain even the subject was on the Agenda until the Sunday before.

Did you find the Public Speaking Information Leaflet easy to understand?

Yes	5
No*	0

*What parts were difficult to understand? How can we improve it?

Is there anything else that should be included in the Public Speaking leaflet?

Are you aware of what the Forward Plan is?

Yes	3
No	2

1. I wasn't – but I checked the website to find out.

Was the contact and information that you received from Democratic Services substantial enough? Is there anything else we should tell you before the meeting commences?

1. Officers were very helpful in all aspects of our visit.
2. All documentation to be supplied before the meeting for everybody.
3. Everything was clear.
4. There was nothing else needed re the process of public speaking.

Please make any additional comments you may have about Public Speaking in Cabinet in the space below.

1. Hope this continues to be available. Very satisfying – no matter final decision – to know we had a proper opportunity to voice our concerns. Hopefully our opinions were taken on board by all at the Cabinet meeting.
2. Make sure of validity of statement used in Cabinet, at least 2 points were presented to influence Cabinet which were false.
3. It is a pity that there is not an opportunity (say 5 minutes) for follow up speaking immediately before the vote. The Cabinet may gain useful information following their debate.

I felt the decision had been taken before the meeting – nothing I said or could have said was taken into account. Lobbying had been carried out prior to the meeting. The process was otherwise 'included' and 'allowed' but was irrelevant to the decision made. This is how I felt – the exercise had little point.

CABINET**Allocation of Cabinet Appointments and Consideration of Overview & Scrutiny Referral****22nd January 2008****Report of Head of Democratic Services**

PURPOSE OF REPORT			
To advise of the recommended reallocation of Cabinet responsibility for AONB issues and of a recommendation from the Overview and Scrutiny Committee regarding a Champion for mental health matters.			
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>
			Referral from Cabinet Member/Overview and Scrutiny Committee
			X
Date Included in Forward Plan	N/A.		
This report is public.			

RECOMMENDATION OF THE LEADER

- (1) That Councillor Tony Johnson replaces Councillor Eileen Blamire as the Cabinet Member with Special Responsibility for AONB issues and be appointed as the Council's Representative on the Arnside and Silverdale AONB Unit, and Arnside and Silverdale AONB (Forum, Countryside Management Service and Limestone Heritage Project) and the Forest of Bowland AONB Advisory Committee.

RECOMMENDATION OF OVERVIEW AND SCRUTINY COMMITTEE

- (2) That Cabinet considers the referral from the Overview and Scrutiny Committee.

1.0 Introduction

- 1.1 At its meeting held on 5th June 2007 (minute 6 refers) Cabinet considered a report on Appointments to Committees, Liaison Groups, Outside Bodies, Partnerships and Boards. After considering the report, amongst other things, Cabinet resolved that Councillor Eileen Blamire be appointed as the Cabinet Member Representative for the Arnside and Silverdale AONB Unit, Arnside and Silverdale AONB (Forum, Countryside Management Service and Limestone Heritage Project) and Forest of Bowland AONB Advisory Committee.
- 1.2 As Members will be aware Councillor Tony Johnson has been appointed as the Conservative Group Cabinet Member for the remainder of 2007/08 to fill the vacancy created by the resignation from Cabinet of Councillor Val Histed. At the last meeting the Leader indicated that, in view of the changes in responsibilities, he would

consider amendments to the Portfolios of existing Cabinet Members. The Leader has received a request that Councillor Tony Johnson replaces Councillor Eileen Blamire as Cabinet's Member with Special Responsibility for AONB issues.

- 1.3 Cabinet is also asked to consider a referral from the Overview and Scrutiny Committee. At the last meeting of the Overview and Scrutiny Committee, held on 12th December 2007, Members received a presentation regarding mental health matters from the Lancashire Care Trust. Following the presentation the Committee recommended that Cabinet be asked to consider appointing a Champion for mental health matters. It was felt that this was a neglected area and by appointing a Champion the Council would be signalling its commitment to the issues and its willingness to work with the Lancashire Care Trust in this District.

2.0 Proposal Details

- 2.1 The Leader has agreed that, after receiving a request and ensuring that both Members were in agreement with the proposal, Councillor Johnson replaces Councillor Eileen Blamire as the Cabinet portfolio holder for AONB responsibilities. Cabinet is asked to approve the consequential appointment of Councillor Johnson to represent Council on any AONB bodies.
- 2.3 Cabinet is also asked to consider the referral from Overview and Scrutiny and appoint a champion for mental health matters, if they feel that this is appropriate.

3.0 Details of Consultation

- 3.1 Not applicable.

4.0 Options and Options Analysis (including risk assessment)

- 4.1 With regard to the appointment of Cabinet Members as Council representatives it is for Cabinet to approve the replacement of Councillor Eileen Blamire by Councillor Tony Johnson.
- 4.2 It is for Cabinet to consider appointing, or not appointing, a Cabinet Member as champion for mental health matters, in accordance with the referral from the Overview and Scrutiny Committee.

5.0 Officer Preferred Option (and comments)

- 5.1 There are no officer preferred options. However in relation to the Overview and Scrutiny Committee recommendation regarding the appointment of a Champion for mental health matters, Cabinet should be aware that the Council does not focus its services around people's special needs and there would be no identifiable benefit in selecting one particular client group in this way.

6.0 Conclusion

- 6.1 Cabinet is requested to approve the recommended amendments to Cabinet Member appointments.
- 6.2 Members are also asked to consider the appointment of a champion for mental health matters, if they feel that this is appropriate, in order to consider and take forward issues pertaining to this area of responsibility.

RELATIONSHIP TO POLICY FRAMEWORK

Representation on various bodies is part of the City Council's community leadership role.

CONCLUSION OF IMPACT ASSESSMENT

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

None.

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 will be funded from within the existing members travel budget.

SECTION 151 OFFICER'S COMMENTS

The S151 Officer has been consulted and has no further comments

LEGAL IMPLICATIONS

Cabinet Committees and Liaison Groups are established in accordance with the City Council's Constitution. It is for Cabinet to make appointments to outside bodies and organisations as recommended by Council.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Minutes of Cabinet dated 5th June 2007.

Minutes of Overview and Scrutiny Committee dated 12th December 2007.

Contact Officer: Stephen Metcalfe

Telephone: 01524 582073

E-mail: smetcalfe@lancaster.gov.uk

CABINET

Star Chamber

22nd January 2008

Report of Corporate Director (Finance and Performance)

PURPOSE OF REPORT				
To receive an update on the Star Chamber meetings held since the last report to Cabinet of 11 December 2007.				
Key Decision		Non-Key Decision		Referral from Cabinet Member
				X
Date Included in Forward Plan	N/A			
This report is public.				

RECOMMENDATIONS OF COUNCILLOR ROGER MACE

(1) That the report be noted.

1.0 Introduction

- 1.1 Star Chamber is an informal meeting of Cabinet Members supported by senior officers. Its purpose is to provide a continuing process that examines current and future spending plans with the aims of ensuring value for money, identifying efficiencies and diverting resources into Council priorities and away from non-priorities, as well as alternative methods of delivery. It also provides the framework and focus for achieving the financial savings targets included in the Medium Term Financial Strategy and those efficiencies required under Gershon. Consequently, it will look at financial, physical, and human resource matters.
- 1.2 The group meets regularly and reports for information are made on a regular basis into Cabinet and also into the Budget and Performance Panel.
- 1.3 Star Chamber works to revised Terms of Reference as agreed at the Cabinet meeting held on 5 June 2007.
- 1.4 Since the last report to Cabinet, Star Chamber met on 12 December and 19 December. Action notes are attached as an **Appendix**.

RELATIONSHIP TO POLICY FRAMEWORK

The work of the Star Chamber is critical to providing a challenge and review to both the way that our services are provided or their appropriateness to the targets set out in the Corporate Plan & Policy Framework. In particular this can be seen in:

- Corporate Plan Core Values – Sound Financial Management
- Corporate Plan Priority No 1 “To deliver value for money customer focused services”
- Revenue Budget & Capital Programme Monitoring
- Medium Term Financial Strategy target

CONCLUSION OF IMPACT ASSESSMENT

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

None arising directly as a result of this report.

FINANCIAL IMPLICATIONS

None arising directly as a result of this report.

SECTION 151 OFFICER’S COMMENTS

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

LEGAL IMPLICATIONS

None arising directly as a result of this report.

MONITORING OFFICER’S COMMENTS

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

BACKGROUND PAPERS

Corporate Plan 2007/08
Revenue Budget and Capital Programme
Medium Term Financial Strategy 2007

Contact Officer: Roger Muckle

Telephone: 01524 582022

E-mail: rmuckle@lancaster.gov.uk

Ref: RCM/JEB

ACTION NOTES FROM STAR CHAMBER HELD ON 12 DECEMBER 2007

PRESENT: Councillors R Mace (Chair), J Barry, A Bryning, D Kerr
M Cullinan, P Loker, R Muckle, N Muschamp, J Barlow (notes)

1 APOLOGIES

John Donnellon

2 NOTES

Savings and Growth Options – County had agreed to waste collection cost-sharing and this would generate income, the exact figure not known yet.

Outstanding Actions

The Voltage Reduction technical paper was still to be circulated.

Cultural Services – work on the review of Festivals and Events employee related costs was still outstanding.

3 SUMMER PLAYSCHMES

The paper was noted.

4 PAEDIATRIC DISABLED FACILITIES GRANTS

Report noted. This was an issue for 2009/10 financial year. The backlog could be managed within existing budgets for 2008/09.

5 CAPITAL PROGRAMME / REVENUE BUDGET UPDATERevenue

The panel considered the future years' budgets, provisional settlement and associated Council Tax rates. For 2008/09 to achieve a Council Tax increase of 4.5% reduced savings of £73K were now required – but this figure assumed no further growth items. Savings targets for 2009/10 and 2010/11 were £736 and £1.556 respectively. Savings to reach the current target of 4.5% had already been identified.

Reasons for the reduction in required savings were twofold; a better than expected Settlement figure from Government; and improved financial management by the Council's Service Managers throughout the year.

£300K had been allocated to strengthen Provisions and Reserves Fund from the additional savings in the current year to cover unexpected over-budget costs, e.g. Planning, Ombudsman, etc.

Information on an increase to the Pensions contribution for the next 3 years was largely as expected from County and would require a decision from Cabinet in January or February. This was not expected to be an adverse pressure on the budget.

A 3% efficiency saving target had been set for local authorities for the next 3 years. In general it was good practice to look for savings for future years and to help maintain balances. It was also helpful to have a set target for each year in order to maintain focus on savings and efficiencies. This target is approximate to the savings needed each year to meet the Council Tax increase targets.

Capital

The panel looked at the draft General Fund Capital Programme for 2007/08 to 2012/13. There was a shortfall of £814K at the end of the 5 year period after including new bids received to date. This also assumed that all capital receipt targets were met. Members were asked to consider the draft Programme and the attached project documentation for the latest bids. All items from 2008/09 onwards could be reviewed. Options for cutting the deficit included cutting schemes from the programme, reducing schemes, reviewing asset disposals, borrowing, revenue financing.

The view was strongly expressed that contingency plans should be in place in the event that anticipated capital receipts were not achieved.

It was noted that a report reviewing the capital receipts position would go to January Cabinet which would include the latest position on land at Nightingale Hall Farm.

A report back to Star Chamber was requested on the position regarding the house at Morecambe Town Hall.

Savings and Growth as at 12 December 2007

The Panel considered lists of savings and growth identified to date by Star Chamber. Members didn't want to make any changes and requested further work be done to update/include figures.

A further report was requested on Invest To Save Energy Reduction in other Council buildings in respect of the £20K included in the Capital Programme.

The financial implications of the Council's Climate Change strategy should be considered and it was noted this should be brought forward to be discussed in January in order for it to be included in the current budget process.

6 CIVIL CONTINGENCIES - JOINT WORKING WITH OTHER AUTHORITIES

Further work had been done and no major cost savings would be made by joint working arrangements.

7 HEALTH AND STRATEGIC HOUSING – DOG CONTROL ORDERS

A one-off growth bid of £12K was provisionally agreed for inclusion in the list of growth items, with the option to reduce if necessary.

8 HEALTH AND STRATEGIC HOUSING – STRAY DOGS – NEW STATUTORY DUTY

As a statutory duty, £7K would be included in the list of growth items.

9 FOOD SAFETY AND HEALTH AND SAFETY TEAMS

Star Chamber requested this item. The services were running efficiently and effectively and no growth items or savings were identified.

10 HEALTH AND STRATEGIC HOUSING - EMERGENCY CALL-OUT SERVICE

This was not a statutory requirement, but it supported a statutory function. It could be offered as a saving but officers advised it was working well.

Extra information was requested on the results of call-outs.

11 HOMELESS MEDICAL ASSESSMENT SERVICE

Noted, savings not identified.

12 CEMETERIES CONTRACTUAL GROUNDS MAINTENANCE

Star Chamber had requested this item. Essentially the report was about a cost-shifting exercise (from CC(D)S to a Cemeteries Team) and it was agreed to keep the current level of budget for Cemeteries, but to remain within CC(D)S. No savings were identified. Over the last 18 months improvements resulting in efficiencies had been achieved and consequently included in outturn figures.

13 DATE OF NEXT MEETING

10.00 a.m. Wednesday 19 December 2007.

JEB/12 December 2007

ACTION NOTES FROM STAR CHAMBER HELD ON 19 DECEMBER 2007

PRESENT: Councillors R Mace (Chair), E Archer, J Barry, A Bryning, J Gilbert
M Cullinan, J Donnellon, N Muschamp, J Barlow (notes)

1 APOLOGIES

None.

2 NOTES OF LAST MEETING

Councillors Gilbert and Archer should be added to Apologies for Absence.

Voltage Reduction Technical Paper – updated paper to be included in the report to Star Chamber on 16 January.

Cultural Services – Festivals and Events – a report was due back to Star Chamber in January.

House at Morecambe Town Hall – this would be incorporated in the fuller report to a January Star Chamber reviewing all council properties.

Invest to Save Energy Reduction – a date to be identified for when to include on Star Chamber timetable.

Climate Change Financial Implications – report scheduled for February Cabinet but should preferably be considered in January so any financial implications could be included in next 2008/09 budget.

3 CONCESSIONARY TRAVEL

A report on the new Concessionary Transport 2008 Scheme was considered. It was the general consensus of opinion at a recent Lancashire Leaders' meeting that all authorities would fall-in with the statutory scheme, i.e. removing peak time travel concessions.

4 COMMUNITY TRANSPORT (CONCESSIONARY TRAVEL)

A decision would be required by Cabinet in January on whether support should continue or be modified. The report to include available information on the current arrangements, e.g. if a ceiling could be put on costs, if overlapping routes could be reduced, if prescribed routes could be identified for support. As the main Concessionary Travel scheme is changing this element needs to be reviewed. It was also a good time to bring all community transport under one funding stream and therefore the existing separate grant also needs reviewing.

A report was scheduled for January Cabinet covering all relevant concessionary travel issues, but further meetings are being held county-wide, and this may impact on timescales for reporting.

5 REVENUE BUDGET UPDATE – VARIANCES

This was still being worked on in Financial Services. It was noted, however, that the estimated underspendings in the current year (and the resulting increase in surplus balances) were already incorporated into draft budget projections for future years, as appropriate.

6 CAPITAL PROGRAMME

The panel looked at the current programme and in particular new bids. Externally funded bids would be monitored to identify any potential growth implications for the Council.

District Playground Improvements – update Star Chamber on previous Cabinet decision (re prioritisation list of play areas).

Lancaster Hub TIC Refurbishment – review and report back to Star Chamber on the scope for a reduced specification to provide the same services.

Morecambe Battery PC Provision – to be removed from the programme proposals until after a further review in the next financial year to include the “adopt a toilet” scheme.

White Lund Depot Car Park – costing to be checked.

Salt Ayre Schemes – report back on prioritisation / re-phasing.

The Platform Upgrade – decision (on inclusion in programme) to be based on business case.

JEB/7 January 2007

CABINET

Urgent Business Report

22nd January 2008

Report of Chief Executive

PURPOSE OF REPORT					
To advise Members of action taken by the Chief Executive, in consultation with the Leader and relevant Cabinet Members.					
Key Decision		Non-Key Decision	X	Referral from Cabinet Member	
This report is public					

1. RECOMMENDATIONS

That the action taken by the Chief Executive, in consultation with the Leader, the relevant Cabinet Member and the Chairman of the Overview and Scrutiny Committee in accordance with the Scheme of Delegation, in relation to the following matter, be noted:

Health and Strategic Housing Fees and Charges 2008/09

- (1) That Cabinet agree to introduce the Port Health fees outlined in the report from 1st January 2008 until Cabinet's decision on the 22 January 2008 on fees and charges comes into effect.
- (2) That consideration be given to the waiving of call-in in accordance with Overview & Scrutiny Procedure Rule 17 to allow immediate implementation of the decision.

2. Summary of Decisions

Health and Strategic Housing Fees and Charges 2008/09

The Leader of the Council and Cabinet Member with Special Responsibility were consulted on the implementation of ship inspection charges recommended by APHA together with the new water sample charges.

The urgency for this decision was that the new charges needed to take effect by 1st January 2008 and therefore it was impractical to defer the decision until the next meeting of Cabinet which was due to take place after the decision needed to be put into effect.

Having consulted the Chairman of the Overview and Scrutiny Committee, in accordance with Overview and Scrutiny Committee Procedure Rule 17(a), the Chief

Executive also agreed that call-in be waived to enable the immediate implementation of this decision.

3. Proposal Details

Consideration was given to the contents of the report set out below:

- 3.1 Charges for ship inspections under the Public Health (Ships) Regulations 1979 (as amended) have previously been prescribed by the Department of Health and therefore not part of Lancaster City Council's locally determined fees and charges.
- 3.2 Following the implementation of the International Health Regulations 2005 in June this year and changes to the procedures for ship inspections, the Department of Health no longer sets the charges and therefore future fees and charges need to be determined locally by relevant port health authorities.
- 3.3 The Association of Port Health Authorities (APHA) agreed at its meeting of 6th December 2007 to recommend to its members a standard charging regime for the issue of Ship Sanitation Exemption and Ship Sanitation Control Certificates.
- 3.4 APHA hopes that all UK ports will adopt these charges and in doing so consistency in the UK will be promoted.
- 3.5 It is proposed that the new charges recommended by APHA as shown below should come into force on 1st January 2008.

Ship Inspection Charges – as of 1st January 2008

Gross Tonnage	Charge (£)
Up to 3,000	100
3,001-10,000	150
10,001-20,000	200
20,001-30,000	230
Over 30,000	300

With the exception of:

- Vessels with the capacity to carry between 50 and 1000 persons - **£300**
- Vessels with the capacity to carry more than 1000 persons - **£500**

- 3.6 As there has been insufficient time to assess the impact of the new ships inspection procedures and whether the above charges will cover the resources required, the charges will be reviewed over the next 12 months.
- 3.7 It is also proposed to introduce a charge for taking and examining water samples requested by a ship's agent or captain. The charge takes into account officer time, transport to the laboratory and the cost of the examination. The proposed charges are as follows:-
- Water sample as part of sanitation certificate £75.00
 - Water sample from Heysham Port £82.50
 - Water sample from Glasson Dock £95.00

4. Details of Consultation

As set out above.

5. Options and Options Analysis (including risk assessment)

Not applicable.

6. Officer Preferred Option and Comments

Not applicable.

7. Conclusion

Approval was given to the above actions, which are reported to Cabinet in accordance with the Constitution.

RELATIONSHIP TO POLICY FRAMEWORK

Fees and charges form an integral part of the budget setting process which in turn relates to the Council's priorities.

CONCLUSION OF IMPACT ASSESSMENT

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

N/A.

FINANCIAL IMPLICATIONS

During 2006/07 the total income from 15 ship inspections was £1,667.

2008/09 will be a transitional year both for Lancaster Port Health Authority and shipping agents on the impact of the new requirements.

At this stage, it is not known how many water samples will be requested.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

The action taken complies with the requirements of the Scheme of Delegation in relation to urgent business as set out in the Constitution.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

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

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CABINET

**Lancaster Market
22nd January 2008**

Report of Corporate Director (Finance & Performance)

PURPOSE OF REPORT			
To advise members on the current situation at Lancaster Market and provide options for the Council to consider in terms of the future of the Market.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date Included in Forward Plan		11 th December 2007	
This report is public.			

RECOMMENDATIONS OF COUNCILLOR ARCHER

- (1) **Cabinet is asked to consider the options set out in the report and indicate their preferred option.**

1.0 Introduction

- 1.1 Lancaster market is occupied on the basis of a 99-year lease from June 1995 with 5 year rent reviews. The current rent is £296,000 subject to a review that can be backdated to June 2005 at the landlord's discretion.
- 1.2 Traders occupy their stalls either on 4 year leases that expire on 31st March 2009, or some newer traders are on licences as they require flexibility – they are concerned whether it would work for them in the market & look for flexibility.
- 1.3 Trader rents vary according to location. At full occupation the total income would be £307,000 per annum. (This follows a review of traders' rents in 2005).
- 1.4 Traders pay a service charge that should cover the council's costs. There are two elements involved. Initially there are the Council's own costs e.g. staff costs, repairs, electric, gas, water, rates etc. Secondly there are costs associated with being a part of the Marketgate Shopping Centre. The total service charge costs amount to approximately £11.50 per sq. ft., of which the landlord's service charge amounts to approximately £7.20 per sq. ft. When added to the individual rents paid by traders, the total cost of occupation was prohibitive to many.

- 1.5 The draft 2007/08 revised budget for the Council shows a potential deficit of £420,500. A summary of the budgets for 2006/07 outturn, draft 2007/08 revised and the draft estimate for 2008/09 are attached at appendix A.
- 1.6 Trading conditions in the market are not easy, and additional traders have left their stalls during the year. There have been some replacements but not in every case. A recent meeting with 3 of the traders indicated that the number of customers in the market was not sufficient to maintain the viability of some business. In particular, the traders take the view that the Council should not support the Street (Charter) Market or the Assembly Rooms Market and ensure that the traders on those markets all trade from within the main market.
- 1.7 In view of the substantial deficit, cabinet are asked to consider a number of options for the future of the market.

2.0 Proposal Details

- 2.1 Option 1 – No Change. The Council would continue to operate the market and this would result in a continued deficit being incurred at the market in excess of £400,000. However, a recent announcement has been made which has indicated that the freehold of the market is to be sold which may result in some changes to the form of the landlord's management. At the time of writing, this is most likely to be a sale of the whole Marketgate Shopping Centre rather than just the Market Hall building. It may be that from the sale, there could be some reductions in the level of service charge payable by the Council. Alternatively, charges could increase, though this would have to be agreed with the City Council. Until the new landlord is in place, no estimate can be given, but a substantial deficit will remain for the Council.
- 2.2 Option 2 – The Council to acquire the freehold of the market. This option has arisen as a result of the recent inclusion of the freehold of the market building in a public auction. Had the auction proceeded, this option would have been a possibility in that the Council could consider the cost of borrowing against the cost of renting the building. However, the freehold of the market was withdrawn from the auction and at the time of writing this report, this option is not available to the Council as the existing landlord is understood to be including it in a sale of the whole Marketgate Shopping Centre. Should such a sale fail, or if a new landlord wished to rationalise the property holding, this option may become possible at sometime in the future.
- 2.3 Option 3 – Increase Income. This has been the policy of the Council for the last 2.5 years. It is clear that the demand for stalls in the market is limited and whilst new traders arrive, existing traders leave. This gives limited opportunity for increased income. Rental levels are at a point where there is little scope for an increase without the real potential for traders leaving the market resulting in a worse position for the Council. Option 3 is directly linked to options 4 and 5 below.
- 2.4 Option 4 – Reduced expenditure. A complete look at the expenditure has been undertaken which has shown that there is limited scope for further reductions. A high proportion of expenditure is taken up by the rent and service charges payable to the Council's landlord which amount to approximately £506,200 per annum with a rent review outstanding which could lead to an increase in this amount. As an alternative, the Council has considered a proposal by the Landlord for an additional retail unit to be created in the market building which would result in reduced rental and service

charge payments, but this has not been progressed by the current landlord. Time will tell whether a new landlord would wish to proceed along similar lines.

2.5 Option 5 – Consider increasing the occupation by including the Assembly Rooms Market and Charter Market (street market) in the main market building.

(a) Due to the success of the Charter Market, which created a surplus of over £37,000 in 2006/07, it would not be possible for all of the existing traders to physically fit into the market building. There could be a risk in this instance that by splitting the Charter Market to achieve a fuller market building but smaller Charter Market, the Council could end up with having two unsuccessful market operations. It should also be noted that the Charter Market only trades on each Wednesday and Saturday and therefore unless the traders decide to stay in the indoor market permanently, the effect of improving trade would be limited. From knowledge of the Charter Market traders, many stand on different markets during the week, and it is therefore unlikely that they would change to stay in Lancaster, an option that has already been offered to individual traders with no take-up.

(b) A complete review of the Assembly Rooms Market took place in January 2006 when the Lancaster & Morecambe Markets Committee resolved that the Market should stay in its current format as it was becoming a more attractive proposition to retain for the Council from the point of view of income generation and service provision. Since that time the Assembly Rooms Market has not changed and it remains fully occupied, producing a surplus in excess of £9,000 in 2006/07. Subject to some detailed survey of stall sizes being completed, it may be possible to fit most of the Assembly Rooms market into the indoor market. However, the Assembly Rooms market only operates from Tuesday to Saturday from 10.00 to 16.00 and not every trader can attend each day so that a “buddy” system operates where adjoining traders look after each others stalls. This would not fit with the opening hours of the indoor markets and it is therefore likely that some Assembly Rooms traders would be cease trading. If such an option was to proceed, the existing Assembly Rooms Market premises would need to be re-let.

If this option were to proceed, in either format, there would be risks associated with affecting the success of two markets whilst not significantly reducing the problems associated with the main market.

2.6 Option 6 – Consider whether the market should be handed over to the Market Traders who, according to press reports wish to manage the Market. Alternatively consideration could be given to transferring the operation to a third party market operator, should one be available. Under this option it would clearly be preferable for a new operator to completely cover the Council’s rent and service charge to the landlord, but a market operator may indicate that they can only operate at a certain level of expenditure/income. The terms of a transfer, should one be possible, would determine the level of remaining deficit, if any.

2.7 Option 7 – Consider whether the market should close. Many traders occupy on the basis of leases that are due to expire in March 2009 – the market could not close before that date without incurring costs as part of an agreement with traders. If the market closes with no alternative user identified the Council would have to continue paying rent and landlord service charges. This would mean that there was very little difference to the existing deficit. If an alternative retail user could be found, the opportunity would exist to assign the Council’s lease to that retailer and thereby eliminate any deficit. Should such an option be preferred, there are legal timescales

involved which would need to commence in 2008/09, with any financial benefit commencing in 2009/10.

To assist in determining this option, further information has been requested from retail specialists who will advise on the feasibility. Should this information be available prior to the cabinet meeting members will be advised accordingly.

3.0 Details of Consultation

3.1 There has been a brief discussion with a small group of market traders. It is not clear whether that group represents the traders as a whole – it is suspected that they do not. However, it was useful to have the discussions with them to be able to inform the background to this report.

3.2 There have been no discussions on the specific options referred to.

4.0 Options and Options Analysis (including risk assessment)

4.1 The options are contained within the proposals section of the report.

5.0 Officer Preferred Option (and comments)

5.1 There are no preferred Officer options.

RELATIONSHIP TO POLICY FRAMEWORK

There is no direct relationship to the policy framework in respect of Lancaster market although as a result of the deficit, there is a link to priority outcome 1 – to keep the annual council tax increase to as minimum whilst achieving the other policy objectives and priority outcomes.

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

No specific impacts have been identified at this stage.

FINANCIAL IMPLICATIONS

The revised 2007/08 budget estimate indicates that the market will operate to a deficit of £420,500, with little scope for reducing that deficit currently identified in the revised budget process. Appendix A sets out more detailed budget and outturn information for the Lancaster Market operation.

It has not been possible for Financial Services to make a full assessment of the options identified within the main body of the report, however information can be fed into the 2008/09 and future years' budget processes once Members have indicated their preferred option(s) and more information is available.

SECTION 151 OFFICER'S COMMENTS

As highlighted above, the financial appraisal of the options has not yet been completed and therefore it is not robust enough to support a final decision regarding the future of Lancaster Market, but the report should allow Cabinet to give an indication of their preferred option. Once this is known, further work can be undertaken and reported back as appropriate.

Overall, in considering options, the s151 Officer would advise Members to consider whether and to what extent the market facility achieves value for money (VFM) for local taxpayers as a whole.

LEGAL IMPLICATIONS

In the event of option 6 being chosen Legal Services would produce the documentation to transfer its management responsibilities to the Market Traders (or a third party market operator) and in the event of option 7 being the preferred option and an alternative retailer found, Legal Services would be required to ensure that all contractual and statutory requirements were met to achieve the transfer of its interest within the given time scale.

In addition, there will be a need to comply with the Landlord and Tenant Act if the existing leases were to be terminated from 2009.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments at this stage. The legal implications of any "in principle" decision would clearly need to be considered in detail to ensure that the Council complies with its contractual and statutory obligations and that its interests are properly protected.

BACKGROUND PAPERS

None.

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Ref: N/A

The draft figures below are still subject to the 2008/09 Budget Process

Lancaster Market 14003/P2402

Detail	Detailed analysis Description	06/07		07/08	08/09
		Outturn £	Estimate £	Revised £	Estimate £
E0100	Salaries - Basic	69,321	73,900	71,400	73,700
E0110	Salaries - Overtim	6,216	7,200	14,300	14,000
E0160	Salaries - Nationa	7,899	8,200	5,500	4,800
E0170	Salaries - Superan	11,737	11,300	12,000	12,600
E0200	Wages - Basic	23,353	17,100	0	0
E0210	Wages - Overtime	11,654	7,800	0	0
E0240	Wages - Holiday Pa	1,006	1,000	0	0
E0250	Wages - Sick Pay	180	200	0	0
E0260	Wages - National I	1,127	1,500	0	0
E0270	Wages - Superannua	985	1,000	0	0
E0293	Wages - 1st Aid Ce	54	0	0	0
E0370	Current Service Pe	700	0	0	0
E0960	Employee Related I	1,776	1,100	1,000	1,100
	Total Employee Costs	136,008	130,300	104,200	106,200
E1001	R & M - Buildings	56,669	50,000	67,700	69,300
E1220	Electricity	27,779	40,400	37,400	44,500
E1230	Gas	6,374	3,700	3,900	4,100
E1300	Rent	336,786	344,200	350,000	350,000
E1310	Rates	10,196	12,400	15,000	13,300
E1320	Service Charges	128,306	141,400	156,200	159,100
E1400	Water Services	3,973	6,300	6,500	6,800
E1520	Alarm Systems	0	100	0	0
E1600	Cleaning Materials	1,694	1,100	1,100	1,100
E1690	Other Cleaning	30,065	27,700	19,100	19,500
E1691	Toilet Requisites	0	0	600	700
E1800	Premises Insurance	570	600	0	0
	Total Premises Costs	602,412	627,900	657,500	668,400
E2400	Car Allowances - O	0	300	100	100
E2500	Tpt & Plant Insura	1,744	1,700	1,200	1,300
	Total Transport Costs	1,744	2,000	1,300	1,400
E3060	Summer Festivals	4,574	0	0	0
E3090	Equipment & Tools	451	1,000	1,000	1,000
E3200	Clothing & Uniform	6	0	0	0
E3300	Printing & Station	316	500	400	400
E3310	Books & Periodical	80	100	100	100
E3400	Services - General	672	900	900	900
E3404	Services - Trade Refuse	0	0	1,000	1,000
E3451	Performing Rights	770	800	900	900
E3460	Security Services	1,721	1,400	1,700	1,700
E3510	Telephones	-547	1,000	0	0
E3930	Miscellaneous Adve	7,102	5,700	8,000	5,100
E6252	Support Recharge f	12,887	13,100	13,800	13,800
E6300	Support - Consumab	197	100	200	200
E6310	Support - Photocop	409	0	0	0
E6311	Support - Printing	330	400	400	400
E6312	Support - Telephon	635	0	0	0
E6313	Support - Postage	176	200	200	200
	Total Supplies & Services	29,779	25,200	28,600	25,700
E3960	Sundry Expenses	3,363	1,700	500	500
E6251	Support Recharge f	21,121	21,800	25,300	25,300
	Total Internal Recharges	24,484	23,500	25,800	25,800
	Total Expenditure	794,427	808,900	817,400	827,500
18116	Auto Machines (Pho	-1,453	-1,000	-2,000	-2,000
18156	Rents - Market Sta	-222,658	-228,000	-227,400	-227,400
18397	Summer Festivals	-2,777	0	0	0
18579	Service Charges Re	-170,185	-160,600	-163,800	-163,800
18588	Storage	-3,761	-5,700	-3,700	-3,700
18900	Income - General	-628	0	0	0
	Total Income	-401,462	-395,300	-396,900	-396,900
	Grand Total	392,965	413,600	420,500	430,600

Notes

- The current rent is £296K pa, however the Budget includes provision for a potential backdated landlord rent review.
- At full occupation the total rental income would be £307K pa, however the budget reflects current occupancy of the Market.

CABINET

**Morecambe Football Club
22nd January 2008**

Report of Corporate Director (Finance & Performance)

PURPOSE OF REPORT				
To consider the details for Morecambe Football Club to redevelop land at Westgate, Morecambe for a new stadium and ancillary facilities, including the need for land disposals.				
Key Decision	X	Non-Key Decision		Referral from Cabinet Member
Date Included in Forward Plan	11 th December 2007.			
This report is public.				

OFFICER RECOMMENDATIONS

- (1) That cabinet approve the principle of entering into a Development Agreement for the disposal of land at Westgate, Morecambe, to Morecambe Football Club, subject to consideration of the additional exempt report on this agenda and a further report on the detailed heads of terms.
- (2) That the proposed relocation of Westgate Wanderers referred to in the report is supported subject to a further report on the detailed heads of terms.

1.0 Introduction

1.1 At the meeting on 24th July 2007, cabinet considered a report on proposals by Morecambe Football Club to relocate from their existing ground at Christie Park to a site at Westgate, Morecambe.

1.2 Cabinet resolved

“(1) That Cabinet recognises the ambition of Morecambe Football Club in wanting to develop new facilities for the Club and community and resolves to work with the Club to produce a detailed proposal for further consideration at a future meeting of Cabinet.

(2) That an area of public open space be incorporated into the scheme.”

2.0 Proposal Details

- 2.1 Since the cabinet meeting in July, Officers have met with officials of Morecambe Football Club (MFC) to take forward the proposals, which now fall into two categories – planning issues which will be the subject of consideration by the Planning Committee following the normal consultation process, and property issues that arise because the Council is involved as a land owner of the alternative site on Westgate. This report considers an outline of the proposals relating to the property issues that are involved, with full details in the exempt section of this agenda.
- 2.2 As identified in the previous report, MFC have identified their preferred site for relocation which is currently occupied by Westgate Wanderers under a lease from the City Council.
- 2.3 The meetings with MFC have also involved officials of Westgate Wanderers who have indicated that they would be happy to relocate their club provided that there is no cost to them. Land has been identified that is under the management of Heysham High School and also the King George's Playing Field which is owned by the City Council. Together, these areas of land could create a suitable alternative for the Wanderers subject to the necessary permissions, including planning permission, being obtained.
- 2.4 The land adjacent to King George's Playing Field is poorly drained and in need of improvement, whilst the King George's playing field has no changing facilities or parking. It is currently envisaged that by working with both the Wanderers and the High School a new facility can be provided on the site but there is clearly a cost of doing so. However, a completed scheme would see a major improvement for local football on the site.
- 2.5 As part of the overall proposals, the City Council would need to sell to MFC the site currently let to Westgate Wanderers. In terms of alternative uses, only part of the land has any specific alternative development, with approximately 3.88 acres being zoned for housing. However, current development policies in this area would not result in an immediate start to development and it is estimated that it is unlikely that any housing development to take place within the next 5 years. This may change in due course should the government's proposals on the Housing Green Paper become reality, but from a property perspective, a valuation can only reflect existing policies.
- 2.6 The value of the Council's land at Westgate is achieved only by the relocation of Westgate Wanderers and therefore to achieve this, the value has to reflect the cost of improvements to the land at and adjacent to King George's Playing Field.
- 2.7 The financial elements of the proposals are included in the exempt section of the agenda, but in summary would result in a capital receipt for the City Council that reflects the cost of works done to the alternative site. The works to the alternative site would be undertaken by MFC and any risk associated to cost over-run would be borne by MFC.
- 2.8 The general legal position with regard to the Council's disposal of land is that s123(1) of the Local Government Act 1972 provides that subject to the further provisions of the section, the Council may dispose of land held by them in any manner that they wish. S123(2) of that Act stipulates that except with the consent of the Secretary of State, a Council shall not dispose of land under s123, otherwise than by way of a short tenancy, for a consideration less than the best value that can reasonably be obtained.

- 2.9 The potential method of disposal as set out above is considered to meet the requirements set out in paragraph 2.8.
- 2.10 The Corporate Property Strategy indicates that a Development Agreement would be the appropriate method for the agreement between the parties as opposed to a straight forward transfer because it allows the Council to have a greater control over the development should it take place.
- 2.11 To achieve this complicated series of transactions a full set of “Heads of Terms” would need to be agreed between the parties and reported to cabinet for approval, but as there is a need for the parties to consider the way forward, Cabinet are asked to consider whether a disposal based on the detail of this report is acceptable in principle.

3.0 Details of Consultation

- 3.1 MFC have been involved in various public consultation processes since the announcement of their plans to relocate.
- 3.2 However, with regard to the land transactions, there have been no consultations other than discussions between the parties directly involved in the proposals as indicated in this report.

4.0 Options and Options Analysis (including risk assessment)

- 4.1 Option 1 – To proceed with the negotiations with Morecambe Football Club to sell the land at Westgate subject to the provision of alternative facilities for Westgate Wanderers. This would be subject to a full set of Heads of Terms being provided to cabinet to provide the basis of a development agreement. It is clear that there is still much work to be done to ensure the agreement of all parties and there is a risk that the transactions may not proceed. This option does however potentially secure the futures of both Morecambe FC and Westgate Wanderers, and would result in a capital receipt to the Council. If this is the preferred option chosen by Cabinet Members are asked to refer to the exempt report attached to this Agenda.
- 4.2 Option 2 – do nothing. This would result in MFC remaining in their current facilities at Christie Park and the reduction of benefits to the local community. As in option 1, this would leave the Council with the potential for a future capital receipt, but in the meantime, Westgate Wanderers would be unaffected and the Council’s rental income would remain.

5.0 Officer Preferred Option (and comments)

- 5.1 Option 1 – is preferred as this would give the opportunity to improve the futures of both Morecambe FC and Westgate Wanderers whilst also providing the Council with a capital receipt.

RELATIONSHIP TO POLICY FRAMEWORK

Whilst there is no direct link to the existing Corporate Plan as the proposals have only been put forward during the current year, the proposals do fit with the Council’s regeneration proposals for Morecambe as whole.

However, the Corporate Property Strategy requires that the council review its asset base and only retain those assets required to meet its agreed objectives and priorities, and where assets are not required for this purpose they should be disposed of at best value.

CONCLUSION OF IMPACT ASSESSMENT

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

There are no specific impact assessments at this stage, although any future development would need to reflect issues such as diversity and Sustainability.

FINANCIAL IMPLICATIONS

In financial terms, and without proposals coming forward such as those from Morecambe Football Club, the Council would not be likely to receive a capital receipt for this land for some years. As indicated in the report, it is unlikely that the land would be developed for residential within the next 5 years. In addition, such development would only take place if Westgate Wanderers were to vacate the site or be relocated. A capital receipt is not therefore anticipated in the Council's capital receipts programme for the next 5 year period, and any receipt would be a windfall to the Council. However, should Cabinet approve the proposal to develop the land, an annual income amounting to £2,171 per annum will be lost.

More detailed financial implications can be prepared when a further report is considered.

SECTION 151 OFFICER'S COMMENTS

The proposal gives an opportunity to generate a substantial capital receipt for the Council above its current receipts programme. The opportunity should be considered in the context of the Council funding position, as well as regeneration, community and other asset management consideration.

LEGAL IMPLICATIONS

There are no legal implications directly arising from this report.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments at this stage when Cabinet is being asked to make an "in principle" decision. However, the Monitoring Officer would advise that in pursuing any detailed Head of Terms, it will be necessary to consider in more detail the legal position with regard to termination of the existing lease.

BACKGROUND PAPERS

Cabinet Report and minutes dated 24th July 2007.

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