



Committee: BUDGET AND PERFORMANCE PANEL

Date: TUESDAY, 12 JUNE 2007

Venue: LANCASTER TOWN HALL

Time: 4.30 P.M.

Councillors are reminded that as Members of overview and scrutiny they may not be subjected to the Party Whip, which is prohibited under the Lancaster City Council Constitution.

A G E N D A

- 1. Apologies for Absence**
- 2. Appointment of Vice-Chairman**
- 3. Declaration of Interests**
- 4. Items or Urgent Business authorised by the Chairman**
- 5. Minutes**
Minutes of the Meeting held on 13th March 2007 (previously circulated)
- 6. Consideration of Terms of Reference (Pages 1 - 4)**
Report of Corporate Director (Finance and Performance)
- 7. Work Programme Report (Pages 5 - 10)**
Report of Head of Democratic Services
- 8. Leader's 4th Quarterly Corporate Performance Monitoring Report (Pages 11 - 54)**
Report of Corporate Director (Finance and Performance)
- 9. Forward Annual Efficiency Statement (Pages 55 - 58)**
Report of Accountancy Services Manager
- 10. Scrutiny of Funding to Williamson Park (Pages 59 - 122)**
Report of Head of Democratic Services

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Jim Blakely (Chairman), Tina Clifford, Jean Dent, Keran Farrow, Sarah Fishwick, Mike Greenall, Tony Johnson, Ian McCulloch and John Whitelegg

(ii) Substitute Membership

Councillors Chris Coates, Roger Dennison, Rebekah Gerrard, Karen Leytham, Roger Plumb, Keith Sowden and Peter Williamson

(iii) Queries regarding this Agenda

Please contact Jon Stark, Democratic Services - telephone (01524) 582132 or email jstark@lancaster.gov.uk.

(iv) Changes to Membership, substitutions or apologies

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

MARK CULLINAN
CHIEF EXECUTIVE
TOWN HALL,
LANCASTER LA1 1PJ

Published on Friday, 1st June 2007

EXISTING**Budget and Performance Panel Terms of Reference**

The Budget and Performance Panel would have responsibility for carrying out Overview and Scrutiny for the Council's Budget AND Performance at both strategic and service level.

1. To scrutinise the Council's performance in relation to budgetary management and targets.
2. To assist and monitor the Cabinet in the continued development of a medium term budget strategy;
3. To review the management of resources made available to the Council and to scrutinise its financial management, treasury management, property and asset acquisition and disposal, capital programme and to evaluate the adequacy and effectiveness of the Council's financial and operational policies and procedures including financial and accounting management
4. To perform the overview and scrutiny function in relation to all of the Council's Corporate Performance and Best Value activity. In particular:
 - a) the effectiveness of the Council's major partnerships
 - b) the implementation of Best Value Review Action Plans
5. To recommend matters to be addressed for reviews, particularly with regard to Best Value.
6. To review the local authority's strategic performance and monitor year-on-year Performance Indicators, Key Performance Indicators and benchmarking.
7. To review the progress of Services in achieving the objectives of their Business Plans (Business Plan Monitoring).
8. To review and monitor external Service Level Agreements and other contractual arrangements that the Council has entered in to.

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PROPOSED

Budget and Performance Panel Terms of Reference

The Budget and Performance Panel has responsibility for carrying out the Overview and Scrutiny for the Council's Budget and Performance Management Framework at both strategic and service level and for monitoring value for money.

1. To scrutinise the Council's arrangements in relation to budgetary management and target setting.

- *This could include the items included in the Budget Framework eg. review the effectiveness of the budget setting process, role of Star Chamber, setting of financial targets, the contents of the Medium Term Financial Strategy and Capital Investment Strategy, and financial targets in the Corporate Plan.*
- *The effectiveness of the management arrangements for meeting and achieving the Council's financial targets.*

2. To review the management of resources by scrutinising the Council's financial performance in year, against agreed budgets.

This could include the monitoring of :-

- *capital and revenue spending against approved budgets,*
- *specific activities such as treasury mgt. etc...*
- *generation of revenue and capital income targets*
- *monitoring of financial savings/efficiency targets (MTFS/Gershon)*

3. To evaluate the adequacy and effectiveness of the Council's financial management arrangements, policies and procedures

This could include the review of risk management arrangements, procurement practices, income management and collection, insurance arrangements, adequacy of reserves and balances, etc...

Review the Audit Commission's annual Use of Resources Judgement

4. To monitor the effectiveness of the Council's Services and Partnerships in delivering specific strategic and operational outcomes

Are services and partnerships delivering their expected outcomes ?

How are targets set and monitored ?

Assess performance against Key Performance indicators and benchmarks

Monitoring the delivery and effectiveness of Service Level Agreement targets

Receive Performance Review Team reports.

Is the Performance Review Team process effective?

5. To evaluate the Council's arrangements for securing value for money

Do services provide value for money ? How do we know? What arrangements are in place to demonstrate value for money?

*Scrutinising external reports in particular the Use of Resources VfM Judgement
Review Audit Commission key profile and benchmarking statistics*

6. To make recommendations as appropriate in respect of the above

POWERS IN RESPECT OF THE ABOVE :

- To request information/reports
- To request officers and members to attend as appropriate
- To make recommendations as appropriate
- To receive presentations and hear evidence from outside the Council

BUDGET AND PERFORMANCE PANEL**WORK PROGRAMME REPORT
12TH June 2007****Report of Head of Democratic Services****PURPOSE OF REPORT**

To update Members with regard to the Budget and Performance Panel Work Programme and seek the Panel's views regarding items for inclusion in the Work Programme.

This report is public

RECOMMENDATIONS

- (1) That the Panel agree to the work programme for the new municipal year.

Items for the future Work Programme

Attached to this report is a draft work programme for the new municipal year.

Under the Constitution the Budget and Performance Panel has responsibility to perform the overview and scrutiny function in relation to all of the Council's Corporate Performance and this is undertaken through receiving the quarterly Performance Review Team monitoring reports. These are presented to the Panel by the Leader of the Council enabling Members to scrutinise service business plan performance and financial monitoring. These have been timetabled into the work programme.

In addition, provision has been made for various reports which were requested towards the end of the last municipal year including:

- Scrutiny of funding assistance to external bodies. Members will be aware that there is a report relating to Williamsons Park on this agenda. The request for this report was made at the Budget and Performance Panel meeting on 13th February 2007. It was agreed to defer arrangements for monitoring the funding to other outside bodies until the Grants Task Group reported to Cabinet. The Grants Task Group report includes a number of recommendations to ensure that the Panel are able to provide effective monitoring of service level agreements. It is anticipated that the report will

go to July's Cabinet and following on from this the Panel will be able to give consideration as to the future arrangements for scrutinising funding to outside bodies. Provision has been made in the work programme for this.

- ❑ Home working pilot scheme – Interim Report – At the meeting of the Budget and Performance Panel on 13th March 2007, the Human Resources Manager was questioned on progress with the Home working pilot project and agreed to produce an interim report for the Panel in the new municipal year. This report will be considered by the Panel on 31st July.
- ❑ Homelessness Monitoring Form Review – At the Budget and Performance Panel meeting on 13th March 2007, the Housing Policy Manager provided a progress report on the Homeless Service Level Agreements including the introduction of a multi-agency monitoring form. The Panel invited the Housing Policy Manager to report back on the effectiveness of the monitoring form in a year's time and this has been pencilled in for the meeting of 26th February 2008.

Last year the Budget and Performance Panel adopted the role of scrutiny for the Council's Value for Money/ Efficiency arrangements. A report on the Review of the Efficiency Strategy is scheduled for the meeting of July 31st. Throughout the last municipal year the Budget and Performance Panel received regular reports regarding the various components of the efficiency strategy (including risk management, corporate property and energy, human resources, procurement and transformation government) with a progress report on each of these strategies presented by the relevant service head. The Corporate Director (Finance & Performance) will present a report to the Panel seeking the Panel's views of how value for money should be considered in the new municipal year. The work programme will be updated to reflect this following the Panel's consideration of the report.

There are several recommendations from the previous municipal year which the Panel may wish to act upon including:

- ❑ That the Head of Paid Service be invited to attend a future meeting to discuss how staff were encouraged and rewarded to achieve high performance.
- ❑ That the Panel receive a further report following the development of the Transformational Government Strategy and Vision.
- ❑ That Members of the Panel be circulated website links to the area quality profiles both nationally and across Lancashire.

Scrutiny at Lancaster is very much Member-led. In order to facilitate this, the Chairman has agreed that Members should have the opportunity to raise and discuss areas for inclusion in the work programme at this meeting. However, the work programme is flexible and Members can request adding items to the work programme at any stage throughout the municipal year. The request should be made through the Chairman, Corporate Director (Finance & Performance) or through Democratic Services and would be considered under the Work Programme report.

Provisions for Training

The draft Work Programme makes provision for a training session at the meeting scheduled for 17th July. This includes training on data quality and performance management. The Audit Commission will be facilitating the data quality training whilst the Head of Corporate Strategy will provide performance management training.

Arrangements are in hand to provide Members with finance training. This will include a background to Local Government finance, the current position of the Council and the process to follow in preparation for next year's budget.

It was also agreed at the Budget and Performance Panel meeting on 13th February 2007 that Members would receive a briefing on LAMP methodology in the new municipal year and possible dates for this will be circulated when available.

Corporate Strategy will also be arranging for members to receive training on the Escendency performance management software on a one-to-one basis.

BACKGROUND PAPERS	Contact Officer: Liz Bateson Telephone: 01524 582047 E-mail: ebateson@lancaster.gov.uk

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ISSUE	JUNE 12 TH	JULY 17 TH	JULY 31 ST	SEPTEMBER 11 TH	OCTOBER 23 RD	NOVEMBER 27 TH	JANUARY 29 TH	FEBRUARY 26 TH
STAR CHAMBER								
B&P FRAMEWORK								
PERFORMANCE MANAGEMENT MONITORING	Leader's 4 th Quarterly Corporate Performance Monitoring report			Leader's 1 st Quarterly Corporate Performance Monitoring report		Leader's 2 nd Quarterly Corporate Performance Monitoring report		Leader's 4 th Quarterly Corporate Performance Monitoring report
PERFORMANCE MANAGEMENT AND DATA QUALITY TRAINING/AUDIT COMMISSION								
PARTNERSHIP MONITORING								
EXETER BENCHMARKING								
HOME WORKING PILOT SCHEME – INTERIM REPORT								
BEST VALUE AND PERFORMANCE PLAN (ANNUAL REPORT)								
VALUE FOR MONEY/EFFICIENCY STRATEGY	Forward Annual Efficiency Statement							
			Review of Efficiency Strategy					

ISSUE	JUNE 12 TH	JULY 17 TH	JULY 31 ST	SEPTEMBER 11 TH	OCTOBER 23 RD	NOVEMBER 27 TH	JANUARY 29 TH	FEBRUARY 26 TH
HOUSING SLA's								
ACCESS TO SERVICES – MONITORING OF OUTCOMES (TO BE AGREED)								
DISCUSSIONS WITH SERVICE HEADS (ONGOING)								
HOMELESSNESS MONITORING FORM REVIEW								
SCRUTINY OF FUNDING TO EXTERNAL BODIES (RECOMMENDATIONS OF GRANTS TASK GROUP)								

Please Note:

Performance Management - Following consideration of performance management information the Panel may be minded to timetable meetings with Service Heads and Cabinet Members as a need is identified.

BUDGET AND PERFORMANCE PANEL

Performance Review Teams Corporate Monitoring Report – 4th Quarter 2006/07

12TH June 2007

Report of Corporate Director (Finance and Performance)

The 4th round of Performance Review Team (PRT) meetings have now been completed as listed below. Following a review of the 3rd quarter round of meetings it was agreed to incorporate an additional VFM report plus a number of minor changes and further guidance was issued to officers.

City Council (Direct) Services	Human Resources
Civil Contingencies	Information and Customer Services
Community Planning, Sustainability, Communications, and Consultation	Legal and Licensing
Community Safety	Morecambe Regeneration including Neighbourhood Taskforce
Council Housing	Planning
Cultural Services	Planning Policy
Democratic Services	Property
Diversity	Revenues and Benefits
Economic Development and Lancaster Regeneration	Rural Affairs (Economic Development; Corporate Strategy; Cultural Services)
Finance	Tourism
Health and Strategic Housing	

During this 4th round of meetings progress against the Action Sheets drawn up for the 3rd round of meetings were also monitored.

Attached to this note are:

- Corporate RED “traffic light” report and Actions Update
- 4th quarter Corporate Improvement Plan and Actions Update
- 4th quarter Corporate Financial Monitoring report and Actions Update

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Performance Management – CORPORATE TRAFFIC LIGHT REPORT – 4th Quarter 2006/07



For period ending March 2007 all the following were:

i.e. Failing, profiled target for the period not met, or anticipated that future year-end targets would not be met. In both cases corrective action should be identified.

CITY COUNCIL (DIRECT) SERVICES

PI Ref	BV89	Comment
Council Priority	To make our district a cleaner and healthier place	24 issued so far by City Council for littering/waste offences.
PI Definition	Number of FPNs issued	25 were issued by police during West End clean sweep mainly for littering offences.
PI Type	KPI	
Target 06/07	150	
Future Target		

PI Ref	CCSO2	Comment
Council Priority	To deliver value for money, customer focused services	Attributable to long term sickness. Days lost through short-term sickness has improved.
PI Definition	% sickness absence in waste management	
PI Type	KPI	
Target 06/07	7%	
Future Target		

COMMUNITY PLANNING

PI Ref		Comment
Council Priority	To support sustainable communities	New target date of December 2007 now set.
PI Definition	To review and publish revised Sustainable Community Strategy	
PI Type	Local	
Target 06/07	April 2007	
Future Target		

Performance Management – CORPORATE TRAFFIC LIGHT REPORT – 4th Quarter 2006/07

For period ending March 2007 all the following were

“Failing, profiled target for the period not met, or anticipated that future year-end targets would not be met.

In both cases corrective action should be identified.”



COMMUNITY PLANNING Cont'd

PI Ref	BVPI3	Comment
Council Priority	To deliver value for money, customer focused services	Statutory BVPI satisfaction Survey. Provisional figure is 51%.
PI Definition	Overall satisfaction with the Council	Establishment of a Consultation Officer post will provide capacity to develop effective consultation and feedback.
PI Type	BVPI	
Target 06/07	56% (48% 3 years ago)	
Future Target		

COUNCIL HOUSING

PI Ref	BV 66A	Comment
Council Priority	To support sustainable communities	June 06 – 98.2
PI Definition	Percentage of Rent Collected	Sept 06 – 97.8
PI Type	CPA	Dec 06 – 98.3
Target 06/07	98.5	March 07 – 98.4
Future Target	99	(Provisional)

PI Ref	Formerly BV 68	Comment
Council Priority	To support sustainable communities	June 06 – 42.8
PI Definition	Average Relet Time	Sept 06 – 40.8
PI Type	CPA	Dec 06 – 40.2
Target 06/07	35 days	March 07 – 38.3
Future Target	33 (07/08) 32 (08/09) 30 (09/10)	Action plan developed – performance continuing to improve.

Performance Management – CORPORATE TRAFFIC LIGHT REPORT – 4th Quarter 2006/07

For period ending March 2007 all the following were

“Failing, profiled target for the period not met, or anticipated that future year-end targets would not be met.

In both cases corrective action should be identified.”

**DEMOCRATIC SERVICES**

PI Ref	DS03	Comment
Council Priority		
PI Definition	% of minutes published within 5 working days (2 days for Cabinet meetings)	This drop in performance has been investigated and is primarily the result of poor performance by one member of staff and only 'average' performance by a number of others. The issue is to be addressed through EDPAs with targets set individually and monitored on a weekly basis.
PI Type		
Target 06/07	95%	
Future Target		

PI Ref	DS11	Comment
Council Priority		
PI Definition	% of distribution runs leaving by 2 pm	Late distribution runs have been caused by problems with printing. This will shortly be overcome with the arrival of a new printing machine in distribution – controlled by Member Services.
PI Type		
Target 06/07	100%	
Future Target		

DIVERSITY

PI Ref	KPI20.1	Comment
Council Priority	To continue to improve the Council	
PI Definition	Achieve level 2 of the Equality Standard for Local Government	Because this work, although corporate, is within the HR business plan, there has been some slippage given the competing priorities, and the revised target is November 2007.
PI Type	KPI	
Target 06/07	Achieve by March 2007	The Corporate Equalities Officer Group has met to commence the process.
Future Target		



ENVIRONMENTAL HEALTH

PI Ref	EP08	Comment
Council Priority	To make our district a cleaner and healthier place	A consultant has now been engaged to assist with contaminated land and should enable progress to be made in 07/08.
PI Definition	Contaminated land – inspection programme. Progress is in line with published Inspection Strategy for Contaminated Land [yes/no]	
PI Type	Local	
Target 06/07	Yes	
Future Target	Yes	

PI Ref		Comment
Council Priority	To deliver value for money, customer focused services	Achievement of target is dependent on licensing service adopting an Enforcement Policy.
PI Definition	Score against a checklist of BV best practice for EH	
PI Type	BVPI	
Target 06/07	100%	
Future Target		

FINANCE

PI Ref	BV18	Comment
Council Priority	To deliver value for money, customer focused services	Q4 performance – 89.15% - just short of target. 2005/06 performance 80.63%.
PI Definition	Percentage of invoices for commercial goods and services paid within 30 days.	
PI Type	BVPI	
Target 06/07	90% (amended since Q1 in line with published Performance Plan)	
Future Target	07/08 – 90% 08/09 – 95% 09/10 – 95%	

Performance Management – CORPORATE TRAFFIC LIGHT REPORT – 4th Quarter 2006/07

For period ending March 2007 all the following were

“Failing, profiled target for the period not met, or anticipated that future year-end targets would not be met.

In both cases corrective action should be identified.”

**HUMAN RESOURCES**

PI Ref	KPI 18.2	Comment
Council Priority	To continue to improve the Council	The average at the end of February 2007 was 10.72 days per employee. The equivalent figure last year was 10.55. The final year figure will be reported at the meeting. Unfortunately there was an error in calculating the figures for the first two quarters, as the calculation was based on a headcount rather than FTEs and this gave a falsely optimistic picture.
PI Definition	Reducing the annual average days lost to sickness to 10 days per employee	
PI Type	KIPI	
Target 06/07	10 days	
Future Target		

PI Ref	KPI 18.3	Comment
Council Priority	To continue to improve the Council	The traffic light relates to the existing target. However, the target has been revised to completion by March 2008, and we are on course to meet that target.
PI Definition	Completion of pay and grading review	
PI Type	KPI	
Target 06/07	Completed by March 2007	
Future Target		

PI Ref		Comment
Council Priority	To continue to improve the Council	The target has now been revised by Personnel Committee as being for CC(D)S only, and it is anticipated that target can be met. CC(D)S achieved the accreditation, and discussions will shortly be taking place as to how to proceed with the rest of the Council.
PI Definition	Achieve Investors in People accreditation	
PI Type	Select	
Target 06/07	Achieve by March 2007	
Future Target		

PI Ref		Comment
Council Priority	To continue to improve the Council	Work is ongoing to improve the first draft, using an example of good practice has been provided by the Audit Commission.
PI Definition	Develop Human Resources Management Strategy into a Pay and Workforce Strategy and implement the Audit Action Plan – Review of People Management (2004)	
PI Type	Select	
Target 06/07	Achieve by March 2007	
Future Target		

For period ending March 2007 all the following were

“Failing, profiled target for the period not met, or anticipated that future year-end targets would not be met.

In both cases corrective action should be identified.”



HUMAN RESOURCES Cont'd

PI Ref		Comment
Council Priority	To continue to improve the Council	Target now amended to 95% to reflect sickness absence and maternity leave. However, Corporate Management Team has taken the view that this target needs to be reconsidered as to whether it is the most appropriate.
PI Definition	100% of EDPAs and DAPs complete	
PI Type	Select	
Target 06/07	March 2007	
Future Target		

INFORMATION AND CUSTOMER SERVICES

PI Ref		Comment
Council Priority	To deliver value for money, customer focused services	Ongoing – may be affected by recent staff turnover.
PI Definition	Refocus services around the needs of our citizens and other customers and improve customer satisfaction with both the Council and the services it provides	
PI Type	Local	
Target 06/07	Phase 1 services integrated into our Customer Services Centres by March 07	
Future Target		

PI Ref		Comment
Council Priority	To continue to improve the Council	The corporate group has been set up and a new target of November 2007 agreed corporately.
PI Definition	To increase the awareness of equal opportunities and diversity issues	
PI Type	Select	
Target 06/07	Achieve level 2 of the Equality Standard for local government by March 2007	
Future Target		

Performance Management – CORPORATE TRAFFIC LIGHT REPORT – 4th Quarter 2006/07

For period ending March 2007 all the following were

“Failing, profiled target for the period not met, or anticipated that future year-end targets would not be met.

In both cases corrective action should be identified.”



INFORMATION AND CUSTOMER SERVICES Cont'd

PI Ref		Comment
Council Priority	To deliver value for money, customer focused services	1.5% under target – not fully staffed.
PI Definition	Number of Help Desk calls resolved within target times	
PI Type	Local	
Target 06/07	95%	
Future Target		

PI Ref		Comment
Council Priority	To deliver value for money, customer focused services	10% under target – not fully staffed.
PI Definition	Calls to the Help Desk answered within 15 seconds	
PI Type	Local	
Target 06/07	98%	
Future Target		

LEGAL AND LICENSING

PI Ref	LCC25	Comment
Council Priority	To deliver value for money, customer focused services	75% over the full year. However, during the third quarter, the Service had an enforcement officer vacancy, which may explain the shortfall.
PI Definition	% of licensing complaints where contact is made with the complainant by a licensing officer in person or by telephone in 2 working days.	
PI Type	Local	
Target 06/07	95% (Q3) 85% (Q4)	
Future Target		

Performance Management – CORPORATE TRAFFIC LIGHT REPORT – 4th Quarter 2006/07

For period ending March 2007 all the following were

“Failing, profiled target for the period not met, or anticipated that future year-end targets would not be met.

In both cases corrective action should be identified.”



LEGAL AND LICENSING Cont'd

PI Ref	LCC26	Comment
Council Priority	To deliver value for money, customer focused services	72% over the full year – enforcement officer vacancy as above.
PI Definition	% of licensing complaints where final response is given to the complainant within 10 working days	
PI Type	Local	
Target 06/07	99% (Q3) 90% (Q4)	
Future Target		

REVENUES

PI Ref	BV9	Comment
Council Priority	To continue to improve the Council	An improvement of ;0.1% was achieved. However, the cancellation of Single Person Discounts added approximately 0.23% to our debit. Work is being done to address the issue, however a review of our targets in this area will also be necessary. A report to Cabinet will follow.
PI Definition	% of Council Tax due for the year that is collected in that year	
PI Type	BVPI	
Target 06/07	96.9%	
Future Target	07/08 – 96.7% 08/09 – 96.9% 09/10 – 97.4%	

PI Ref	BV79a	Comment
Council Priority	To deliver value for money, customer focused services	Outturn performance was 98.6%. The vagaries of the calculation of this indicator via a small sample of cases are highlighted by this being shown as a failing indicator.
PI Definition	% of claims assessed accurately	Just one case with the slightest of error being picked up can have caused this to be shown as not reaching the very high standard of 99% accuracy.
PI Type	BVPI	
Target 06/07	99%	
Future Target	99%	

2006/07 4th QUARTER CORPORATE PERFORMANCE REVIEW TEAM MEETING

25 MAY 2007

ACTION PLAN FROM CORPORATE RED “TRAFFIC LIGHT” REPORT

PRESENT:	Performance Management Group		
PI Ref No	3 rd Quarter AGREED ACTION	RESPONSIBILITY	4 th Quarter PROGRESS
BV89	Analyse BV Satisfaction Survey data to identify problem areas and develop action plan.	HCS HCC(D)S	Unaudited figure for 2006/07 is 62% which is a 5% increase on survey carried out three years ago. 72% target is national top quartile.
CCS02	Management long term absences by getting employees back to work or proceeding to Stage 4 absence hearings. (See 5.1 Corp. Imp. Plan)	HCC(D)S	Days lost through short-term sickness have improved for February and March. 5 long term absences were resolved in this period.
CPI	Lead and co-ordinate IDeA Peer Challenge Review commissioned by LSP. (See 2.1 Corp. Imp. Plan)	HCS	Peer Challenge undertaken 15/16 May 2007.
BVPI3	Analyse BV Satisfaction survey data to identify problem areas and develop action plan.	HCS	Statutory BVPI satisfaction survey. Provisional figure is 51%.
BVPI3	Progress growth bid for new Consultation Officer through Budget Council. (See 1.1 Corp. Imp. Plan)	Cabinet	Post created. Recruitment underway.
BVPI68	Continue with agreed action plan and check that it will deliver target.	HCHS	Action plan developed – performance continuing to improve.
KPI 12.1	Actively promote new Festivals Innovation fund	HCultS	New Festival Innovation Fund Applications now agreed for 2007 and progressed to phase 2 for approval by case officers.

PI Ref No	3 rd Quarter AGREED ACTION	RESPONSIBILITY	4 th Quarter PROGRESS
DS03	Matter to be addressed through staff training. (% of minutes published within 5 working days – 2 days for Cabinet meetings.)	HDS	This drop in performance has been investigated and is primarily the result of poor performance by one member of staff and only 'average' performance by a number of others. The issue is to be addressed through EDPAs with targets set individually and monitored on a weekly basis.
DS04	Action sheets to be produced for all Task Groups.	HDS	Will be once Task Groups re-commence with the new Council.
DS05	Percentage of Action Plans to be produced in 5 working days - matter to be pursued through staff awareness training.	HDS	Will be once Task Groups re-commence with the new Council.
KPI 20.1	Achieve level 2 in Equality Standard for Local Government - include in HR 2007/08 Business Plan and Corporate Plan to be completed by November 2007.	HL&HR HRM	Because this work, although corporate, is within the HR business plan, there has been some slippage given the competing priorities, and the revised target is November 2007. The Corporate Equalities Officer Group has met to commence the process.
EP 08	Report to Cabinet on options to improve Contaminated Land inspection programme.	HH&SH	A consultant has now been engaged to assist with contaminated land and should enable progress to be made in 2007/08.
KPI 18.2	Continue to manage long term sickness absence by getting employees back to work or proceed to Stage 4 absence hearings. (See 5.1 of Corp. Imp. Plan)	HL&HR HRM	The average at the end of March 2007 was 11.69 days per employee against the target of 10 days. Long term sickness is being actively managed by Management Team and a number of long-term absences have recently been resolved. This will show an improvement in 2007/08.
KPI 18.3	Complete and implement new pay and grading structure by April 2008. (See 5.1 Corp. Imp. Plan)	HL&HR HRM	The traffic light relates to the existing target. However, the target has been revised to completion by March 2008, and we are on course to meet that target.

PI Ref No	3 rd Quarter AGREED ACTION	RESPONSIBILITY	4 th Quarter PROGRESS
HR1	Proceed with IIP for whole Council and consider appointing a consultant to project manage using LAMP as a framework. (See 5.1 Corp. Imp. Plan)	HL&HR HRM	The target has now been revised by Personnel Committee as being for CC(D)S only, and it is anticipated that target can be met. CC(D)S achieved the accreditation, and discussions will shortly be taking place as to how to proceed with the rest of the Council.
HR2	Reassess EDPA target for inclusion in 2007/08 Corporate Plan. (See 5.1 Corp. Imp. Plan)	HL&HR HRM	Target now amended to 95% to reflect sickness absence and maternity leave. However, Corporate Management Team has taken the view that this target needs to be reconsidered as to whether it is the most appropriate KPI.
LCC25	Implement decision to reorganise Licensing establishment.	HL&HR	Completed.
LCC26	Implement decision to reorganise Licensing establishment.	HL&HR	Completed.
RPI	Focus on identifying and meeting rural needs by developing rural neighbourhood management concept. (See 4.1 & 4.2 Corp. Imp. Plan)	CD(REG) HPlanS	Included in 2007/08 Corporate Plan.
BV9	Report to Cabinet on options to improve in-year collection rates.	CD(F&P) HRS	0.1% was achieved. However, the cancellations of Single Person Discounts added approximately 0.23% to our debit. Work is being done to address the issue, however a review of our targets in this area will also be necessary. A report to Cabinet will follow.
BV79a	Review reasons for inaccuracies in processing benefit applications and address.	CD(F&P) HRS	Outturn performance was 98.6%. The vagaries of the calculation of this indicator via a small sample of cases are highlighted by this being shown as a failing indicator. Just one case with the slightest of error being picked up can have caused this to be shown as not reaching the very high standard of 99% accuracy.

LANCASTER CITY COUNCIL

FOURTH QUARTER CORPORATE IMPROVEMENT PLAN 2006/07

Q4 UPDATE- March 2007

Desired Outcome	We will achieve this by	Success Measure(s)	Timescale	Who by?	Progress
<p>1. The ambitions of the Council will be aligned with the aspirations of the community</p> <p>1.1 Developing a Corporate approach to consultation, ensuring best use is made of resources and good practice shared across the Council and with our partners</p>	<ul style="list-style-type: none"> ▪ Launch Consultation Strategy and Toolkit (Practical 'How to' Guidance) 	April 2006	CD (F&P) R Tulej	<p>Appointment of a Consultation Officer will allow for further development and promotion of the toolkit and strategy in 2007/08</p>	
	<p>Launch web-based 'Consultation Finder' system to:</p> <ul style="list-style-type: none"> • Run a rolling Consultation Plan • Fully enable web-based consultation • Provide feedback following consultation 	April 2006	CD (F&P) R Tulej	<p>Consultationfinder has been implemented and service champions trained in its use. Lack of corporate capacity has meant that all this work has not been entirely completed in the current year. However a new post of Consultation Officer has been approved to increase the capacity in Corporate Strategy to deliver improvements in consultation that include the effective use of consultation finder.</p>	
	<ul style="list-style-type: none"> ▪ Develop and implement a system to routinely gather information gathered by Members and council services in their interactions with the public 	Sept 2006	CD (F&P)	<p>A system to record public feedback received by members has been implemented using the council's Email complaints and comments procedure. In addition a procedure for formally recording service based public information regarding comments and complaints has been developed through the acquisition of an Enterprise Licence for the Lagan CRM system in Customer Services. Both processes are now managed by the Information Management Officer.</p>	

Desired Outcome	We will achieve this by	Success Measure(s)	Timescale	Who by?	Progress
<p>2. All the Council's Partners are clear how they are contributing to achieving the long term (2020) Vision for the District</p>	<p>2.1 Refresh Community Strategy clarifying what each partner can do to deliver it in the short to medium term</p>	<ul style="list-style-type: none"> ▪ Publish 'Refreshed' Sustainable Community Strategy 	<p>April 2007</p>	<p>CD (F&P) R Tulej</p>	<p>Delayed due to White paper only just being published – statutory guidance not expected until Autumn 2007. The District LSP has commissioned a IDEA Peer Challenge in May 2007 to kick start the process. Target date for revised Community Strategy is Dec 2007</p>
<p>2.2 LAA to become delivery plan for revised Sustainable Community Strategy.</p>	<p>2.3 Local Development Framework to become delivery plan for land use</p>	<ul style="list-style-type: none"> ▪ County Council LAA agreed and signed by all partners ▪ Land allocations issues and options paper issued for public consultation 	<p>June 2006 October 2006</p>	<p>CD (F&P) R Tulej CD (Regen.) A Dobson</p>	<p>Due for completion in 2007 in line with new LDF timetable</p>
<p>3. The Council has a clear set of priorities informed by meaningful consultation and local and national priorities with clear targets for delivery and resources allocated.</p>	<p>3.1 Clarifying the Annual Corporate Planning cycle to strengthen the links between the Corporate Plan, Star Chamber, the PM Framework Risk Management and financial resources (MTFS)</p>	<p>Consultation on corporate priorities and MTFS with partners including</p> <ul style="list-style-type: none"> ▪ LSP Exec ▪ Citizens Panel ▪ Parishes ▪ Cabinet Liaison Groups ▪ Economic Stakeholders ▪ Wider community via website ▪ Overview and Scrutiny ▪ Service Heads ▪ Trade Unions 	<p>October 2006</p>	<p>CD (F&P)</p>	<p></p>

Desired Outcome	We will achieve this by	Success Measure(s)	Timescale	Who by?	Progress
		<ul style="list-style-type: none"> ▪ Complete Operational Risk Registers and review Strategic risk registers. 	October 2006	CD (F&P) N Muschamp	Strategic Risk Registers being updated to reflect new 2007/8 Corporate Plan priorities. Initial operational risk registers largely complete. Arrangements in place for in-year monitoring and review of risk through Performance Review Teams and Audit Committee. Process continuing to develop.
4. Rural proofing ensures that any decisions made which have a particular impact on rural areas will be taken into account.	4.1 Parish Plans reviewed and local authority responsibilities highlighted and fed into the business planning process	<ul style="list-style-type: none"> ▪ Report presented to planning policy liaison group analysing content of parish plans ▪ The economic role of the rural areas will be considered as part of the developing economic Vision for the district 	July 2006 July 2006	CD (Regen.) A Dobson CD (Regen.) A Dobson	<p>Vision published and informed by specific rural study</p> <p>Note: focus shifting from formal rural proofing of decision making to identifying and meeting rural need.</p> <p>Report produced. Further work being done to develop rural neighbourhood management concept</p>
	4.2 Investigating the role the City Council can play in delivering services through the emerging network of rural community resources centres	<ul style="list-style-type: none"> ▪ Report will be presented to the portfolio holder for Rural Affairs & Planning 	Sept 2006	CD (Regen.) A Dobson	

Desired Outcome	We will achieve this by	Success Measure(s)	Timescale	Who by?	Progress
5. A committed, motivated and professional workforce within a learning culture	5.1 Developing a strategic approach to the management and development of our staff	<ul style="list-style-type: none"> ▪ Develop Human Resource Management Strategy into a Pay and Workforce Strategy, and implement the Audit Action Plan – Review of People Management (2004) ▪ Achieving IIP status 	March 2007	Chief Executive S Taylor	Competing demands on HR resources has meant that this target has not been met in this year. The new pay and grading structure is due to be implemented in April 2008. It is anticipated that the Workforce Strategy will be completed by Nov 2007
		<ul style="list-style-type: none"> ▪ Reduce average days lost due to sickness absence to 10 days per employee ▪ 100% of EDPA's and DAP's complete 	Autumn 2006	Chief Executive S Taylor	Competing demands on HR resources has meant that this target has not been met in full this year. IIP status has been achieved by CC(D)S. A new target for accreditation for the rest of the Council will be set for next year, but it is still undecided if this will be en bloc or in phases. The Learning and Development Officer will lead on this project once recruitment has been completed in april 2007.
			March 2007	Chief Executive	This target has notbeen met – Final figure for 2006/7 still not available
			May 2006 November 2006	Chief Executive	Ambitious target. A more realistic target of 95% has been set for 2007/8. Outturn figure nearer 80%. Alternative indicator being considered for 2007/8 in respect of staff satisfaction

Desired Outcome	We will achieve this by	Success Measure(s)	Timescale	Who by?	Progress
6. A streamlined management structure which is better positioned to deliver council priorities and respond to the changing local government agenda	6.1 Reviewing senior management and service head structures and pay scales	<ul style="list-style-type: none"> ▪ Service Head re-structure complete and agreed by Members. Need to complete Cultural Services restructure ▪ Complete workforce job evaluation exercise 	August 2006	CD (Regen.) D Owen	Final part of the re-structure -Cultural Services - was agreed at Personnel Committee January 2007
7. Customer focussed staff, a culture which fosters innovation, learning and encourages staff to contribute to the development of new ways of service delivery.	7.1 Implementing a Customer Service approach across all Council Services	<ul style="list-style-type: none"> ▪ All possible telephone and face to face services delivered through Customer Contact Centre ▪ 100% of customer facing staff in receipt of accredited customer service training 	Jan 2007	Chief Executive	Competing demands on HR resources has meant that this target has not been fully achieved in this year. The job evaluation interviews are due to be completed by August 2008.
			3 Phase approach to be completed by 2007. Face to Face to open by March 2007	CD (F&P) J Alder	Services continue to be integrated into the Customer Service Centre in accordance with the amended timetable. Full completion of integration of services has now been rescheduled for a phased integration over the next 18 months. Contracts for developing the Face to Face facilities have been approved and a completion date of Sept 2007 has been agreed.
			March 2007	CD (F&P) J Alder	All services that have been integrated into the CSC have received customer care training. A new Customer Care Charter has been developed and rolled out that sets out expected service standards. For those services not already integrated into the CSC, a revised, phased, 2 year approach for customer service training has now been agreed to begin in 2007/8 in line with the integration of remaining services into the Customer Service Centre

Desired Outcome	We will achieve this by	Success Measure(s)	Timescale	Who by?	Progress
	7.2 Developing Customer Service Standards for all services	<ul style="list-style-type: none"> ▪ Service standards developed for all Phase 1 services as they are integrated into the Customer Service Centre and used to evaluate service performance 	Throughout year in accordance with agreed timetable for Phase 1 services	CD (F&P) J Alder	
	7.3 Review existing cross service officer working groups	<ul style="list-style-type: none"> ▪ Review completed by Innovation and Best Practice Forum 	Sept 2006	Chief Executive	Now no longer a priority for the current year– the need for a review will be considered next year
	7.4 Rationalisation of Council accommodation	<ul style="list-style-type: none"> ▪ Recommendations of Accommodation Review Implemented 	Oct 2006	CD (Regen.)	
	7.5 Valuing and supporting our staff and celebrating good performance and reviewing working arrangements	<ul style="list-style-type: none"> ▪ Rising levels of satisfaction as determined by employee surveys ▪ Number of national awards for excellence applied for (Charter Mark, APSE etc) 	Jan 2007	Chief Executive	Next staff survey due June 2007 with results known in July.
			March 2007	Chief Executive	Charter Mark achieved for Benefits & Revenues Service RMS has achieved ISO 9002 Quality Accreditation (the rest of the Service has already achieved it). Sheltered Housing Service achieved Accreditation from the Centre for Sheltered Housing Studies (CSHS).
		<ul style="list-style-type: none"> ▪ Flexible/home working arrangements reviewed and trial scheme in place. 	Sept 2006	Chief Executive S Taylor	Pilot scheme participants identified. The outcomes of the pilot will be fed into the accommodation options report Summer 2007

Desired Outcome	We will achieve this by	Success Measure(s)	Timescale	Who by?	Progress
<p>8. The Council is effective in using its resources to improve the quality of life for people who live, work and visit our district</p>	<p>8.1 Demonstrating that the services we provide give Value for Money in the following ways :-</p>	<ul style="list-style-type: none"> ▪ Decisions are routinely challenged on VFM grounds. Issues raised in Audit Commission VFM profiles are recognised, unpacked and addressed. 	Dec 2006	CD (F&P)	<p>VFM profiles approach superceded by Councils in house development of VFM procedures and templates. Included in 4th quarter PRT reports.</p>
		<ul style="list-style-type: none"> ▪ Efficiency and VFM included in Corporate Training Programme for both Members and Senior Managers. 	Sept 2006	CD (F&P)	<p>Basic member finance training has been undertaken instead this year at members request. Efficiency and Vfm is now included in next years corporate training programme.</p>
	<p>8.2 Developing a culture that ensures that resources are used efficiently</p>	<ul style="list-style-type: none"> ▪ Cyclical resource and performance management processes are in place to optimise the use of resources (all types) to deliver priorities and strategic objectives. 	July 2006	CD (F&P)	
		<ul style="list-style-type: none"> ▪ Poorer services have benefited from investment 	March 2007	CD (F&P)	
		<ul style="list-style-type: none"> ▪ Internal reviews and scrutiny reports have led to VFM improvements. 	March 2007	CD (F&P)	
		<ul style="list-style-type: none"> ▪ Managers and members receive regular reports on managing costs as well as quality. 	July 2006	CD (F&P)	<p>VFM reporting template developed and included in the 4th Quarter PRT monitoring.</p>

Desired Outcome	We will achieve this by	Success Measure(s)	Timescale	Who by?	Progress
		<ul style="list-style-type: none"> ▪ Unit cost comparisons for key services are in place that drive service improvements. ▪ Business Case/Option appraisal is applied systematically to executive decision making 	<p>Oct 2006</p> <p>Sept 2006</p>	<p>CD (F&P)</p> <p>CD (F&P)</p>	<p>This has been developed in some services on a piece meal basis only for certain services.</p>
	8.3 Developing and implementing smarter procurement techniques to generate efficiency gains.	<ul style="list-style-type: none"> ▪ Generate efficiency gains through e-procurement initiatives. ▪ Use of partners and collaborative working to bring about efficiency gains. ▪ Significant resources (cash) have been released for Council priorities through smarter procurement and other (community) benefits. 	<p>Throughout Year</p> <p>Throughout Year</p> <p>Throughout Year</p>	<p>CD (F&P)</p> <p>CD (F&P)</p> <p>CD (F&P)</p>	<p>Delayed to next year as part of the implementation of a new Financial Accounting system</p> <p>Implementation of the 3 year Procurement Strategy has generated still immediate savings that have been reinvested into service improvements as part of the 2007/8 budget process.</p>

Desired Outcome	We will achieve this by	Success Measure(s)	Timescale	Who by?	Progress
	8. 4 All key personnel trained in delivering effective programme and project management.	<ul style="list-style-type: none"> ▪ Programmes and projects are routinely delivered successfully to time, cost and quality. 	March 2007	CD (F&P) N Muschamp	
IMPROVEMENT PRIORITY – Performance Management					
9. A Streamlined Performance Management Framework which enables the Council to maximise focus and impact on delivering priorities	9.1 Implementing a revised Performance Management Framework 9.2 Producing a document which outlines the framework and clarifies individual roles and responsibilities within the Performance Management Framework	<ul style="list-style-type: none"> ▪ Revised framework implemented ▪ Produce definitive PM framework document ▪ Incorporate new section on arrangements to ensure the quality of our published performance information into the existing Data Management Policy ▪ Train all key staff involved in collecting published performance data in their duty to ensure data quality 	July 2006 June 2006 August 2006 January 2007	CD (F&P) R Tulej CD (F&P) R Tulej CD (F&P) R Tulej CD (F&P) R Tulej S Taylor	Audit Commission contracted to deliver training to key staff in May 2007 with parallel sessions arranged for members of Cabinet and Budget & Performance Panel.

Desired Outcome	We will achieve this by	Success Measure(s)	Timescale	Who by?	Progress
10. The Council actively manages its performance, reviewing positive outcomes for the community and assessing performance against objectives.	10.1 Providing real time performance information to our members and Senior managers on a quarterly basis	<ul style="list-style-type: none"> Roll out Escendency performance management system across the authority. All services using the system to actively monitor performance 	June 2007	CD (F&P) R Tulej	All services will be using Escendency by the end of June 2007 with the possible exception of HR. It is likely that HR will be integrated following the completion of the Fair Pay project.
	10.2 Effectively monitoring performance information at all levels of the organisation	<ul style="list-style-type: none"> Existing KPIs reviewed & aligned to Council's stated priorities as part of Corporate Planning process Business Plan format revised to reflect changes to PM framework and KPIs monitored quarterly 	May 2006 July 2006	CD (F&P) R Tulej CD (F&P) R Tulej	Pilot Neighbourhood performance management approach in West End of Morecambe

4th QUARTER CORPORATE PERFORMANCE REVIEW TEAM MEETING

25 MAY 2007

ACTION PLAN FROM CORPORATE IMPROVEMENT PLAN

PRESENT: Performance Management Group

NO	3 rd Quarter - AGREED ACTION	RESPONSIBILITY	PROGRESS - 4 th Quarter
1.1	Pursue Cabinet proposal for new Consultation Officer post at Budget Council.	Cabinet	Post approved and recruitment underway.
1.1	Develop and implement information gathering system for Members and Council Services from their interaction with the public by 31 March 2007.	CD(F&P)	System now in place. Services using Lagan CRM system to collate information. Members using corporate complaints agreed process included on Internet.
2.1	Lead and co-ordinate IDeA Peer Challenge process commissioned by LSP.	HCS	Peer Challenge took place on 15/16 May.
2.3	Meet new timetable for having LDF in place.	CD(REG) HPlans	Core strategy has been submitted and new timetable agreed by Council. On track.
5.1	Implement new pay and grading structure by April 2008.	HL&HR HRM	The new deadline is included in 2007/08 Corporate Plan and the HR Service Business Plan. See also Draft Corporate Improvement Plan).
5.1	Agree and implement the recommendations of the People Management report and feed recommendations into Workforce Plan.	HL&HR HRM	Included in the 2007/08 HR Service Business Plan. See also Draft Corporate Improvement Plan.
5.1	Proceed with IIP for whole Council and consider appointing a Consultant to project manage using LAMP as the framework.	HL&HR HRM	Included in the 2007/08 HR Service Business Plan. See also Draft Corporate Improvement Plan.
5.1	Continue to manage long term sickness absence by getting employees back to work or proceeding to Stage 4 absence hearing, particularly in CC(D)S.	HL&HR HRM	Included in 2007/08 Corporate Plan, HR Service Business Plan, and draft Corporate Improvement Plan.

NO	3 rd Quarter - AGREED ACTION	RESPONSIBILITY	PROGRESS - 4 th Quarter
5.1	Progress Occupational Health growth bid through Budget Council.	Cabinet	Included in HR Service Business Plan for 2007/08.
5.1	EDPA target being reassessed for inclusion in next years Plan.	HL&HR HRM	New target included in HR Service Business Plan 2007/08.
6.1	Ensure new Workforce Job Evaluation exercise completion date of August 2008 is met.	HL&HR HRM	Target included in HR Service Business Plan for 2007/08.
7.1	Complete phased integration of services into Customer Service Centre in line with new timetable.	CD(F&P) HI&CS	New timetable included in 2007/08 Corporate Plan and ICS Business Plan. Phase 2 by March 2008. Phase 3 by March 2009.
7.1	Ensure face to face customer service centres open on time in LTH and MTH.	CD(REG) HProps	Target included in 2007/08 Corporate Plan of September 2007. Financing approved by Cabinet in April and contracts let. Being managed under LAMP.
7.3	Need for a review to be undertaken in 2007/08.	HCS	Review of PRT framework being undertaken as part of PMG work programme.

RCM/JEB/17 May 2007



LANCASTER CITY COUNCIL
Promoting City, Coast & Countryside

Corporate Financial Monitoring **April 2006** **– March 2007**

Report of the Head of Financial Services

Page 38
CORPORATE FINANCIAL MONITORING

April 2006 – March 2007

1. INTRODUCTION

This monitoring report of expenditure and income for 2006/07 sets out an indicative corporate picture of the Council's financial performance relating to the period ending March 2007 (*week 52*). The report only provides a snapshot of the financial position as at the end of March and many year end processes are still being finalised, hence the figures could still change significantly. A more accurate statement will be produced in July, once the final accounts have been produced.

The report has changed format recently to reflect the changes in financial reporting to the quarterly PRT meetings. The focus is now to provide a summary of that information whilst highlighting any omissions, in addition to reporting on major corporate activities such as Debt Management, Treasury Management Risk Management and Insurance. The report will also highlight specific areas that require more detailed monitoring.

2. GENERAL FUND REVENUE MONITORING

2.1 General Fund Summary Position

The current overall general fund summary position shows that at the end of March there is a net underspending of **£682,000** against the revised budget. Taking into account further known year end transactions this underspend will reduce to **£561,000**. However, of this total £248k has already been requested to be carried forward. In addition, the review of reserves and provisions will be undertaken as part of the closure of accounts process and early indications show that a further £100k may need to be provided for known commitments. Finally, a review of the capital programme has highlighted a shortfall in funding of £96K, which may need to be met from revenue. Subject to approval and any further changes following the closedown process, the underspend for 2006/07 could be in the region of **£117,000**.

VARIANCES	Current £000	Projected £000
Major Variances (see below)	-481	-360
Salaries (see below)	-201	-201
Sub Total	-682	-561
Carry Forward Requests	--	+248
Review of Reserves / Provisions	--	+100
Capital Funding Shortfall	--	+96
ESTIMATED OUTTURN		-117

As mentioned above, a more accurate position will be known at the end of the final accounts process.

2.2 Major Budget Variances

Appendix A details the major variances that have been included within individual Service's PRT reports. Three services failed to report all their variances (see shaded area in table), and details of these have been highlighted in the same appendix. The variances reported are either +/- £5K in value and cover premises, transport, supplies and services and general income.

SUMMARY BY SERVICE	Current £000	Projected £000
Management Team	-8	-8
Legal & HR	-51	-51
Financial Services	-134	-218
IS & Customer Services	-89	-89
Health & Strategic Housing	-13	-62
CC(D)S	-59	-69
Econ Dev & Tourism	+2	+2
Property Services	-96	+173
Cultural Services	-10	-15
Planning Services	-99	-99
Cultural Services	-12	-12
Property Services	+83	+83
Planning Services	+7	+7
NET VARIANCE	-481	-360

2.3 General Fund Salary Monitoring

Salary monitoring has been reported separately as there are a number of small variances that fall below the threshold for major items, however the aggregate effect of these variances is fairly significant. This is being analysed in more detail to determine the reasons, and also to establish the implications for current / future years.

SERVICE	Budget £000	Profile £000	Actual £000	Diff. £000
CC(D)S	1,162	1,162	1,141	-21
Corporate Strategy	359	359	353	-6
Cultural Services	1,779	1,779	1,781	+2
Democratic Services	442	442	440	-2
Econ Dev & Tourism	619	619	613	-6
Engineers	241	241	241	-
Financial Services	960	960	950	-10
Health & Strat.Hsg	2,015	2,015	1,965	-50
IT & Customer Services	827	827	818	-9
Legal & HR	735	735	707	-28
Management Team	513	513	514	+1
Mellishaw Park	37	37	37	-
Planning Services	1,151	1,151	1,143	-8
Property Services	887	887	871	-16
Revenues	2,494	2,494	2,446	-48
Total	14,221	14,221	14,020	-201

3 General Fund Capital Programme

3.1 Capital Expenditure & Financing

Capital Expenditure

The following table shows the latest approved capital programme and spend to date.

At present, officers are finalising the capital accounts, therefore an analysis of scheme over/under spends is not available. In addition, slippage requests are being collated and will be presented for approval at a later stage, at which point the overall capital programme position will be reported in detail.

An initial review of the capital financing position has shown that there is a shortfall in receipts of £96k, and in order to ensure the programme is fully funded this could be met from the revenue budget.

	£000
Current Approved Programme	31,763
Spend to Date	29,465
Balance	2,298

4 HOUSING REVENUE ACCOUNT (HRA) MONITORING

4.1 HRA Revenue Position

At the end of March the position for the Housing Revenue Account shows an underspend of £338K, which is projected to reduced to £302K after allowing for year end transactions. Of this total £91K has been identified as requiring to be carried forward, and subject to approval, this would reduce the underspend to £211K. Details of the variances are attached at **Appendix B**.

	Variances to Date	Project to Yr End
	£000	£000
Management & Admin	-97	-97
Maintenance	-238	-202
Dwelling rents	-38	-38
Estates Support	+41	+41
Legal proceedings	+9	+9
Anti-social behaviour : security works	-8	-8
Kingsway Court	-7	-7
Sub Total	-338	-302
Carry Forward Requests		+91
Estimated Outturn		-211

4.2 Council House Rent Collection

This section analyses the Council Housing rent income due, and shows at present the income collected is some £37,900 more than estimated. This is largely attributable to better performance of voids.

	2006/07
Estimate	£10,200,500
Actual	£10,238,400
Difference	-£37,900

4.3 Council Housing Capital Programme

This section analyses expenditure against the Council Housing Capital Programme to the period ended March 2007. Approval will be sought for slippage of £171k, which would then result in an underspend of £417k on the approved programme. At present, the financing of the programme has yet to be finalised, therefore the overall net position cannot be reported.

It is highlighted though that in 2006/07 there has been a significant improvement in spending in year, with far less slippage expected.

	Latest Approved Programme £000	Spend to Date £000
Adaptations	250	274
Bathroom / Kitchen Refurbishment	395	320
External Refurbishment	1,240	908
Ryelands Regeneration	1,072	901
Environmental / Crime Prevention Works	547	597
Re-rendering / External Refurbishment	95	32
Extractor Fans	25	5
Housing Office Improvements	165	168
Energy Efficiency Works	404	400
TOTAL	4,193	3,605

5 REVENUE COLLECTION PERFORMANCE

5.1 Council Tax & Business Rates

This section analyses the Council Tax and Business Rate collection statistics for the current and previous financial years.

Collection performance statistics for both Council Tax and NNDR are up on last year.

Percentage Collected	2005/06 %	2006/07 %
Council Tax	92.17	92.47
Business Rates	98.63	99.39

5.2 Sundry Debts

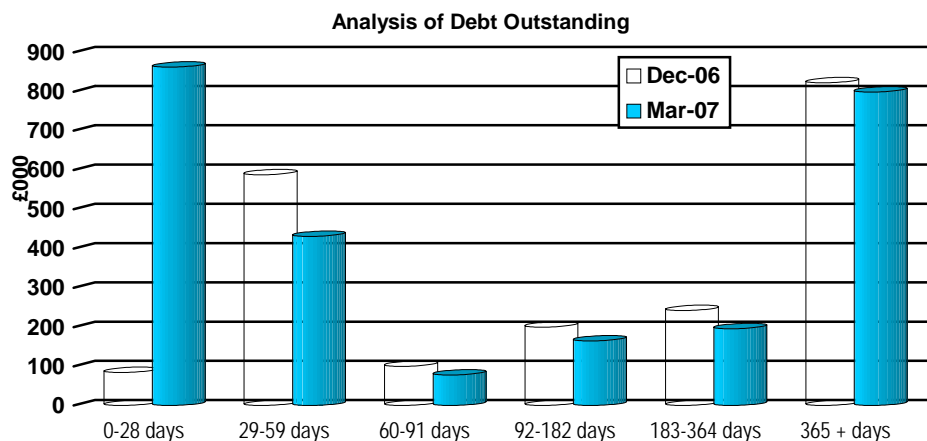
This section sets out the latest position on the level of outstanding sundry debts. At the end of March the total debt outstanding was £2,531,413. A full analysis of the debt is attached at **Appendix C**.

The analysis shows that the overall level of debt has increased by £494,035 from the previous quarter, however this is due to the value of year end invoices raised in the last month. Overall the number of debtors has decreased by 632.

Of the overall debt, 31% is just over one year old (40% in December 2006).

At the end of February 07, an analysis of the action being taken to recover debt over 183 days old was undertaken, see **Appendix D**. This excluded Council Housing and Housing Benefit debt as separate recovery arrangements are in place, and are generally fixed over a longer period of time. As can be seen from the analysis, generally debt is being actively pursued or being recommended for write-off.

	Dec. 2006		March 2007	
	No	£000	No.	£000
0-28 days	223	84	585	862
28-59 days	608	588	361	431
59-91 days	282	100	214	78
92-182 days	588	200	437	165
183-364 days	1,135	242	653	196
365+ days	1,749	822	1,703	799
	4,585	2,036	3,953	2,531



6 INSURANCE & RISK MANAGEMENT

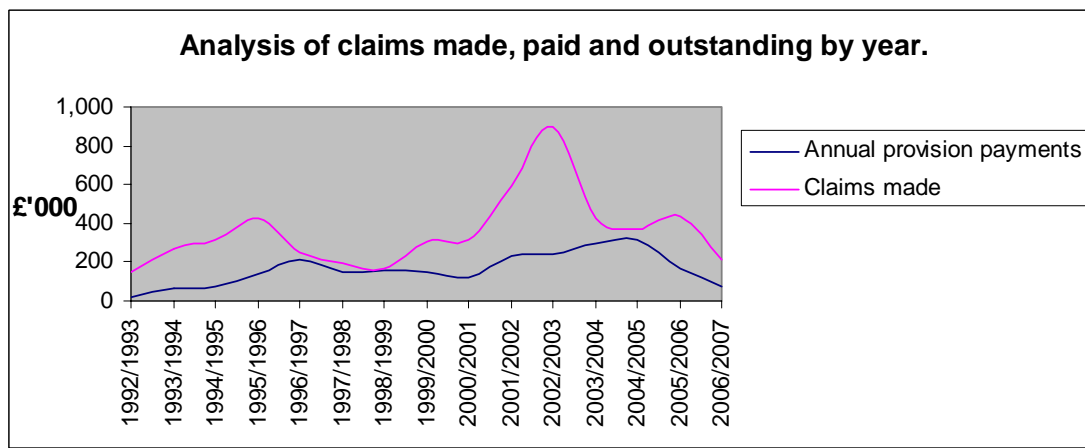
6.1 Insurance Monitoring

The current balance on the insurance provision is £668K, after making payments of £186K in settlement of claims made, and receiving £66K as credits from the Insurers in respect of claims above the excess.

At present, our insurers estimate that the value of claims outstanding is £549K, which relate to a total of 162 claims made over an 11 year period. However, in reality, these claims will not fall due for payment all in the same financial

year. It should also be noted that the uncertain nature of insurance claims payments means that accurate predictions are difficult and, as such, the balance will continue to be closely monitored.

In future, it is proposed that this section will also include an update on the risk position of the Council and any related issues arising.



7 VFM / EFFICIENCY

As part of the process of embedding VFM, it is proposed that progress on achieving Annual Efficiency savings will be included within this report. At present, the Council is estimating to achieve cumulative savings of £2.026M against a Government target of £1.752M. It is essential these savings are achieved and that they can be clearly demonstrated. As part of the quarterly Performance Review process, services will need to report the value of savings made or show how they plan to make them.

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SUMMARY OF MAJOR VARIANCES

APPENDIX A

(Not included elsewhere in the report)

Service	Service Area	Reason for Variance & Action being taken	Variance to Date	Projected Variance to Year End
			£	£
			+ = Adverse () = Favourable	
VARIANCES REPORTED THROUGH PRT PROCESS				
Management Team	Insurance	Charge discontinued.	(8,400)	(8,400)
Legal & HR	Legal & Court Costs	Expenditure depends on the need for Counsel's advice and other court costs throughout the year. This is impossible to estimate accurately from year to year.	(8,400)	(8,400)
	Land Charge Fees - LCC	Fewer postal and electronic searches means that the fees payable to the County Council are reduced.	(6,500)	(6,500)
	Search Fee Income	More electronic and personal searches and fewer postal searches than estimated, in addition to more basic LLC's and fewer CON29's.	+6,200	+6,200
	Private Hire Driver's Licences	There have been more private hire driver's licence applications than anticipated. It is impossible to estimate accurately the demand for licences.	(7,200)	(7,200)
	Licensing Act 2003	This was the first full year of operation of the Licensing Act 2003, and it was impossible to estimate accurately in advance the level of fees from new applications, variations and annual fees.	(35,400)	(35,400)
Financial Services	Government Grants : LABGI	Following notification from Govt. (£437k received in March). Scaling factor was retained (65% for Lancaster); awaiting outcome of judicial review.	(110,000)	(110,000)
	Pensions Fund Strain Costs	Recharges from Lancs County for previous early retirement costs have terminated earlier than estimated. It would appear the payments were accounted for over a 4 year period, instead of the budgeted 5 years.	(75,000)	(75,000)
	Audit Fees	Length of time taken (therefore cost) for grant certification work being raised with Audit Commission.	+7,000	+7,000
	Investment Interest	Accruals and recharges to HRA outstanding, but expect net outturn to be favourable. Reasons for variance include higher than expected interest rates, and possibly capital slippage.	+44,000	(40,000)
IS & Customer Services	Services - Consultants	Cover for vacant post	+10,000	+10,000
	Services - Mystery Shopper	This did not take place during 2006/07	(9,900)	(9,900)
	Contributions	Additional income received from County Council re Highways	(14,800)	(14,800)
	BACS software	Upgrade delayed until 2007/08 - carry forward request to be submitted	(15,300)	(15,300)
	ArcIMS software	Purchase of new system delayed until 2007/08 - carry forward request to be submitted	(8,600)	(8,600)
	LLPG software	New technology means we may be able to change software to a different LLPG.	(10,100)	(10,100)
	Document Management software	Purchase of new system delayed until 2007/08 - carry forward request to be submitted	(18,000)	(18,000)
	Anite Housing software	Project delayed until 2007/08 - carry forward request to be submitted	(7,000)	(7,000)
Printing & Stationery	Reduced printing costs and less printing	(15,000)	(15,000)	
Health & Strategic Housing	Strategic Housing HMO Fees	The number of licence applications has been less than expected, this is due to the number of landlord's who have taken measures in order to avoid the licensing criteria (ie disposing of property). Any shortfall will be met by a reduced contribution to the HMO reserve.	+49,400	+0
	Homeless Priority Need Order	Carry forward request to be submitted. £10k is allocated to the implementation of a Sanctuary scheme and £4k is allocated for printing costs.	(13,800)	(13,800)
	Cemeteries Interment Fees	Increased income represents an increase in interments this year and is uncontrollable and unpredictable	(20,200)	(20,200)
	Environmental Protection Consultants	Underspend on Planning Delivery Grant monies used to finance a consultant to work on the contaminated land database. A contractor has now been engaged for 2007/08 and a carry forward request will be submitted.	(28,100)	(28,100)
CC(D)S	Trade Waste Income	This is due to a decreased level of turnover than predicted. The future is uncertain due to the introduction of LATS charging from 01 April 2007.	+106,700	+96,700
	Highways Trading	Highways work is 'jobbing' and by nature unpredictable in terms of profitability - estimates are conservative but it is anticipated that the projected variance will not be detrimentally affected.	(91,400)	(91,400)
	Ground Maintenance	An increased volume of capital works (£20k) has led to an out-of-season underspend within revenue areas. Grounds maintenance materials budget is underspent by approx. £20k.	(51,800)	(51,800)
	Vehicle Maintenance - training	Courses not available until 2007/08 - carry forward request to be submitted.	(5,600)	(5,600)
	Environmental Enforcement	Underspend due to late start of PCSCO's. Carry forward request to be submitted	(16,500)	(16,500)
Economic Development & Tourism	Best Centres	Shortfall in anticipated external income following closure.	+5,000	+5,000
	Storey Institute Feasibility Study	Capital design fees to be capitalised - awaiting Storey capital project approval	+14,100	+14,100
	EDZ Marketing	Activity has been reprofiled to extend into 2007/08. A carry forward request will be submitted.	(17,400)	(17,400)

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SUMMARY OF MAJOR VARIANCES

APPENDIX A

(Not included elsewhere in the report)

Service	Service Area	Reason for Variance & Action being taken	Variance to Date	Projected Variance to Year End
			£	£
			+ = Adverse	()
			= Favourable	
VARIANCES REPORTED THROUGH PRT PROCESS				
Property Services	Concessionary Travel	Profiling and coding issues have affected the figure and further information is required from County prior to closedown. Additional charges levied by the County may result in a significant overspend - these are currently being disputed but have been allowed for within the projection. The projection also provides cover for the impact in the current year (through the reserve)	(64,000)	+250,000
	Off Street Car Parks	Some incorrect profiling at present. Latest projections for DPE monitoring are now favourable with improved variances. Final year end figures unclear at the time of writing.	-	-
	DPE - On street	Incorrect profiling at present. Latest projections indicate favourable variance at year end.	-	(58,000)
	Church Street Market	Increased trader numbers leading to increased income.	(10,900)	(10,900)
	Courier distribution	Increased relief duties.	+7,100	+7,100
	Mail room operations	Increased Council wide postages.	+11,000	+11,000
	Morecambe Market	Increased income. However, virements relating to building maintenance will reduce the current variance.	(38,900)	(26,400)
Cultural Services	Arts Development	Carry forward request to be submitted.	(19,000)	(19,000)
	Salt Ayre : Bar & Catering	Current net overspend - reduces following year end stock adjustment.	+9,300	+4,200
Planning Services	Planning Fee Income	Planning fees outperformed budget expectation. Fees increased by 39% by Govt. for improved planning services. To be cautious the authority estimated only a 25% increase. Permission will be sought to invest the surplus in retaining temporary staffing.	(98,800)	(98,800)

VARIANCES NOT REPORTED THROUGH PRT PROCESS				
Cultural Services	Maritime Festival : Income	No explanation provided & no projection provided.	(7,100)	(7,100)
	Cultural Services : Training	No explanation provided & no projection provided.	(5,600)	(5,600)
	Cultural Services : Car Allowances	No explanation provided & no projection provided.	+5,900	+5,900
	Community Sports Coach : Income	No explanation provided & no projection provided.	(5,000)	(5,000)
	Promenade Concessions	No explanation provided & no projection provided.	+14,000	+14,000
	Carnforth Pool : Income	No explanation provided & no projection provided.	(17,500)	(17,500)
	Heysham Pool : Net position	No explanation provided & no projection provided.	(8,600)	(8,600)
	Platform : Net position	No explanation provided & no projection provided.	+19,700	+19,700
	Salt Ayre : Swimming	No explanation provided & no projection provided.	(8,200)	(8,200)
Property Services	Luneside East Site Costs	No explanation provided & no projection provided. Expenditure not budgeted for, and grant income ringfenced against spend. Carry forward request will be submitted.	+42,000	+42,000
	4-6 Dalton Square	No explanation provided & no projection provided.	+38,600	+38,600
Planning Services	Development Control Fee Income	No explanation provided & no projection provided.	+7,100	+7,100

TOTAL VARIANCES	(480,900)	(360,900)
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Carry forward requests	(239,500)
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SUMMARY OF MAJOR HRA VARIANCES

(Not included elsewhere in the report)

Service	Service Area	Reason for Variance & Action being taken	Variance to Date £	Projected Variance to Year End £
			+ = Adverse	()
			= Favourable	
VARIANCES REPORTED THROUGH PRT PROCESS				
Council Housing	Anti Social Behaviour	Subject to carry forward request - security works at Tarnsyke / Austwick Road flats	(8,400)	(8,400)
	Legal Proceedings	Fewer cases in court with costs awarded.	+9,100	+9,100
	Dwelling Rents	Additional rental income due to reduction in voids.	(37,900)	(37,900)
	Kingsway Court - Salaries	Short term scheme manager vacancy	(6,400)	(6,400)
	Sheltered Housing/ Estate Support.	Increase in cost of gas greater than anticipated.	+34,000	+34,000
	Estate Support Services.	Overtime worked by Estate Stewards in order to minimise relet periods for voids	+6,500	+6,500
	Grounds Maintenance - Non Contract.	No further additional works identified.	(25,800)	(25,800)
	Planned Maintenance.	Some work in progress. Likely saving to be approximately £90,000	(125,800)	(90,000)
	RMS Salaries	Vacant Assistant Operations Manager post, savings on Admin staff transferred across from CCS	(12,900)	(12,900)
	Management & Admin - Consultancy.	Will be subject to a Carry Forward Request to fund Procurement Exercise	(48,900)	(48,900)
	Management & Admin - Software Miscellaneous.	Will be subject to C/Fwd request to fund mobile working.	(20,500)	(20,500)
	Management & Admin - Telephones.	Will be subject to C/Fwd request - McFarlane Call Handling Software.	(13,500)	(13,500)
	Management & Admin - Subscriptions.	Saving - Delayed membership of Anite User Group.	(8,000)	(8,000)
	Management & Admin - Surveys.	Saving in commissioning of Independent Satisfaction Survey.	(6,300)	(6,300)
	RMS Trading	Surplus largely resulting from a profit on Mellishaw Park Contract.	(73,000)	(73,000)

TOTAL VARIANCES	(337,800)	(302,000)
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Carry Forward Requests	(91,300)
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Outstanding Sundry Debts - Period 12

Department	0<28 Days		29 - 59 Days		60 - 91 Days		92 - 183 Days		183 - 364 Days		365+ Days		Total	
	Number of debts	Amount £	Number of debts	Amount £	Number of debts	Amount £	Number of debts	Amount £	Number of debts	Amount £	Number of debts	Amount £	Number	Amount £
Planning			2	29,337			1	13,184			2	235	5	42,756
Building Control	23	11,158	11	15,058	2	700			1	230	7	2,494	44	29,640
Council Housing	68	13,990	80	12,597	95	16,821	121	36,616	266	82,620	385	138,844	1,015	301,488
CC(D)S	103	22,214	98	189,120	14	25,607	13	2,418	36	4,392	22	69,824	286	313,575
Econ Dev & Tourism	2	1,104	1	137									3	1,241
Engineers	26	64,633					1	139	1	132	14	2,863	42	67,767
Health & Strategic Hsg	31	40,771	14	3,895	14	2,139	2	207	20	16,759	42	17,165	123	80,936
Property Services	173	217,102	35	101,889	10	4,283	67	55,113	49	24,726	52	32,219	386	435,332
Financial Services	4	443,173	2	44,701			2	1,356			3	4,140	11	493,370
Information Services			1	1,358									1	1,358
Cultural Services	43	25,318	21	13,734	6	15,900	4	1,895	4	1,175	2	2,280	80	60,302
Legal & HR	1	167	1	1,181	2	1,000					1	722	5	3,070
Housing Benefits	111	22,290	95	17,876	71	11,867	227	67,712	275	52,976	1,173	527,857	1,952	700,578
TOTAL	585	861,920	361	430,883	214	78,317	437	165,456	653	196,194	1,703	798,643	3,953	2,531,413

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ACTION BEING TAKEN BY SERVICES

Service	Total Outstanding Debt (between 183 days and 1 year +)	Debt to be Written Off	Refer(red) to Moorcroft	Refer(red) for Legal recovery	Debt still being pursued	Payment Received / Instalment Agreed	Other Action / Reasons	TOTAL
	£	£	£	£	£	£	£	£
Cultural Services	4,221.54		493.25		3,081.95		646.34	4,221.54
Planning	13,419.14		13,419.14					13,419.14
Building Control	3,296.42		1,714.63		1,330.68	251.11		3,296.42
City Contract Services	80,418.52		3,683.97	600.00	65,858.00	10,276.55		80,418.52
Environmental Health	10,128.30	1,261.64	2,925.64		5,803.97	137.05		10,128.30
Engineers	4,855.63		2,023.34		1,749.71	671.38	411.20	4,855.63
Private Housing	12,445.93	2,884.25	2,220.00	2,422.42	4,219.88		699.38	12,445.93
Property Services	46,305.58		7,446.21	259.28	27,878.63	4,112.36	6,609.10	46,305.58
Financial Services	4,385.58		90.96			4,294.62		4,385.58
Legal & HR	816.26					816.26		762.00
Total Outstanding	180,292.90	4,145.89	34,017.14	3,281.70	109,922.82	20,559.33	8,366.02	180,292.90

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PERFORMANCE REVIEW

CORPORATE FINANCIAL MONITORING ACTION NOTE

4th Quarter 2006/07 – 25 May 2007 – Performance Management Group

[considered at PMG in lieu of a Leader meeting because of recent local elections and appointment of new Leader and Cabinet etc.]

PRESENT: Performance Management Group

NO	AGREED ACTION 3 rd Quarter	RESPONSIBILITY	PROGRESS 4 th Quarter
1	Building Regulations Trading Account Report to Cabinet on Actions needed to balance accounts.	HPlans	Trading Account three year plan in place and agreed with Finance. This will reduce surpluses to zero within three years.
2	Sundry Debts <ul style="list-style-type: none"> • Need to review Debt Management Policy and reporting lines; • Assurance that debts over 1 year are being actively managed and where collectable, recovery action is in place and where not, arrangement to write off are being pursued. 	HFS HFS	Review to be tied in with implementation of new IT systems and supporting procedures (Nov 2007) Information included in Qtr 4 corporate financial monitoring report
3	Monitoring Variances Further report back to Star Chamber on the CityLab, 4/5 Dalton Square position, in particular on the lettings position. Report to Leader and Management Team on variances identified as not reported through PRT 3 rd Quarter.	HPropS HPlans HCultS	Report scheduled for Star Chamber in July/August following 12 months of operation. Ridge Woodland and Middleton wood variances cleared. Information included in Qtr 4 corporate financial monitoring report

NO	AGREED ACTION 3 rd Quarter	RESPONSIBILITY	PROGRESS 4 th Quarter	
			Comment at 3 rd Quarter	Update at 4 th Quarter
4	Outstanding Actions from 2 nd Quarter Legal Services were investigating the contractual arrangements regarding the £6,000 adverse variance of the Engineers "Eureka" software licence.	HPlanS	Adverse variance of the Engineers' Eureka software licence - software purchased prior to the Service Heads review. The software was offered for use by Planning who declined but offered to investigate the contractual arrangements. Still awaiting the outcome. The Contract was 4 years at £6,000.	No change.
5	Further investigation into the increased charges from Lancashire County Council in respect of the £10,000 adverse variance on Lancaster Museum Partnership.	HCultS	Increased charges from Lancashire County Council in respect of £10,000 adverse variance on Lancaster Museum Partnership – Head of Cultural Services awaiting further information from LCC Museum Service.	Agreed with Corporate Director (Regeneration) to be a legitimate "one off" variance to reflect increases in utility charges.
6	Further work on the staffing structures at community pools.	HCultS	Staffing structures at community pools – ongoing discussion with Financial Services to provide clear position.	Staffing structures at community pools – ongoing discussion with Financial Services to provide clear position
7	Further information is being sought regarding the combined £12,000 deficit on the Dome and the Platform.	HCultS	Combined £12,000 deficit on Dome and Platform – Series of more cost-effective events has contributed to improving financial performance. Further information being sought.	Information included in Qtr 4 corporate financial monitoring report

BUDGET AND PERFORMANCE PANEL**Annual Efficiency Statements****12 June 2007****Report of the Accountancy Services Manager****PURPOSE OF REPORT**

To provide the Panel with details of the 2007/08 Forward Looking Annual Efficiency Statement.

This report is public

1. RECOMMENDATIONS

- 1. That the Budget and Performance Panel consider and note the Annual Efficiency Statement submitted for 2007/08.**

2. Introduction

As part of the Panel's overview and scrutiny function it must receive regular updates on the Council's progress against the Value for Money / Efficiency Strategy, and this report provides details of the efficiency savings to be achieved during 2007/08.

3. 2007/08 Forward Looking Annual Efficiency Statement

The total cumulative Gershon efficiency target for 2007/08, as set by the Government, is £1,752,000 of which 50% must be cashable. Following a review of on-going savings and new initiatives being implemented the Council is actually aiming to achieve efficiency savings of £2,026,000 (of which 56% is cashable), which is £274,000 above the target. Details of the areas where efficiencies are to be achieved is attached at **Appendix A**.

As reported previously, the Panel has responsibility for monitoring progress throughout the year, to check that the initiatives to achieve the targets are being pursued to ensure predicted outcomes. This information will be presented to Members as part of the quarterly Corporate Financial Monitoring report.

4. Conclusion

Members are asked to consider and note the 2007/08 Forward Looking Annual Efficiency Statements.

CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing) None identified arising from this report.	
FINANCIAL IMPLICATIONS There are no financial implications arising directly as a result of this report.	
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 directly as a result of this report.	
MONITORING OFFICER'S COMMENTS The Monitoring Officer has been consulted and has no further comments to add.	
BACKGROUND PAPERS 2007/08 Forward Looking Annual Efficiency Statement.	Contact Officer: Andrew Clarke Telephone: 582138 E-mail: aclarke@lancaster.gov.uk

Annual efficiency statement - forward look

Details

Local authority Lancaster City Council

Contact name Andrew Clarke

Job title

Email address aclarke@lancaster.gov.uk

Submitted date 11/04/2007 03:35 PM

Statement

Strategy for making and monitoring efficiency gains

Lancaster City Council's strategy for securing efficiency gains is a key element of its wider Value for Money (Efficiency) Strategy, which was formally adopted by the Council in December 2005. This framework document recognises that many initiatives and other activities generate efficiency savings, and it sets out how all these differing strands contribute to the achievement of the Gershon targets, as well as other financial targets such as those contained within the Medium Term Financial Strategy – under this, the Council aims to limit Council Tax increases to 4.5% in 2008/09 and 4.0% in 2009/10, whilst achieving its key priority outcomes as set out in the Corporate Plan.

The Value for Money (Efficiency) Strategy focuses particularly on cross cutting activities and processes that will contribute to meeting the efficiency targets. In particular the Strategy encompasses the following :

- Corporate Property Strategy
- Procurement Strategy
- e-Government Strategy
- Risk Management Strategy
- Human Resources Strategy
- Corporate Consultation Strategy
- Access to Services
- Performance Management Framework and Budget Review
- The role of Overview and Scrutiny
- The role of Internal Audit

As part of the Council's recent Use of Resources Assessment undertaken by the Audit Commission, the Council's overall score was "3" but only scored '2 in the Value for Money element. The outcome of this, and other peer challenge reviews, will be used to inform and develop the Council's strategy for securing efficiency gains in current and future years.

Key actions to be taken during 2007-08

As part of the Council's business re-engineering programme, the Customer Services Centre will be further expanded to include other key front line services such as Local Taxation and Housing Benefits, Planning and Leisure. Community consultation will be improved in line with Customer Services developments and the Access to Services Programme to ensure spending reflects community needs.-Regarding procurement, the Council will continue with implementation and review of its Procurement Strategy in line with the National agenda and the results of its recent IDeA Healthcheck Review, encompassing the planned implementation of e-procurement solutions

Further opportunities for collaborative working with neighbouring Councils and other partners will continue to be progressed. The Council's new Performance Management Framework has now been embedded, but to support this, a corporate approach to Project Management has been devised and will be implemented. The Council's Improvement Plan has been updated to take account of recent external assessments and inspections, with progress being monitored to ensure that any further efficiency opportunities are identified and taken forward as appropriate. In particular, a new 3 year business improvement plan has been approved to further its business re-engineering programme. Service delivery methods continue to be challenged through the Star Chamber process in search of further efficiencies than those mentioned in this statement.

	Expected annual efficiency gains (£)	...of which cashable (£)	Related links
Environmental services	166,700	0	
<p>Strategy: The Council has a corporate objective to make the District a cleaner and healthier place. The Cleansing Improvement Officer is continually reviewing the operation in order to improve efficiency. The improvement is measured against BV199 (which relates to the percentage of land below an acceptable level of cleanliness), and the target is for a 3% reduction for 2007/08.</p> <p>Key actions: Implementation of the final stage of the Three Stream Waste strategy will be completed in 2007/08.</p>			
LA social housing (other)	364,200	204,200	
<p>Strategy: The Council has already achieved the Decent Homes Standard and has its 30 year Business Plan approved. At present, the plan is being reviewed to ensure it is still effective, and where possible efficiencies are being identified and implemented in order to ensure the plan is deliverable.</p> <p>Key actions: To build on the efficiencies identified in previous years, and specifically for 2007/08 to reduce the average relet time from 40 days to 35 days.</p>			
Other cross-cutting efficiencies not covered above			
Corporate services	49,000	49,000	
<p>Strategy: In 2004 the Council produced a Framework for Partnership Working and Procurement through Partnering Guidelines. These were produced in support of the Council's Procurement Strategy and set out clear guidance on how the Council will meet the strategic objectives of delivering better services to citizens through the creation of sustainable partnerships.</p> <p>Key actions: The Council will continue to explore collaborative working arrangements with partners from all business sectors.</p>			
Procurement - goods and services	328,000	232,000	
<p>Strategy: The Council's Procurement Strategy is owned by Members (the Leader of the Council is the Member Procurement Champion) and senior officers, and scrutiny of progress and effectiveness towards implementation is monitored by the Budget and Performance Panel. In addition, further initiatives are progressed through the Regional Centre of Excellence.</p> <p>Key actions: The Council is anticipating efficiencies to develop through electronic procurement. In addition, invest to save measures are being investigated in order to generate energy efficiency savings.</p>			
Productive time	637,000	453,000	
<p>Strategy: As well as managing the Pay and Grading Review, and supporting Investors in People accreditation the HR section is committed to improving strategic HR planning, providing support to the Access to Services review, and continuing to support effective management of sickness absence. In addition, to the specific HR initiatives, all services are required to deliver improved efficiency as part of the Business Planning process. This in turn is monitored and reviewed as part of the Performance Management Framework.</p> <p>Key actions: The HR section is currently working on the Pay and Grading review and will be looking to achieve IIP accreditation within City Council (Direct) Services during 2007/08.</p>			
Transactions	470,000	193,000	
<p>Strategy: The Business Planning process provides a strategic link between the Corporate Plan, Service actions and performance measurement. The Performance Management Framework monitors Service performance against Business Plans, and focuses on monitoring on priorities and outcomes and enables Members and managers to understand variations against targets. The Business Planning process also links directly with the Employee Development process with the aim of encouraging staff to take part, learn and contribute towards driving forward service improvement.</p> <p>Key actions: Significant efficiencies have already been achieved in the processing of benefit claims. Further efficiencies are anticipated with the implementation of electronic statements, e-billing, and the extension of e-payment methods.</p>			
Miscellaneous efficiencies	11,000	11,000	
<p>Strategy: There is no specific strategy that is not covered in the areas detailed above.</p> <p>Key actions: The Council continues to review its assets and has identified surplus property and land which will generate capital receipts, and subsequent additional interest receipts through increased cash flow.</p>			
Total	2,025,900	1,142,200	

BUDGET & PERFORMANCE PANEL**12th June 2007****Williamson Park Ltd – Annual Review 2006/7****Report of the Head of Democratic Services****PURPOSE OF REPORT**

To provide the Panel with background information in respect of Williamson Park Ltd with specific reference to the work of the Company as requested under minute 55.

This report is public

RECOMMENDATIONS

- (1) That the Panel note the report.

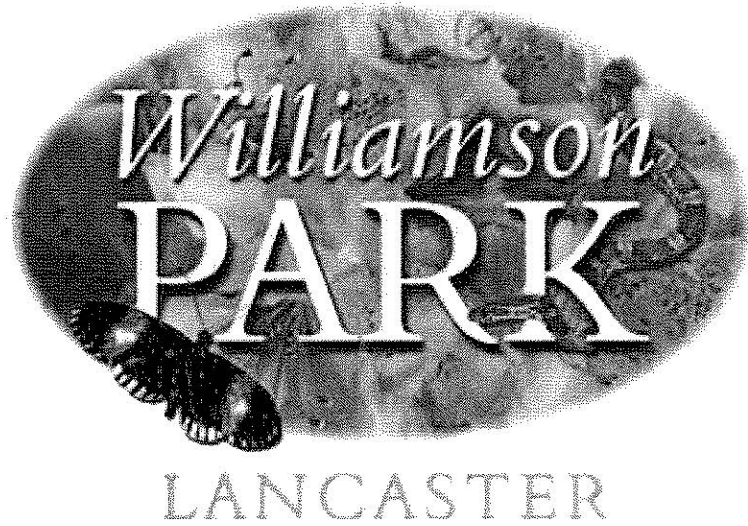
1.0 Introduction

- 1.1 In accordance with minute 55, representatives from Williamson Park Ltd have been invited to the meeting to present to the Panel how the financial assistance it receives from the council contributes to the outcomes and services provided by the Company.
- 1.2 Members will know that Williamson Park is managed by a local authority controlled company consisting of a board of 5 city councillors (appointed on a PR basis) supported by the Corporate Director (Finance & Performance) who acts as the company secretary. The Park appoints and employs its own staff who are managed by the Parks Manager.
- 1.3 Each year, the council awards the company a revenue grant to help finance its activities and also considers applications for capital finance as part of the Council's annual budget process. In 2006/7, the company received a revenue subsidy of £162,600 and a capital grant of £18,000. In 2007/8, the company will receive a revenue subsidy of £165,900 (a 2% increase) and a capital grant of £8,000.
- 1.4 As part of its terms of reference, the Panel has responsibility for ensuring that the council gets value for money for the financial support it offers to local organisations and as a consequence, the representatives of the company have been asked to make a presentation to the Panel.

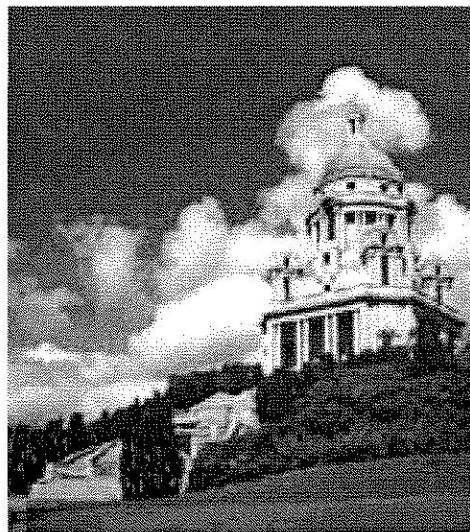
- 1.5 Representatives of the company will use the attached draft 5 year Park Development Strategy as the basis of their report. This document is due to be considered by the Williamson Park Board on 6th July.

2.0 Conclusion

- 2.1 The Panel is asked to receive the presentation and to satisfy themselves that the financial assistance provided offers value for money and has been expended in achievement of the Company's agreed objectives and priorities .



**DRAFT PARK
DEVELOPMENT
STRATEGY
2007 to 2011
(including review of 2006)**



CONTENTS

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2 Vision for the Future	6
3 Park Redevelopment Strategy	7
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1 WILLIAMSON PARK – AN INTRODUCTION

1.1 Introduction

2003/4 was the first year of Williamson Parks' new business plan. Since then it has been rolled forward on an annual basis. The intention of the document is twofold. Firstly to set out the Company's vision and objectives for the next 5 years and secondly, to provide an update on the progress made to date.

Before the plan was launched back in 2003/4, the Park was already judged a success. It was popular with visitors and held in deep affection by local residents. However, little forward planning had been undertaken and there was no strategy in place for future developments.

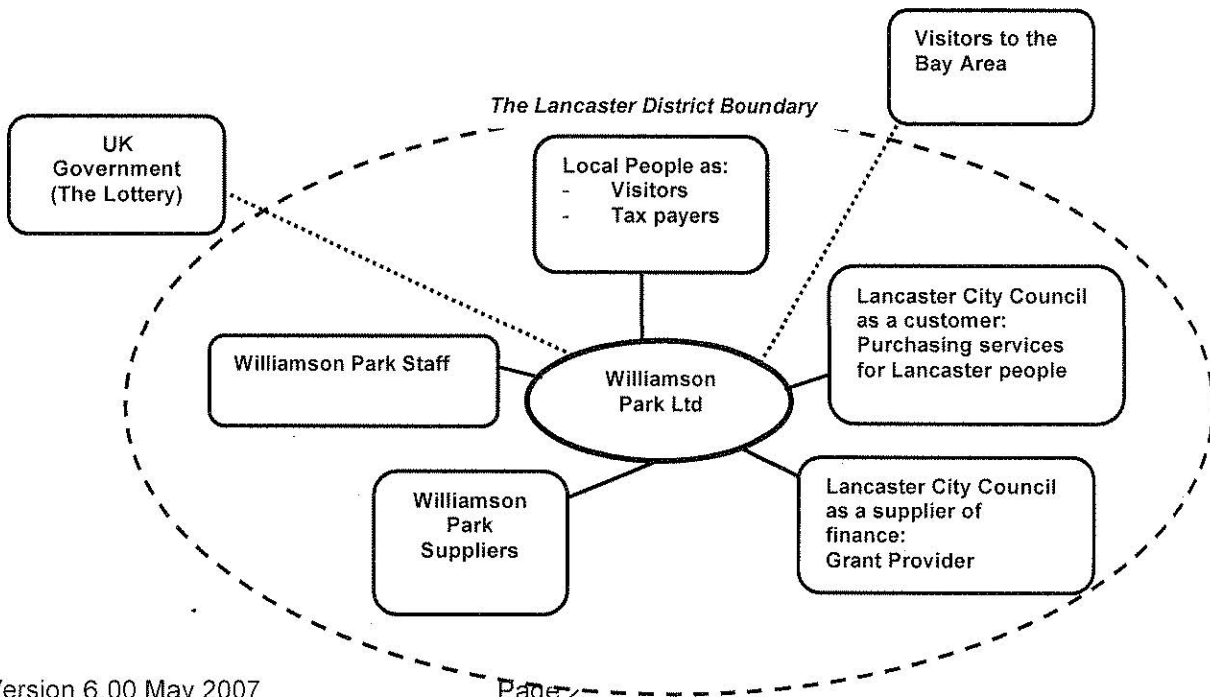
As a consequence, the Company prepared the 5 year Park Development Strategy in 2003 setting out plans for the immediate future. Much has been achieved since then despite continuous pressure to deliver the plans priorities within a balanced budget. A brief summary of the progress against the strategy is summarised in the paragraphs below.

1.2 The Purpose of the Park

James Williamson originally established the Park for the health and recreation of the people of Lancaster with the responsibility for the management and operation of the Park vested in the City Council. However, as the Park's popularity has grown, the role of the Park has been broadened to include visitors from outside the area and it is now seen as a major attraction for both local residents and those visiting the district.

1.3 Stakeholder Analysis

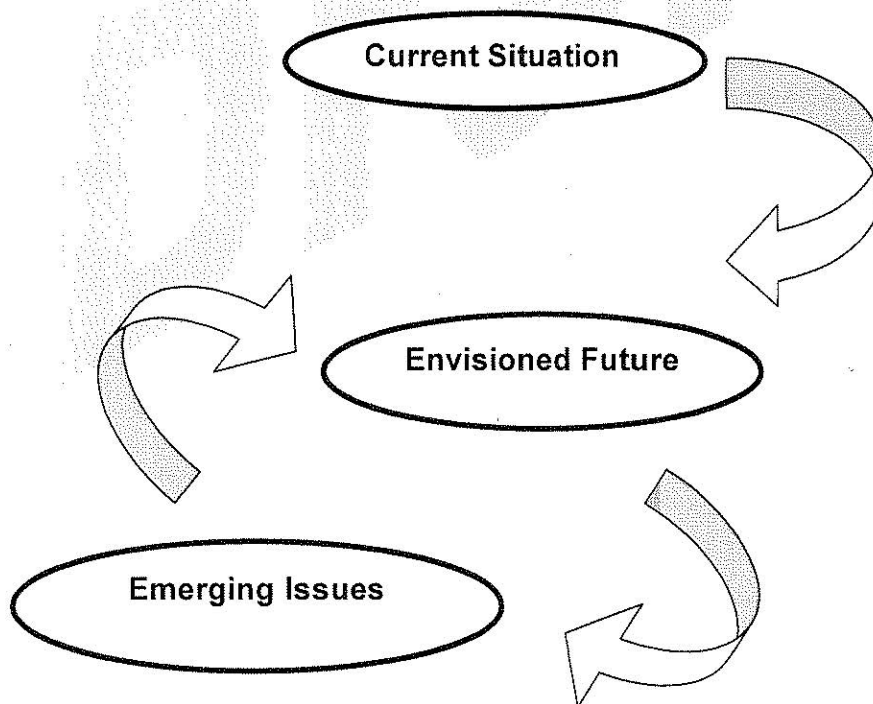
The strategy is designed to take account of the set of Williamson Park's stakeholders who are illustrated in the map below.



1.4 Document Plan

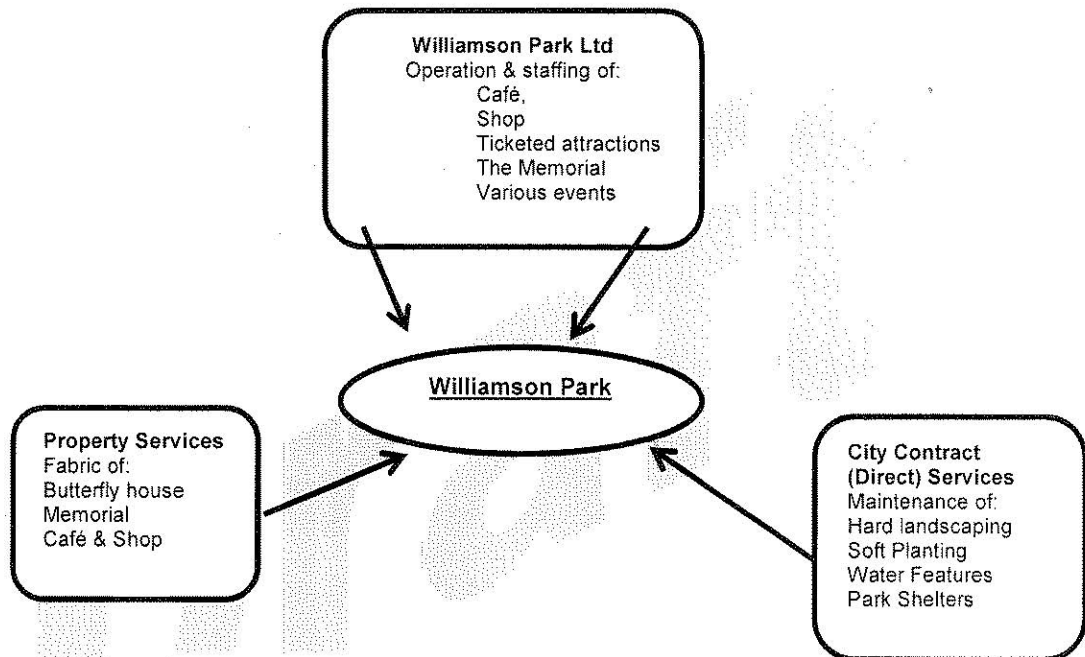
This document is laid out as follows:

- It takes as its' starting point, the situation as it was in 2003/4.
- It then sets out a vision of the intended position of the company by 2011.
- It then lays out the strategy as the route to achieve the vision.
- It then goes onto discuss the original proposition made regarding work methods and the progress to date. In addition, discussion takes place about issues that have emerged and the enhancements and modifications to the vision that have taken place.



1.5 The Situation in Early 2003

Different Services in the Council had responsibilities in looking after the whole of Williamson Park. The company, Williamson Park Ltd, was responsible only for the running and internal decoration of the shop, café and ticketed attractions. This lack of focus on appearance often resulted in the Park failing to look its best. For instance a tarpaulin had covered the café roof for nearly four years while borders and planting areas had fallen into sad disrepair.



An illustration of the diverse nature of the running of Williamson Park in 2003

Both Property Services and City Contract (Direct) Services [CC(D)S] had been unable to carry out the work for which they were responsible due to financial constraints and competing priorities. In an attempt to address this, Williamson Park Ltd took the initiative to gradually undertake more and more additional responsibilities and fund it through their own income. Specific examples of this were –

- Interior and exterior painting of the Pavilion, the Memorial, the Park shelters, the Park furniture, Wyresdale Road toilet block and the street lighting
- Maintenance of the lake and reservoir
- Maintenance of the CCTV system
- Changing all breakable glass to polycarbonate sheeting
- General maintenance of all doors, windows, plumbing and electrical installations

As a consequence, a business case was submitted to the Council, which argued that consolidation of the various Council Services' budgets into a block grant was the only effective way of financing the aspirations set out in the Park's Development Strategy.

Council agreed to this at its meeting in March 2003 which saw the budgets previously held by Property Services and CC(D)S consolidated into the general grant subsidy payable annually to the Company. This practice has continued to date with the level of grant considered each year as part of the Council's budget process.

Draft

2 VISION FOR THE FUTURE

2.1 Position As It Was

Research established that Williamson Park Ltd has one enormous resource that was capable of increasing both financial income and public interest. The resource is the company's close association with the Parkland itself. Over the past thirty years, benign neglect had resulted in the Park being reduced to a shadow of its former self. The Parks' strong lean skeleton of spectacular planting and hard landscaping had grown indistinct and difficult to see. Where what were once herbaceous borders were briar patches, where once there were mature specimen trees were empty spaces.

Over the same period, the public's interest in gardening and horticulture had developed enormously and this provided the stimulus and spur to turn around the neglect and revive the Park. To achieve this, effort was focussed on a vision to establish the Park as a centre of Horticultural excellence. From this vision emerged the current strategy to take the organisation from where it was, to the position it needs to be.

- 2.2 Arising from the review of the position set out above, the Company developed and approved the following vision to act as the catalyst to rejuvenate the Park.

THE VISION

Williamson Park is to be a centre of horticultural excellence that will attract visitors from all over the world.

3 THE STRATEGY

3.1 Content of Strategy

To achieve the vision, the Park established a strategy based on the support of a small dedicated team of similar minded people whose sole aim was to restore and develop the Park. It is not deemed necessary to employ armies of gardeners and maintenance people, but by mixing in-house skill with outsourced labour, a phased solution could be produced over a period of five years.

To achieve this, Williamson Park sought and was awarded control of the budgets allocated to CC(D)S and Property Services for the maintenance of Williamson Park and its workforce increased accordingly. The strategy that underpins the vision is set out below.

STRATEGY SUMMARY.

- The drive to achieve the vision will be motivated by the Williamson Park Board.
- The detailed horticultural work to establish the Park as a centre of horticultural excellence will be carried out by the Company's in-house team through the delivery of the Horticultural Site Management Plan with outsourcing of work where appropriate.
- The Park's management will ensure that money is effectively spent on the Park with opportunities developed wherever possible to increase the revenue generating potential of the Park's infrastructure and assets.
- The Company will strive to incrementally develop the Park's facilities for the benefit of its visitors with an emphasis on sustainability and education.
- To Park's Management will engage closely with the Park's users and supporters to help shape the Park's future.

4 IMPLEMENTATION PLAN

4.1 Company Staffing Levels

In order to carry out the required work, it was agreed to increase the in-house staffing levels to the establishment as set out in the attached Appendix B.

This level of staffing has now been built into the 2007/8 budget and is consistent with the manpower required to deliver the Horticultural Site Management Plan.

The establishment was also increased during 2006/7 to include the post of Deputy Parks manager with the brief to develop a series of attractions within the Park to extend the visitor season and raise additional income.

4.2 Grass cutting

The large areas of grass in the Park require a range of grass cutting machinery. It would have been impractical for the company to purchase its own machinery due to issues of storage and maintenance.

The short-term solution was that CC(D)S undertake all major mowing and that Park staff deal with key location areas that require consistent attention to detail.

In the medium term, it is proposed to market test all grass cutting work with a view to demonstrate value for money. This has yet to be undertaken to any significant degree and the company has continued to contract grass cutting to CC(D)S.

What has happened though, is that efficiencies have been achieved and savings made by re-planning the grass cutting schedules to reflect the needs of the Park rather than having to fit in with the rotas of the CC(D)S grass cutting teams. This has been extremely effective and the benefits are clear for any visitor to see.

4.3 Tree Work

Williamson Park has a large collection of mature specimen and feature trees. Consequently, arboriculture work is a substantial part of the maintenance regime within the Park.

Williamson Park Ltd has invested in developing its arboricultural capabilities. A two-man team has been trained to the level where they can work on small and medium sized trees. It was proposed to leverage this capability by offering the Park as a venue to training agencies that are running arboricultural courses. However, work on very large trees cannot be undertaken in-house and CC(D)S continue to provide this service.

Specific improvements that have been completed in the last 12 months include the creation of:-

- an Arboretum Walk
- a Tree Fern feature
- an Acer Arc
- a Rhododendron project in partnership with Muncaster Castle
- a Birch grove

4.4 Municipal Flowerbed Planting

Flowerbed work requires large gangs of workers who can descend on an area and plant it out in a very short space of time. The new staffing structure allows the Park to undertake this when most effective in line with the new Site Management Plan.

New planting schedules have meant that work on the flowerbeds has been reduced by 50%, with work originally being concentrated on the Wyresdale Road entrance for maximum effect. The whole concept of municipal planting is moving over in favour of other types of planting and cultivation that are discussed later in this document and set out in the Horticultural Site Management Plan.

4.5 Major Clearance of Existing Herbaceous Areas

Due to neglect, most of the Parks' feature borders were in a very poor state. In order to deal with this issue quickly and effectively, the borders have been portioned off, and any heavy reclamation work undertaken by CC(D)S as a one-off piece of work. The Park's own team is now in control of replanting and maintaining the herbaceous border areas and significant progress has been made in this area over the last 12 months.

Most of the major clearance and cutting back has now taken place. As the years of neglect have been rolled back, the historical concepts behind the original planting schemes in the park have become clear. The Park has a skeleton of spectacular rock faces. The original scheme worked in sympathy with this topography using strong shrub planting with feature trees. The herbaceous borders that had previously become overgrown have now been cleared and provide a focal point for visitors.

Currently therefore, the original idea of substantial herbaceous borders has been revised to take advantage of this position. As the rocks are being revealed, other ideas are being developed with new planting plans that introduce both spring and autumn interest to provide year round, seasonal displays thus extending the visitor season.

4.6 Gardening

The areas that received early attention were those along the main roadway through the Park from Quernmore Road to Wyresdale Road entrances. These were chosen for their high profile location within the Park.

- Both of the main entrances and the outside of the walls leading to them were overgrown. Having removed the overgrowth and the formal flowerbeds at the Quernmore Road entrance, a softer, more natural design has been introduced that incorporates some creative features.
- The grass borders have been pushed back to the woodland edge thus exposing the existing dramatic rock features.
- New feature trees have been planted to replace dead and damaged specimens, and a Japanese Island has been created around the fairy steps and seat.
- The Wyresdale Road entrance required general cutting back and tidying. The work is now completed.
- The formal beds seen on the approach from the Wyresdale Road car park have been improved to create a spectacular statement for visitors that entices people into the park.

4.7 Infrastructure

As the clearance work outlined above has taken place, it has allowed the various paths and tracks within the Park to be clearly defined and repairs undertaken. In particular the resurfacing of the Fenham Carr walkways has brought significant improvements to its accessibility in all weathers.

Improvements to the lighting along the main spinal paths have been improved and further improvements are planned.

4.8 The Lake

Previously in a state of dereliction, the Lake is now regularly cleaned out and the fountain has been repaired to good working order. Furthermore, this is now used as a prime location for some of the park's events season.

4.9 Structures and Shelters

The consolidation of budgets has permitted dedicated resources to be directed into the repair and maintenance of the Park's shelters. Further work however is planned for the Butterfly House.

Renovation work has also been undertaken on the two park lodges enabling a more realistic rent to be charged. However, these still present problems for the park's management and the long term future of the lodges needs further review.

4.10 Play Areas

The establishment of the "Friends of Williamson Park" has been a major success in the developing improved facilities in the Park. The "Friends" has attracted other

funding sources not available to the Company to develop key facilities within the Park that the company couldn't readily afford to develop them. In particular, the work of the "Friends" has recently resulted in the new provision of an under 7's play area on the former putting green site. This has been greatly appreciated and widely acclaimed by visitors to the Park.

Plans are also in place to acquire further pieces of play equipment for this area and to develop a new improved assault course play area for 8 to 14 year olds on the site of the former play area.

4.11 Repair & Maintenance

Over the last few years, extensive improvements and repairs to buildings have been undertaken. In particular, this has seen the replacement of the Butterfly House boiler, catering and kitchen equipment in the Café, the replacement of the toilet block adjacent to the Memorial, and improved drainage and replacement of the septic tank at the Wyresdale Road toilet block.

Following a number of thefts and arson attacks within the Park, the Company has improved its network of CCTV camera coverage and further improvements are planned for 2007/8.

FUTURE PROJECTS

5.1 Although much has been achieved to date, there are still a number of key projects that need to be completed to achieve the vision and strategic priorities. These can be split into the following themes.

- Minor works within the existing Parks Development Strategy
- Major works to enhance the Parks Development Strategy

5.2 Minor Works

In particular, the following minor projects have been identified within the period of the Plan.

- **refurbish existing play area into a Children's Assault Course Play Area for 8 –14 year olds**

The playground was installed in 1987 and has had heavy use from locals' and visitors' children. The "Friends of Williamson Park" are instrumental in attracting funding for this new project to go ahead.

- **further refurbishment of toilet blocks**

In particular, the Wyresdale Road toilets need refurbishment. It had been hoped to renovate and improve the block in 2006 but resources set aside for this work had to be used to replace the drains and septic tank.

- **replace Butterfly House columns**

A number of the columns now need attention but cannot be financed from within existing repair and maintenance budgets

- **additional lighting**

The existing lighting on the roadways needs extending. Estimated costs are approximately £20,000.00

- **the four corner fountains on the perimeter of the Memorial**

Repair work for these is estimated at £6,000

- **extension to CCTV network**

£8,000 has been allocated in 2007/8 by the City Council to extend the present network of CCTV cameras following incidents of theft and arson in the Park

- **further improvements to The Dell**

to carry out further works to improve the site as a venue for events

- **Illuminated Woodland Walk**

this would create a feature walk in the Arboretum where 50 trees would be illuminated by low energy lighting (solar powered where possible) . the project would also add to the security of the Park, offer an opportunity for evening guided tours and mark the Centenary of the Park.

5.3 Major Works

In addition to the above but not included in the original strategy, are two specific projects that need further consideration before committing resources. They are:

- **renewal and extension of existing café/shop,zoo, and offices**

Should the increase in visitor numbers continue to grow, both the café and the shop will prove inadequate for their intended purpose. Studies of Royal Horticultural Society sites have shown that a strong café operation can provide a much more significant income stream than the park is currently enjoying. With this in mind, the company has agreed to carry out a feasibility study to establish how existing facilities can be improved to maximise revenue generating potential. Provisional plans have been commissioned and initial estimates show that the capital cost would be in excess of £2m. A bid for grant support has been submitted to the Heritage Lottery Fund for grant monies to assist in preparing a detailed business case that could be used to submit a full bid for the development. The outcome of this first bid is awaited.

The new facility is seen as crucial in the park being able to develop its income generating potential. At present, the park has no conference or function rooms and consequently has to turn business away. The new plans would see the development of:-

- a function room that could cater for up to 100 people,
- a meeting and seminar room to provide improved educational facilities
- an enhanced retail shop outlet
- improved café and kitchen facilities
- a foyer that could act as an exhibition hall
- the linking of the existing buildings to the Butterfly house
- improved car parking and service access points.
- an extended and refurbished small mammal and animal enclosure

- **redevelopment of the reservoir**

At present, the reservoir is excluded from visitors to the park and is being used as a plant and tree nursery. There is an obvious potential to develop this site into an additional visitor attraction although no work has been commissioned to assess the options available. This is seen as a long term objective and probably outside of this plan's timescale.

If the Company is to progress either of these projects, significant resources will be required and feasibility studies/business cases needed before committing the Park and its partners to any future expenditure.

5.4 Park Centenary

In addition to the above, it is the beginning of the Park's Centenary celebrations. Work started on the Park in 1907 and finished in 1909. The company has established a small team to organise events and attractions to celebrate the Centenary. At present, this is at its early stages in development and will be progressed in the near future.

Draft

6 FUNDING THE STRATEGY

6.1 Reducing the financial burden that the Park represents on the City Council.

Williamson Park was originally funded through a number of budgets. These were managed on the parks' behalf by CC(D)S, Property Services and Williamson Park Ltd. A key proposal of the strategy was that the overall burden of funding to the park from the council would decrease by centralising the funding and making efficiencies. This has now taken place and the efficiencies generated has resulted in improvements to the park without the need to request additional revenue support from the council.

6.2 Creating New Income Streams

To further reduce the burden on the Council; the method by which the Park generates income has been reviewed. Not surprisingly, the current visitor numbers are greatest over the period of the school summer holidays. Therefore the Company continues to review income generating opportunities based on the following :-

Firstly, ways to persuade people who enjoy the facilities - without visiting either the ticketed attractions or the café - to contribute towards the Parks' upkeep.

Secondly, to maximise the income potential of its existing assets to increase the return on current investment.

Thirdly, examine existing partnerships and alliances to ensure the Parks' share of the return is equitable.

Finally, consider options to extend the season as far as possible, and continue to attract high spending visitors at the quieter times of the year.

6.3 Car parking charges

Charging for car parking was introduced in 2003 as an equitable solution to the dilemma of persuading people to support the Park. Tickets originally contributed towards either refreshments in the café, or entrance to the Butterfly House. Low cost season tickets for dog walkers and St Martins' staff were introduced to resolve the concerns of most frequent visitors.

The introduction of parking charges has been a success and to date has exceeded expectations. However, there are indications that visitors don't always use this subsidy whilst visiting the park and the arrangements have now been stopped to improve the return on café sales.

6.4 Increasing Return on Assets

- An investment in the Dell auditorium has been undertaken to allow the Company to let out the space for concerts and shows. Income would come not only from the hire fee, but also the sale of refreshments.
- Refurbishment of the two lodges has been undertaken but both struggle to yield a commercial rent. The effort of maintaining and letting the lodges is a distraction from the daily operation of the Park and this raises the question if the Park should be in the business of being a landlord
- Whilst the Butterfly House is included in the horticultural strategy, the Zoo has no horticultural connections. The Zoo is now reaching the position where it needs a major investment of funds if the Zoo licence is to be retained. If the lottery bid were successful then these funds would be available; however if it were not, the Company would need to consider whether it should withdraw this facility.
- A partnership with a local supplier of ornamental fish has been negotiated that should reduce the costs of acquiring specimens for the Butterfly House and generate a rental stream.
- The Park has now developed a flourishing Wedding business that generates a significant income stream. To maximise other potential income associated with this, the development of a function room is seen as crucial.

6.5 Renegotiating Arrangement with the Dukes

Currently the Dukes Playhouse occupies the peak earning period for shows in the Park during the summer. The fee they pay is less than a full commercial rent. Due to the Dukes presence, Williamson Park is prevented from hiring out the Memorial for functions or organising its own events, but the promenade season does bring many visitors to the Park. Consequently, a balance needs to be drawn between the benefits of the Dukes promenade season and the income potential from other lettings. An agreement with the Dukes has therefore been negotiated with improved concessions to the Park as a satisfactory conclusion.

6.6 Extending the Season

By focussing the horticultural effort into Autumnal colour and Spring interest it is hoped that the visitor season will be extended, thus increasing the income derived from car parking and the traditional operation. It will take another two years before the new planting schemes take full effect, and therefore this situation will be monitored in the future.

6.7 City Council Support

In the event of any major financial shortfall to achieve the priorities identified above, the Company has an opportunity to submit growth bids to the City Council as part of their annual budget exercise. Any major developments can only be undertaken in conjunction with the Council, as the company's landlord, and close workings relations are maintained at all times.

6.8 Conclusion

The implementation of the rolling, 5 year strategy has resulted in Williamson Park Ltd establishing a much more structured and commercial approach to its business. So far, both the financial and development aspects are on track, and exceeding the original expectations with many improvements made within the Park. However, it is necessary to bear in mind that the weather is crucial to the income generation of the company and any poor spell could significantly affect the viability of each year's operational and financial performance.

More importantly though, the outcome of the Lottery bid to develop the existing visitor facilities is seen as crucial if the Park is to move forward to the next stage of its development and achieve its long term vision. The outcome of the first stage bid is eagerly awaited.

APPENDIX A

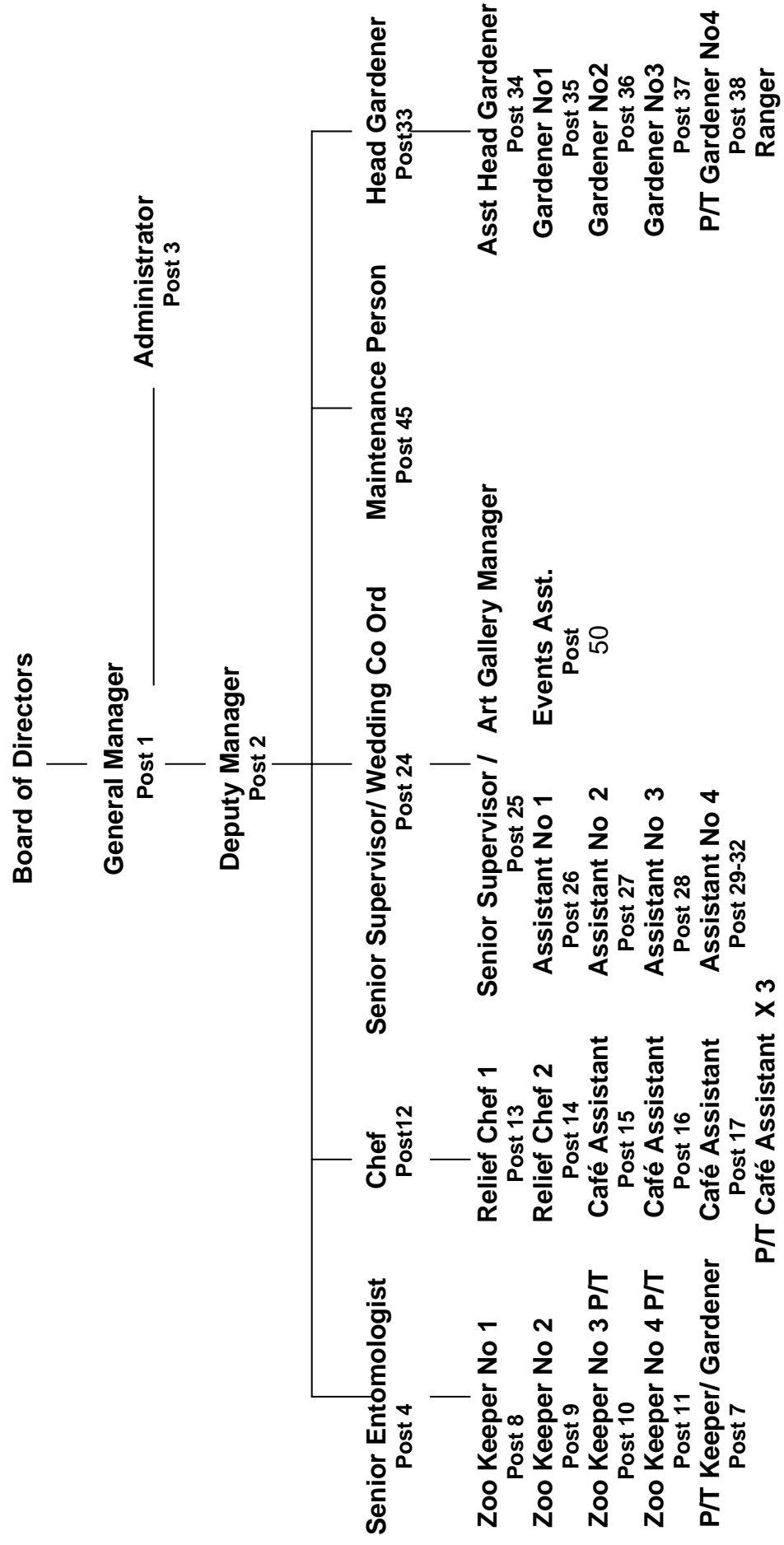
5-Year Revenue Budget Forecast

	2006/07	2007/08	2008/09	2009/10	2010/11
	£000	£000	£000	£000	£000
EXPENDITURE					
Employees	276	306	315	325	335
Transport	1	1	1	1	2
Premises	86	74	77	80	84
Supplies and Services	145	133	135	140	145
Horticultural	21	27	35	37	40
Improvements	6	6	10	10	10
TOTAL EXPENDITURE	535	547	573	593	616
INCOME					
Income	361	381	400	420	441
NET SUBSIDY REQUIRED	174	166	173	173	175
FINANCED FROM:					
LCC Grants	163	166	169	173	176
Balances	11	-	4	-	(1)
	174	166	173	173	175
Contribution from/to Balances	11	-	-	-	(1)

Capital Budget

	2006/07	2007/08	2008/09	2009/10	2010/11
	£000	£000	£000	£000	£000
CCTV	--	11	--	--	--
Playground	32	20	50	--	--
Building Improvements	--	10	--	--	--
Toilets	18	--	20	--	--
Lighting & Illuminated Walkway	--	--	20	35	--
	50	41	90	35	--
FINANCED BY:					
LCC Grant	18	8	30	30	--
Williamson Park	8	8	10	--	--
Lottery	15	10	25	--	--
Other Contributions	9	15	25	5	--
	50	41	90	35	--

APPENDIX B



Post 18 – 20
P/T Café Assistant X 3
Post 21 -23

Post 39
Ranger X 2
Post 40-41

Night Watchman x 3
Post 42-44

APPENDIX C

Williamson Park Site Management Plan

September 2006

*Give fools their gold, and knaves their power,
Let Fortune's bubbles rise and fall:
Who sows a field or plants a flower,
Or plants a tree, is more than all.*

WHITTIER

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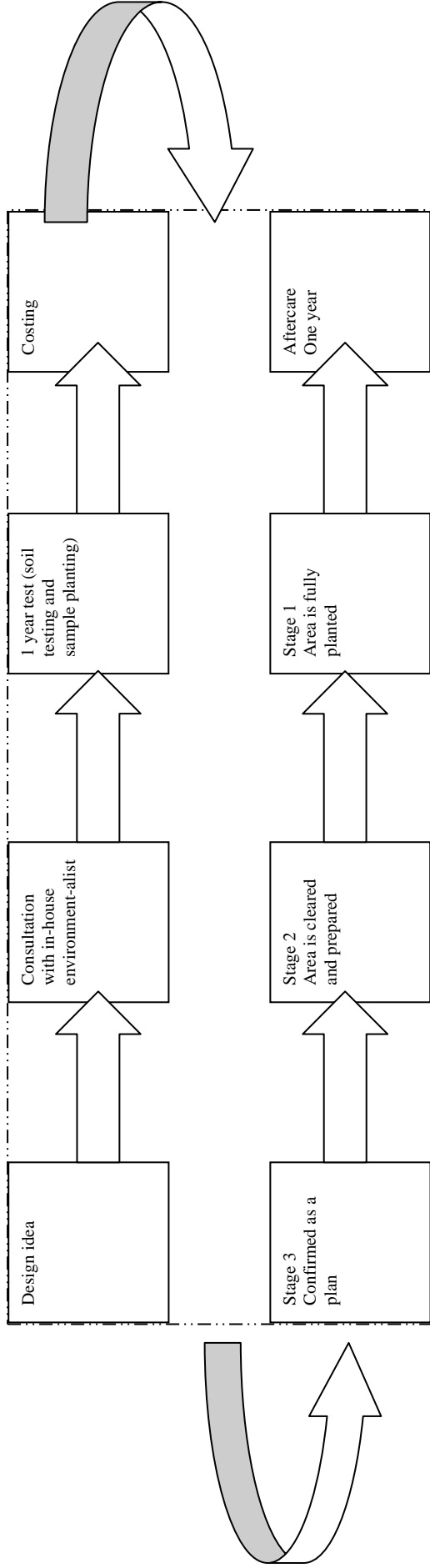
1. Introduction

This is the proposed horticulture and site management section of the Williamson Park Management Plan. The purpose of the plan is to inform staff and stakeholders of the overall vision and objectives for the site, and to provide a framework for its management in the short to medium term over a five year period. Most importantly, it outlines the horticultural and maintenance issues that the park currently faces and provides a set of proposals to resolve them.

Section three of this document covers all projects that are currently underway or in the design/ideas phase. As projects progress from an idea to realisation they progress through a numbered system (three =initial idea, two=preparatory stage and one = approaching conclusion). This plan is to be reviewed yearly in September, in line with horticultural ordering times. From this stage, projects are selected on a priority basis and scheduled into a yearly planner (**Schedule of Work 06-07**). At this time new ideas are fed into the staged numbered system. The system is designed to maximise flexibility so that it remains a working plan rather than abstract document. In addition, the management plan is not just a forward planner but also acts as an historical record as the years pass.

CHART DEMONSTRATING THE FLOW OF PROJECT PHASES

- The boxes flow from left to right.
- The first four boxes take approximately one year to complete during which a number of tests and consultations take place.
- It is not until stage three that a scheme and target area of the park is selected and finalised.
- Stages two and one concern themselves with the preparation of the site such as clearing and soil preparation through to plant sourcing and planting out. The time frame for the two stages is not included since there are so many factors affecting it including overall budget phasing, staffing, equipment, plant sourcing and project size.
- The aftercare phase covers one year during which plants are monitored, schemes amended and plants replaced as necessary. If the scheme is defined as successful, intensive gardening stops and the responsibility for area I passed to the maintenance department under the wardens.



The further section included, Previous Management Plan, refers to the most favourable aspects that the plan highlighted and are fed into this management plan. They have been included in their previous format and referenced accordingly for ease of information retrieval. However, the ideas will be streamlined into this management plan format by being fed into stage three ideas

Section four is concerned with staffing issues. It outlines current staffing status, training and proposed staffing structures.

The following section discussing environmental considerations and the parks interpretation of biodiversity. When the management plan refers to the term biodiversity, we refer the reader to this section for our interpretation of it.

A 'Sustainability for the future' document will be devised in 2007 and integrated into this plan.

2. Evaluation and Assessment of Quality

A major objective of the first year of the new management plan is to develop systems for the evaluation of the work that is undertaken in the park. To ascertain what works effectively and what does not. The aim is to raise the levels of quality throughout all horticultural activities. A secondary benefit of the process of evaluation is that it opens up greater opportunities to take a more proactive approach to horticultural care as opposed to a reactive one. In order to create the right system/s we aim to consult as widely as possible to find ways that work with our staff rather than simply imposing upon them, to research ways that generate improvement and development in a positive way. To this end we aim to devise and try out ideas during 2006 – 2007 period and formalise and integrate them into our management plan review period in September 2007.

Initial ideas are outlined below

- 1 **TARGET SPECIES - identify and create a care programme**
 - eg quercus 3m girth plus 10 identified. Tree care carried out 5 yearly
 - or pairing scheme. 20 mature Pinus sylvestris identified so 20 young Pinus sylvestris planted as new generation
- 2 **TARGET AREAS - identify and create a care programme**
 - Target certain parts of the park as areas where improvements can be made within a certain timescale
 - eg access path glade extended and developed under-story natives planted
- 3 **IDENTIFY HOTSPOTS – identify and maintain**
eg base of signs where weeds grow freely
- 4 **RECORD KEEPING**
 - the management plan is reviewed annually.
 - the yearly planner is reviewed to see if targets have been achieved
 - warden's journal developed to record work and improve planning of in-house grounds maintenance
 - gardener's planner will add a further section to include reflections, review and assessment
- 5 **VISUAL ASSESSMENT –**
 - production of checklist
- 6 **STAFF TRAINING**
 - raising skills raises quality
- 7 **PROGRAMMING MAINTENANCE –**
 - a full programme to be developed - proactive approach. Better and more strategic planning of work improves quality. If planning is more specific the results are more easily measurable
- 8 **TRIALS –**
 - trial plants to assess success prior to commencement of project
- 9 **INDUSTRY STANDARDS-**
 - eg log and brash piles left to Forestry Commission industry standard
 - further industry standards researched

3. Vision, Aims and Principles

“Mosaic of complementary character areas from the formal to the natural for variety of recreational experience”

Restoration, Extension, Improvement

Why:

Based on the notion of the Victorian Eclectic Garden

The mixed design – pockets of differing design but with a holistic coherence, including:-

- Restoring/creating vistas and views
- Creation of secret spaces
- Enlivening skeleton structures
- Creating closed spaces
- Opening up natural features
- Restoring and harmonising pathways
- Development of horticultural diversity
- Horticultural excellence
- Restructuring of existing schemes

Why:

- General design intentions
- Extend seasons with colour/scent via planting
- Restore woodland walks
- Encourage *biodiversity to support educational element of park facilities
- Support park attractions via planting
- Replacement of aging trees for future generations
- Maintenance of all working areas
- Eradication of undesirable plants – 30% *Acer pseudoplatanus*, all *Rhododendron ponticum*/ Japanese knotweed.
- Eradication of hazards where possible.
- To work in a ‘green’ way where possible.
- Raise aesthetic quality of park – hard-standings such as benches and bins

4. Design Projects

KEY

L – Large scale project involving all outdoor staff for over one month

M – Medium scale project involving all outdoor staff lasting up to one month

S – Small scale project involving only the gardeners and lasting less than one week

Year – Estimated year of completion

Stage 3 Projects – Ideas phase, Testing complete, park area identified

Project	Size	Year
1. Bandstand – Bulb display	L	4
2. Lakeside Rear Bank – Semi-formal Swamp-type planting scheme		
3. Memorial west – Birch Army	L	5+
4. Memorial South – Specimen tree display	L	5+
5. Hedges – Remove any without utility – restore the rest	L	3
6.		
7. Bandstand East – Restoration/Formal shrub and tree banking	L	4
8. Wyresdale Border Lodge to Walk-in – Formalise Shelterbelt along road side	L	5+
9. Gorge –Restore, thin, replace. Improve diversity	L	5
10. Observatory – Acer pseudoplatanus reduction and restore native shelterbelt. Improve tree diversity	L	5
11. Fenham Woodland – restore and improve natives	L	5
12. Top Carpark – restore and improve diversity	L	5
13. Access – Woodland Walk – improve native diversity	L	5
14. Temple – South - improve native diversity	L	5
15. North Quarry Gardens – Native Shelterbelt	L	5
16. Quern Lodge – Native Shelterbelt	L	5
17. Dell – Clear, Acer pseudoplatanus, thin and reinstate specimen trees. Extend grass	L	1
18. Access to lake banking – Remove Rhododendron ponticum, Prunus laurocerasus and replant with native under-story shrubs	L	2
19. Wyresdale Main entrance, lodge side – Clear and thin existing planting. Restore grass	L	1
20. Quernmore Road main entrance - Remove Rhododendron ponticum, Prunus laurocerasus and restore woodland	L	1
All new projects are added here during the September update		

Stage Two Projects – Area cleared and ready for planting

Project	Size	Year
Council Chambers – Formal Specimen Tree Display	L	5+
Lake (in) - 3 distinct areas divided by bridge etc – Native, ornamental aquatics, clear area	L	5+
Triangle old playground - new Tulip Bed	S	1
Shrub Collections – Diversification of plants	S	3
Apple project – Grow on and plant apple trees uniquely native to the Northwest	m	5
Bottom Car park ornamental strip – thin, and restore original planting. Transplant specimens		
Bottom border, south triangle – Clear all, including sets and grass. Continue Bottom border scheme		

Stage One Projects – Structural planting complete. Scheme finalised

Project	Size	Year
1. Quarry Gardens – jungle	L	1
2. Maid Marion Shelter – Acer Arc and grassland	M	3
3. Dragon – Spring Bulb Meadow	L	2
4. Birch Grove – new area	L	1
5. Grove – Informal herbaceous bed	S	1
6. Wyresdale Main Entrance – Formal herbaceous beds with 4 specimen acers	M	1
7. Quernmore Main Entrance – Formal traditional Winter/Summer Bedding	S	0
8. Main Drive – Formal Open/Woodland Drive	L	+5
9. Café – Formal Shrubs and Topiary	M	3
10. Bottom Border – Topiary Yew Tree and Spirea Boundary	L	2
11. Triangle/Walk-In entrance – New Vista	L	0
12. New Fern Bed	M	6 mth
13. Japanese Border –restoration and extension	L	6 mth
14. Woodland Shrub Border	M	6 mth
15. Nigra Rises – Large Shrub/Tree Border	M	1
16. Fenham Meadow (3) Naturalised Wild Grassland	L	+5
17. Quarry Gardens West Facing Cliff – Climbers/Ramblers	L	2
18. Memorial North – Formal Shrub Arc	M	1
19. Southern approach to Butterfly House - Apple Tree avenue	L	3
20. Tree Trail – Identify/Clear/Plant	L	1
21. Muncaster Castle specimen Rhododendrons – site and plant		6 mth

The following areas of work are defined separately due to their size, function and aesthetic value. Some may be viewed as individual projects in their own right while others may fall within projects already identified.

Woodland		
Project	Size	Year
21. Temple North – Create vista/Shrub Bank	L	2
22. Quernmore Walk in Entrance Strip – restore, improve, extend formal edge along road side	L	5+
23. Bottom Car Park – Restore, improve	L	5+
24. Bluebell Hill – Create vista plant British Natives	L	3
25. Temple East – Restore, create vista/shrub bank	L	3
26. South Quarry Gardens – Restore, improve, extend with small specimen trees	L	3
27. Main Drive – Restore, improve, extend	L	%+
28. Lakeside Steps leading to Observatory – Restore, extend, improve	L	2

Grassland and turf management

Project	Size	Year
29. Fenham Carr – Maintain three meadows 30. Introduce British natives into sward – restore, improve, extend biodiversity 31. Restore meadow boundaries Biannual mowing		5
On-going work		
Formal side - Formal grassland/turf – restore, improve, extend -Restore edges/boundaries -Improve weed control -Establish mowing routine -Extend – create new space -Outsourced work – mowing only -Outsourced with in-house partnership – slopes -Development of naturalised bulb displays -In-house work – strimming especially around hard-standings, rocks etc. -Restoration – including repair of any damage, wear or desire lines etc. -Improvement via seasonal care – raking, scarifying, top-dressing and re-seeding.	L	Ongoing

Borders and Beds and Hedges – formal and informal	Size	Year
<p>33. To restore improve and extend colour scent and seasonal interest.</p> <p>Traditional bedding schemes Quernmore Road Main Entrance Café borders Lakeside bed Tulip bed (Quarry Gardens) x 2</p> <p>Formal Herbaceous and Shrub Beds Fern bed Wyresdale main entrance Fritillaria bed Hebe bed Euphorbia Bed</p> <p>Informal herbaceous and shrub beds Grove Quarry Gardens mixed beds including Sedum, Hosta and Hellibore beds Fuschia bed Azalea bed Azalea bed 2 Hypericum bed Hypericum bed 2 Lakeside Marginal bed Flay pits as beds Rosa Rugosa bed</p> <p>Management and Maintenance of beds</p> <p>Weed edge prune maintain surroundings plant replace feed water dead head top-dress lift and divide seasonal care of soil.</p>	L	ongoing
<p>34. Borders</p> <p>Bottom border Japanese border Woodland shrub border Nigra rises Bottom car park – road side border Wyresdale main entrance – Hydrangea border Top Car Park – Shrub banking</p> <p>Management and Maintenance of borders</p> <p>Weed edge prune maintain surroundings plant replace</p>	L	ongoing

feed water dead head top-dress lift and divide seasonal care of soil.																	
<p>35. Hedges</p> <p>Remove all redundant hedges ie those without utility. Utility includes public safety and aesthetic quality.</p> <p>For removal Wyresdale main entrance and drive to Memorial to the café –</p> <p>Ligustrum ovalifolium, Lonicera nitida/Ligustrum ovalifolium, Griselinia littoralis, Escallonia ssp, Ligustrum ovalifolium 'Aureum'</p> <p>Memorial and Butterfly House access – under discussion</p> <p>Main drive to Wyresdale entrance Behind Fagus sylvatica 'Dawyck'– Ligustrum ovalifolium Behind Fagus sylvatica purpurea - Ligustrum ovalifolium Nigra rise - Ligustrum ovalifolium Cedrus deodara - Ligustrum ovalifolium Bottom car park - Ligustrum ovalifolium (partial) Fenham Carr – Lonicera nitida, replace with old English Layed hedge</p> <p>Hedge restoration, improvement and extension</p> <p>Skimmia walk – Skimmia japonica Old playground triangle – Forsythia x intermedia Bottom of the Memorial - Ligustrum ovalifolium New playground – Lonicera nitida Quarry gardens – Berberis x stenophylla, Berberis julianae Spoon – Berberis thunbergii, Oleria ssp</p> <p>Management and maintenance</p> <table border="1"> <thead> <tr> <th>Work</th> <th>No of times per year</th> </tr> </thead> <tbody> <tr> <td>Clipping</td> <td>4</td> </tr> <tr> <td>Strimming</td> <td>8</td> </tr> <tr> <td>Weeding</td> <td>8</td> </tr> <tr> <td>Feeding</td> <td>2</td> </tr> <tr> <td>Watering</td> <td>as and when</td> </tr> <tr> <td>Top Dressing</td> <td>1</td> </tr> </tbody> </table>		Work	No of times per year	Clipping	4	Strimming	8	Weeding	8	Feeding	2	Watering	as and when	Top Dressing	1	L	ongoing
Work	No of times per year																
Clipping	4																
Strimming	8																
Weeding	8																
Feeding	2																
Watering	as and when																
Top Dressing	1																

36. Trees and Woodland Management

Restore, extend and improve and develop a programme for woodland management. We aim to take on a more proactive approach to tree care and woodland management as opposed to a reactive one. We aim to develop under-story planting throughout woodland areas to replace the pervasive *Rhododendron ponticum* and *Prunus laurocerasus*. We intend to develop the biodiversity of the woodland areas through the planting of shelter and food rich native trees, under-story and ground cover plants. We aim to protect mature trees and secure their future as veteran trees by implementing a plan of paired planting (ie sapling of same species planted for each mature specimen) to ensure the replacement of new for old to secure the next generation of woodland. We intend to incorporate where possible small open areas of woodland to develop into glades to increase biodiversity.

We aim to put into practise a greener approach to the use of wood from tree operations; this involves less burning of material. We aim to:

- Re use where possible for the production of park benches, bins, stakes etc.
- Re use through the use of chipping and mulch production
- Re use through the siting of formal habitat piles
- Remove all invasive species present such as *Rhododendron ponticum*, *Prunus lauroceasus*, *Acer pseudoplatanus** and *Polygonum cuspidatum*

**Acer pseudoplataus*

Total in park	4080*
Reduction by 30% in 10 years	-1224
No. to be reduced per year	122

**Acer pseudoplatanus* sample taken from approximately ¼ of Old Observatory. *Acer psudoplatanus* numbered 204. This number was multiplied by 4 to calculate total in the Old Observatory and then multiplied by 5 to give an approximation of the total number of *Acer pseudoplatanus* in the whole of the park. This figure was 4080.

Ongoing Tree Work

Replace ageing trees
 Extend diversity of species
 Young tree care work
 Regular tree inspection for disease
 Regular tree inspection for hazard
 Tree emergency work
 Regular tree inspection for health
 To perform any of the following;
 Crown clean

- Crown raise
- Crown reduction
- Pruning
- Thinning
- Coppicing
- Maintenance of the immediate surroundings
- Epicormic growth
- Watering
- Feeding
- Flaying
- Top dressing
- Planting/ replacing/ staking
- Tree Trail maintenance (involves all of the above)

The above work is carried out by in house staff or outsourced workers. Outsourced work has to date been performed by CCS. We aim to develop links with a range of companies in order to raise work quality and achieve competitive prices. Furthermore we wish to a develop partnership with Myerscough College in which our site is provided as training space for arboriculture students in return for a mutually agreed programme of work.

Further Staff training in woodland management is essential.

37. Specimen shrub collections for colour and scent	Size	Year
We aim to extend restore and improve existing areas and develop new sites in formal satellite groups.	L	ongoing
Proposed collections include -Muncaster castle Rhododendron collection -Philadelphus collection -Buddleia collection -Flat-headed hydrangea collection -Syringia collection -Mixed shrub collections eg Kalmia., Lavatera, Exochordia, Cistus, Euonymous Callicarpa, Chaenomeles, Daphne, Berberis, Ribes, Weigela and Viburnum.		
Management and maintenance of shrub collections Planting/replacing Restructuring Thinning Pruning Strimming Edging Dead heading Weeding		

Watering Feeding Top dressing Maintenance of the surrounding area Seasonal care		
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38. Hard-Standings	Size	Year
Ongoing maintenance of any hard-standings in the park involves their up-keep to maintain their appearance and function. Hard standings include: paths, roads, entrances car parks, terrace, memorial, steps, bins, benches, gates, lights, signs, drains, shelters, café, toilets, original park features such as walls /cobble /sets/stone edging.		
Maintenance involves Edging Sweeping Weeding Strimming Clearing debris Cleaning Repairing Replacing Spraying	L	ongoing

39. Propagation

6 methods of in-house propagation currently employed:	Bought seed Collected seed Vegetative propagation Growing on seedlings Collection of self-seeded specimens Recycled/transplanted specimens
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Current propagation estimate – up to 10% of plants required for the park are propagated in-house.

Aims – propagation and sustainability

1. To increase this figure exponentially over five years, ideally up to 25%.

2. To put a water supply to the propagation facility within one year
3. To improve composting facility over five years
4. Identify a further three sites in the park for composting within one year.
5. To bring in manure from a local source in 6 months
6. To improve stock storage by removal of self-seeded trees in propagation facility.

Previous Management Plan

This section includes those recommendations from the previous management plan that are beneficial. They are to be integrated into the the phased project work.

Project	SourceRef	Area of Park
Management plan must be flexible and bear in mind the historic precedent	1.9	all
Vista and openness characteristic of early planting must be reinstated bearing in mind the maturity of plants	1.17	all
Early skeleton structures such as rock faces and skeleton planting schemes must be restore/revealed unless the character has changed over time	1.18 1.19	all
Hard standings such as the Old Observatory, or boundary walls to be enlivened through tree management	1.22 2.11 1.25 2.35	all
Formal side of the park has limited value as a conservation area and this must be addressed	2.8	all
Tree Preservation Orders in place must be assessed to formulate work schedule	2.10	all
Fenham Carr has some conservation value which could be improved upon	2.11	all
Reinstatement of perimeter railings	A2 p40	Highfield
Removal of shrub screen on bottom border as it is visually disturbing	A5 p40	Highfield
Restoration of Yew arc	A7 p40	Highfield
Remove <i>Chamaecyparis lawsonii</i> as it is visually disturbing to <i>Fagus sylvatica</i> line	A8 p40	Highfield
In the area known as 'the Spoon' consider resolving the poor drainage, the desire lines and erosion	A12 p41	Highfield
Expose the rock facing West in the Quarry Gardens	A13 p41	Highfield
Develop a woodland management programme	A16 p41	Highfield
Remove non-native invasive weeds and restore	A17 p41	Highfield

the native under-story plant woodland species			
Northern entrance to this area is visually uninviting and requires improvement	B1	p42	The Memorial
The memorial courtyard lacks formality and requires improvement	B2	p42	The Memorial
Re-sight the telescopes to an improved location. Recommendation is the new playground	B3	p42	The Memorial
Enliven the triangle adjacent to the old playground sight. Harmonise with the bottom border	B5	p43	The Memorial
Re-design the plant scheme surrounding the memorial. Planning permission required	B7	p43	The Memorial
Open up and develop a glade around the old observatory	C3	p44	Old Observatory
Tackle erosion and open aspect on the steep banking by under-story planting scheme	C5	p44	Old Observatory
Develop a woodland management programme	C8	p45	Old Observatory
Put in a native under-story planting scheme	C9	p45	Old Observatory
Old quarry rock faces enlivened	C10	p45	Old Observatory
Lakeside cliffs unattractive. Reduce unwanted plants, expose face and enliven with a floral rambler display	D1	p46	The Lake
Elevated path leading to lake bridge is overgrown. Clear and open up viewing 'windows'	D3	p46	The Lake
Develop a woodland management programme	D4	p46	The Lake
Harmonise key elements of lakeside with shelter. Emphasize colour and scent	D5	p47	The Lake
Develop a woodland management programme	D7	p47	The Lake
Develop and improve area around the first pavilion retaining it's sense of secrecy	D8	p47	The Lake
Develop a woodland management programme	E3	p48	Bowland View
Develop a programme of care a preservation for veteran trees for now and into the future	E4	p48	Bowland View
Put in a native under-story planting scheme	E5	p48	Bowland View
Continued development of the meadow promoting biodiversity	E6	p48	Bowland View
Planting scheme required to screen the zoo	F2	p49	The Reservoir
Develop a woodland management programme	F3	p49	The Reservoir
Develop a programme of care a preservation for veteran trees for now and into the future	F4	p49	The Reservoir
Maintain rabbit population as they have a beneficial grazing role and wildlife interest	F6	p49	The Reservoir
The reservoir offers opportunities in line with	F7	p50	The

biodiversity, aesthetic and educational value in the form of its development as a wetland feature			Reservoir
Develop a woodland management programme	G2	p51	Fenham Wood
Develop a programme of care a preservation for veteran trees for now and into the future	G3	p51	Fenham Wood
Develop a woodland management programme. Put in a native under-story planting scheme	G4	p51	Fenham Wood
Glade chocked with Japanese Knotweed. This needs to be removed and the glade returned to woodland to prevent the weed from returning	G5	p52	Fenham Wood
Develop a woodland management programme	G6	p52	Fenham Wood

5. Staffing and Staff Development

Current Out-door Staffing

Head Gardener	Fulltime
Assistant Head Gardener	Nearly fulltime
Helper	Part-time
Seasonal	
Rangers x 2	Fulltime

Relevant Training and qualifications

Chris Ingleby – Full Driving Licence, National Diploma Horticulture. National Diploma Arboriculture, NPTC`s Chainsaw License.

Robin Eyre – Full Driving Licence, PGCE (Secondary School), Trained Appropriate Adult for young people, Trained Citizen`s Advice Worker, RHS General Certificate in Horticulture, NPTC`s Chainsaw License, Completed Intro to Tree Hazard awareness, Qualified First Aider.

Simon Allcock – Qualified mechanic, Qualified First Aider

Richard Finch

Peter Kitchen

Matt Hill – Full driving license

Horticultural Duties

In-house propagation
Park survey
Maintenance and repair of the park propagation facility
Planting
Feeding and watering
Weeding
Training
Deadheading
Pruning
Hedge cutting and maintenance
Strimming
All aspects of arboriculture including assessment for outsourcing of work
Young tree maintenance including flaying, mulching, staking and training
Chainsaw operations (license holders only)
Research and design
Sourcing of plant stock and the maintenance of it
Budget management
Risk assessment of work
Training both in-house and external sourcing of training
Tree hazard assessments and procedures
Soil analysis and soil care
Turf maintenance
Pest and disease management
Composting and recycling
Management of volunteers
Tool maintenance, repair and ordering
Planning and supervision of work
Interdepartmental liaison
Partnership work with external organisations
Evaluation of quality
Administration

Rangers' Duties – Housekeepers

Park survey
Litter bins
Litter pick
Sweep, dust, mop shelters
Clear shelter gutters
Security – open gates
 Memorial
 Café
 Office and Close
Empty cash boxes (3 times a week)
Empty dog waste bins
Spot-check key park areas

Remove brash

Remove park obstructions

Maintain path / road ways (sweeping, edges and overhangs)

Survey new plantings

Survey hard standings

Lights, bins, benches, posts, signs, orienteering posts, bugtrail,
tree trail, features ie fountains, electric boxes, buildings, gates.

Transport goods

Provide disability access

Preparation for weddings, exhibitions and other events

Security

Public relations

Assist Gardeners

Basic gardening activities -

weeding, stump-work, strimming, pruning, planting, watering, raking, edging

Hard landscaping and maintenance

Lake clearance

Waterfall clearance

Wall repair

Tool maintenance

Chainsaw groundwork operations

Current Staffing Problems and Possible Solutions

What is the problem?	What have we done to Resolve it?	What else can we do in the short-term?	How will this solve the problem?
Unclear work objectives for staff	Duties agreed in JPR Better training	Regular prompts for new ideas Planner to highlight skills	Agreed objectives or roles through project phases 1-3 built into planning and fed to staff.
Unclear division of work between skilled and unskilled workers, resulting in low quality solutions which are not cost effective.	Improved planning	In-house training Strategically pair staff	Greater strategic planning Divide team into 2 departments
Unclear departmental chain of command, leading to: <ul style="list-style-type: none"> • Poor prioritisation • Poor timing • Confusion and resentment amongst staff 	All communication to go through Chris	Maintenance schedule agreed in general meetings	Clear/defined hierarchy via departmentalisation of work.
Little accountability and responsibility amongst staff	Smaller, more specialised roles assigned		Two-way chain of command

What is the problem?	What have we done to Resolve it?	What else can we do in the short-term?	How will this solve the problem?
Responsibility and method of the assessment of work quality	Ad-hoc checks carried out by Chris/Robin	Introduce checklist	Agreed objectives between departmental heads and Site Manager. Greater focus, accountability and responsibility
Continuity- work is interrupted by the demands of other departments. Little planning for this.	Greater notice requested		A primary role of site co-ordinator /manager.
Natural progression of park workloads – CI/RE paperwork Rangers – Events	Improved planning		More trained staff would achieve more and higher quality work.
Volunteers – cost effective? How should they be integrated? How does the park or department benefit	-	Interview and trial for new volunteers	Needs defined and volunteers integrated via site heads.

What is the problem?	What have we done to Resolve it?	What else can we do in the short-term?	How will this solve the problem?
Outsourcing of work -Cost effective? -Contracts and renewals -Task completion status -(ccs + mowers)	Increased checks	Outsource to other companies. Tender jobs to ensure the best deal. Head Gardener to act as client liaison for George Taylor. Prioritise some tree and mowing jobs based on quality.	Cost effective strategic planning/quality control Clear chain of command
Motivation and morale All the above + pay	Harlow Carr– trip for staff	Pay rise by qualification	More trained staff resources this.
Skills/Training	Greater use of staff skills acquired through previous training. Improved planning. Further training.	In house training. Self-assessment forms to be given by C I in Progress reviews. External training.	Hiring of skilled staff.
Essential Park Machinery Chainsaw Vehicle	Licensing for staff		

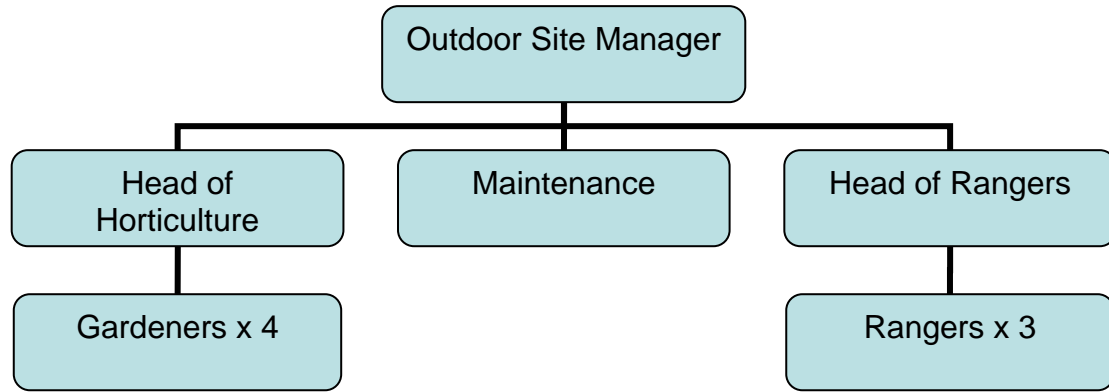
Training

Two thirds of the out-door staff is currently unskilled.

Immediate training required	Who for?	How will the Park benefit?
Management	CI	Improved management skills streamline departments and cohere individual roles. Increase in quality
Woodland Management	RE	In house specialist. Formal proactive approach to work implemented. Work can commence
Spraying	PK	Cost effective, labour saving
Basic Horticulture	SA + all new staff	Increased competence, higher quality work. Reduce likelihood of incomplete projects. Less damage cause to plants due to lack of knowledge
Use of essential park machinery (ie van, chainsaw)	ALL STAFF	Improve safety of staff and visitors Reduce likelihood of staff hours lost to injury, accident, lack of machinery or inadequate equipment.
First Aid	ALL STAFF	Improve safety of staff and visitors

Staffing Required in Five Years

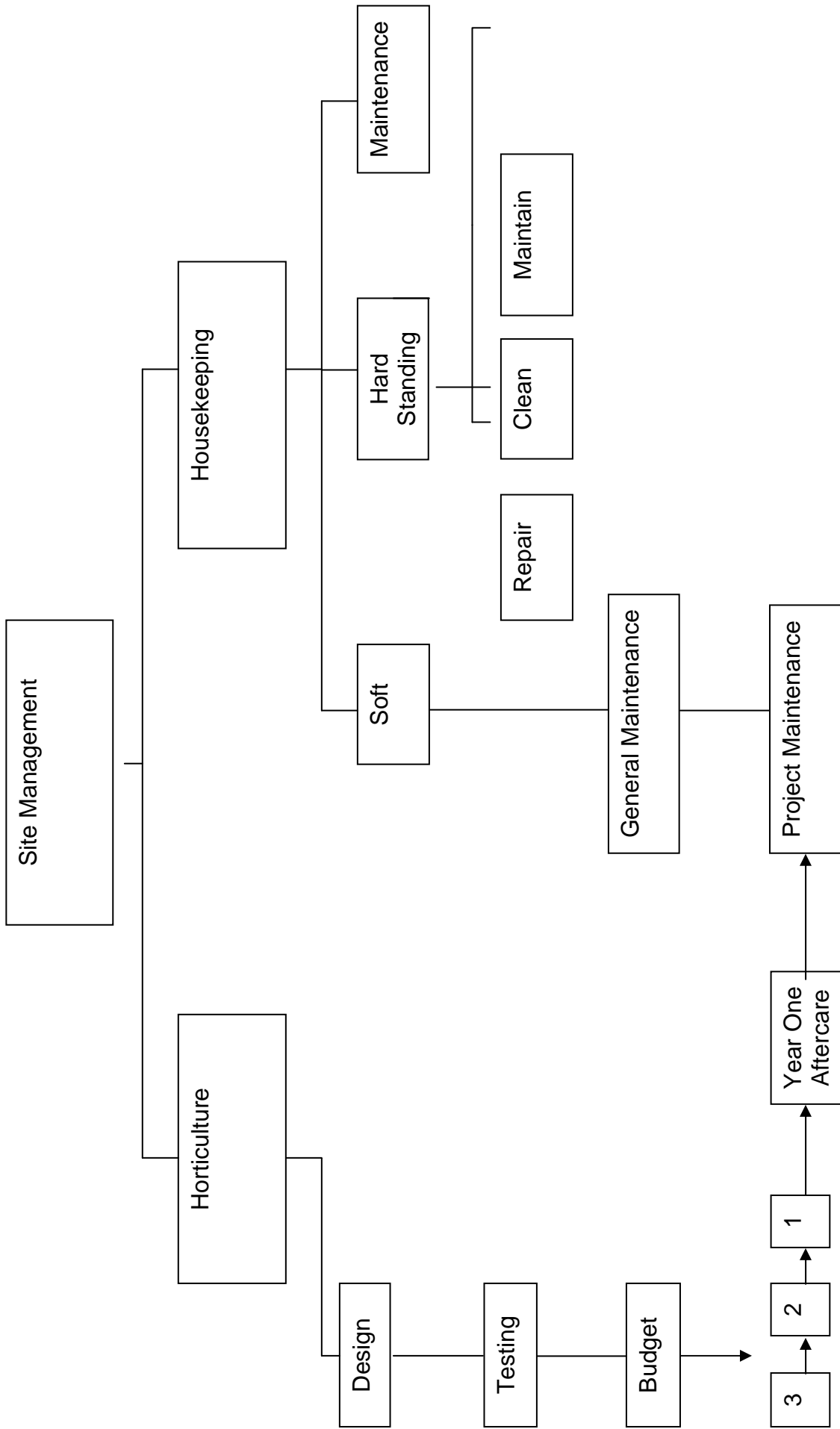
Staff projection over a five-year period in order to achieve aims.



Division of Work

Site Manager	Head of Horticulture	Head of Rangers
Oversee all site operations Oversee all planning strategies Oversee all soft and hard landscaping Oversee in-house/outsourced work Oversee all maintenance of site hard standings Oversee all In-house training and community based work Is responsible for Horticulture, Ranger and Maintenance departments	Co-ordinates all horticultural planning, stock and purchase Oversee all design Co-ordinates all horticulture related community work Co-ordinates in-house and external training Responsible for all gardening staff Is accountable to the Site Manager	Co-ordinate all housekeeping activities and scheduling of work Co-ordinates additional on site events Responsible for the maintenance of site facilities including security Responsible for quality assessment of ranger work Responsible for all ranger staff Is accountable to the Site Manager
	Gardeners	Rangers
	Undertake all gardening activities as directed by Head of Horticulture	Undertake all ranger duties as directed by Head Ranger

Graph demonstrating division of work



6. Schedule of Project Based Work for Sept 06 – Sept 07

Park area	Current project stage/size	Description of work to be carried out	Project stage upon completion of phased work	Completion date	Review date
Quarry Gardens	1 L	Complete planting scheme, replace damaged plants	Aftercare	Spr 06	Sept 07
Acer arc	1 M	Plant specimen Acers and put in informal pathway. Site bench logs	Aftercare	Spr 06	Sept 07
Fern bed	1 M	Replace damaged ferns. Remove Stumps	Aftercare	Spr 06	Sept 07
Dell	3 L	Remove sycamores. Thin trees. Restore permanent trees. Remove Rhododendron ponticum and Prunus laurocerasus	Aftercare	Spr 06	Sept 07
Bank – jnct Access/Lake	3 L	Remove Rhododendron ponticum and Prunus laurocerasus. Plant understory natives	1	Sum 06	Sept 07
Bottom Carpark	2 M	Thin and restore existing planting. Transplant Hamamelis	1	Spr 06	Sept 07
Bottom border-triangle -	1 L	Remove conifers	Aftercare	Spr 06	Sept 07

triangle		including stumps. Dig out Japanese Knotweed. Complete planting scheme			
Birch grove	1 L	Grind out stumps. Repair bald patches of grass	Aftercare	Spr 06	Sept 07
Wyresdale main ent. Lodge side	3 L	Clear, thin and restore original planting	2	Sum 06	Sept 07
Wyresdale main ent. -beds	1 M	Prepare and plant	Aftercare	Spr 06	Sept 07
Quernmore Rd Main ent. – Lodge side	3 L	Clear and thin. Remove Rhododendron ponticum and Prunus laurocerasus	2	Sum 06	Sept 07
Muncaster Rhododendrons	1 M	Plant out	Aftercare	Spr 06	Sept 07
Woodland shrub border	1 L	Thin	Aftercare	Spr 06	Sept 07
Japanese border extension	1 L	Complete planting scheme	Aftercare	Spr 06	Sept 07
Hedge restoration	ongoing	Prioritise and repair	Aftercare	Spr 06	Sept 07
Main Drive woodland	3 L	Thin and restore – crown raise, crown clean and prune to shape	1	Sum 06	Sept 07
Fenham meadows	ongoing	Satellite planting of natives selected in association with the in-house environmentalist	Aftercare	Spr 06	Sept 07
Satellite shrub planting	ongoing	Small satellite groupings of shrubs selected in association with the in-house environmentalist	Aftercare	Sum 06	Sept 07

7. Environmental Considerations - *Biodiversity

When using the term **biodiversity** in this management plan we term it as **the number and variety of different species within a habitat.**

In order to increase biodiversity in the park we aim to

- Consult both in-house and external specialists to help identify habitats within the park
- Consult both in-house and external specialists at the design stage to develop new areas that may be managed for biodiversity
- Identify target species for differing areas of the park or the park as a whole
- Increase current stock species within the park that are beneficial for wildlife
- Remove invasive and unwanted species that suppress biodiversity
- Select plant species beneficial to wildlife as either a food source or habitat (See Appendix 1)

The way in which this is achieved in the woodland areas of the park is

- Create areas of 'woodland edge'
- Create woodland glades by coppicing and seeding with native seed mixes sourced from Landlife
- Replant with habitat/food rich trees (See Appendix 2)
- Retaining where possible a large element of dead and decaying standing wood
- Removal of invasive non-native plant species that are poor for biodiversity such as *Polygonum cuspidatum*
- Restoration of under-story planting of natives (See Appendix 2)
- Preservation of future habitat by the replacement of mature/veteran trees that are species rich.

The way in which bio-diversity is improved in the Fenham Carr meadows is

- Strimming the invasive spread of tall perennials that creep into the meadow (See Appendix 4)
- Mowing broad pathways through the meadows in July and by cutting three quarters of the entire meadow space in September. Both schedules maximise the natural processes seed propagation (See Appendix 4)
- Target species raised in-house are planted out as plugs. Target species are Common Knapweed, Red clover, Ox-eye Daisy and Birds Foot Trefoil (See Appendix 3)

The way in which biodiversity is improved in other areas of the park is

- By diversifying the cutting regime of some parts of the formal grassland
- By the creation of the occasional wildflower borders
- By using flower species that benefit wildlife within design schemes

- By the addition of habitat pile of decaying wood
- By the use of natural organic matter such as in-house leaf mould

Choosing a target species for the park

We aim to select a target species for the park during the period 2006-2007 and upon selection we will choose target areas of the park that we will manage as habitats for the animals.

The benefits of this are:

- It allows us to be strategic in our selection habitat requirements eg nest sites for Woodpeckers (standing dead wood) or habitat piles (log pile) for Hedgehogs
- Visitors can clearly see our objectives since they are specific and visible eg the standing dead wood that is the nest site for Woodpeckers
- It is a specific method of measuring our success eg target species can be counted
- Provides a specific link to the other park departments ie support material provided by education department and initial selection can be jointly made
- More ambitious species such as the Barn Owl offers opportunities to create partnerships with external organisations working with shared aims
- In providing all the necessities for a target animal all the other web/food chain biodiversity will follow

Appendix 1. Butterflies and their Food Plants

Larval Plants

Below is a list of butterflies that you might find in and around the Lancaster and Morecambe Bay area., together with their larval food plant.

Species	Presence in local gardens	Foodplants	Butterfly "flying time"
Brimstone	Occasional in spring	Alder Buckthorn Purging Buckthorn	V early Spring and August
Comma	Becoming more common	Nettles Hops Gooseberries	Early Spring & May/June
Common Blue	An uncommon visitor to gardens but can be locally common.	Birds Foot-Trefoil Clover Rest Harrow	Spring onwards
Fritillary Butterflies	Rare only in Silverdale and Arnside	Violets	Spring to Summer
Gatekeeper	Spreading north into the region	Tall Grasses	Late Spring onwards
Green-veined White	Very common especially in spring.	Mustard Cuckoo Flower Charlock	Spring onwards
Small White	Very common	Cabbage Lettuce Mignonette	April onwards
Large (Cabbage) White	Very Common	Cabbage Nasturtium	April – August
Holly Blue	Common	Holly and Ivy	Spring and August
Meadow Brown	Sometimes wanders in	Grasses	June – September
Orange Tip	Common	Garlic Mustard Cuckoo Flower	Spring
Painted Lady:	A Common butterfly, a strong flyer migrating from Mediterranean areas.	Thistles Mallow Burdock Stinging Nettles	April – August
Peacock	Very common on Buddleia	Nettles Hops	Early Spring & August
Red Admiral	Very common on Buddleia	Nettles	Early to Late Summer
Ringlet	Spreading east into the region	Grasses	June – August
Small Copper	Occasional visitor	Sorrells Knotgrass	Summer to Late Autumn
Small Heath	Rare visitor	Grasses	Spring – Autumn
Small Skipper	Occasional visitor	Grasses	June – August
Large Skipper	Becoming more regular	Grasses	June – August
Small Tortoiseshell	Very common particularly on Buddleia	Nettles	Spring onwards
Speckled Wood	Has become a common visitor	Grasses	Spring onwards
Wall Brown	Regular visitor	Grasses	May/June & August/September



Appendix 1 continued. Popular garden flowers for Butterflies.

Ref. : <http://www.lincstrust.org.uk/factsheets/gardening-for-butterflies.php>



Taken from a leaflet at Williamson Park Butterfly House.

Some Good Nectar Food Plants for Butterflies

Oxeye Daisy	Red Valerian
Cornflower	Mignonette
Campanula	Michaelmas Daisies
Hyssop	Yellow Alyssum
Columbine	Water Mint
Petunia	Thrift (Sea Pink)
Thyme	Honesty
Heliotrope	Phlox
Purple Loosestrife	Primrose
*Buddleia	Sweet William
Polyanthus	Catmint
Sweet Rocket	Wallflowers
Aubretia	Scabious (various)

*Buddleia is a great plant to provide nectar for insects and in particular butterflies. It is possible to extend the range of flowering by spreading the range of pruning times.

Appendix 2. The Value of Tree Species for Invertebrates and Lichens

The table below shows the number of insects and lichens which have been recorded in association with common trees and shrubs in Britain. The figures in brackets include mite species as well as insects.

Tree or Shrub	Associated Insect Species	Associated Lichen Species
Oak (<u>pedunculate</u> & <u>sessile</u>)	284 (423)	324
Willow species	266 (450)	160
Birch (<u>silver</u> & <u>downy</u>)	229 (334)	126
<u>Hawthorn</u>	149	no data
<u>Blackthorn</u>	109	no data
Poplar species (including <u>aspen</u>)	97	no data
Crab Apple	93	no data
<u>Scots Pine</u>	91	132
<u>Alder</u>	90	105
<u>Elm</u>	82	187
<u>Hazel</u>	73	160
<u>Beech</u>	64 (98)	206
<u>Ash</u>	41	255
<u>Spruce*</u>	37	no data
Lime	31	83
<u>Hornbeam</u>	28	44
<u>Rowan</u>	28	125
<u>Field Maple</u>	26 (51)	93
Juniper	20	no data
<u>Larch*</u>	17	no data
<u>Fir*</u>	16	no data
<u>Sycamore*</u>	15	183
<u>Holly</u>	7 (10)	96
<u>Sweet Chestnut*</u>	5	no data
<u>Horse Chestnut*</u>	4	no data
<u>Yew</u>	4	no data
Walnut*	4	no data
<u>Holm Oak*</u>	2	no data
Plane*	1	no data
<u>Rhododendron*</u>	0	no data

*Introduced Species

The table above is a useful tool, although it does not begin to provide the whole picture of the value of different tree species for wildlife. .

Appendix 3. Grassland composition in Fenham Carr.

MG5 type objective for Fenham Carr Grassland Management

Source: Martin Wain ref: Grahame Skelcher (English Nature) June 2004

Suggested Target Species for 2006 and 2007 is to increase numbers of Common Knapweed, Red Clover, Ox-eye Daisy, and Birds Foot Trefoil. These were chosen because of their low abundance in Fenham Carr when compared to the ideal of the MG5a type grassland.

Below is a list of the plant species found in the MG5 grasslands which are in Fenham Carr that were sampled.

MG5a is defined through the NVC system of classifying grassland. Probably the sub-community we should be aiming for is MG5a. (MG5b occurs on more calcareous soils while MG5c is found on more acidic soils in upland margins).

This list should not be viewed as an 'ideal' but rather gives an idea of the range of species which could occur, and their approximate proportions, from which we could pick and choose as we feel is appropriate.

In particular, for example, there is no mention of common spotted orchid on the list below but which occurs in Fenham Carr, where it obviously should be encouraged as part of the sward.

Table for the abundance of plants in an ideal MG5a grassland, compared to our four target species in Fenham Carr(after sampling).











V to I indicates abundance in the sword - from abundant V to rare I.

		MG5a	Occurrence in Fenham Carr grassland
red fescue	<i>Festuca rubra</i>	V	
crested dog's tail	<i>Cynosurus cristatus</i>	V	
bird's foot trefoil	<i>Lotus corniculatus</i>	V	0
ribwort plantain	<i>Plantago lanceolata</i>	V	
Yorkshire fog	<i>Holcus lanatus</i>	IV	
cocks foot	<i>Dactylis glomerata</i>	IV	
white clover	<i>Trifolium repens</i>	IV	
common knapweed	<i>Centaurea nigra</i>	IV	1
common bent	<i>Agrostis capillaris</i>	IV	
sweet vernal grass	<i>Anthoxanthum odoratum</i>	IV	
red clover	<i>Trifolium pratense</i>	IV	1
ryegrass	<i>Lolium perenne</i>	IV	
meadow buttercup	<i>Ranunculus acris</i>	IV	
daisy	<i>Bellis perennis</i>	III	
meadow vetchling	<i>Lathyrus pratensis</i>	III	

ox eye daisy	<i>Leucanthemum vulgare</i>	III	1
yarrow	<i>Achillea millefolium</i>	III	
self heal	<i>Prunella vulgaris</i>	III	
common sorrel	<i>Rumex acetosa</i>	III	
cat's ear	<i>Hypochoeris radicata</i>	III	
bulbous buttercup	<i>Ranunculus bulbosus</i>	III	
dandelion	<i>Taraxacum officinale</i>	III	
common mouse-ear	<i>Cerastium fontanum</i>	III	
meadow fescue	<i>Festuca pratensis</i>	II	
yellow oat grass	<i>Trisetum flavescens</i>	II	
autumn hawkbit	<i>Leontodon autumnalis</i>	II	
field wood rush	<i>Luzula campestris</i>	II	
moss	<i>Brachythecium rutabulum</i>	II	
rough hawkbit	<i>Leontodon hispidus</i>	II	
hay rattle	<i>Rhinanthus minor</i>	II	
quaking grass	<i>Briza media</i>	II	
hogweed	<i>Heracleum sphondylium</i>	II	
lesser trefoil	<i>Trifolium dubium</i>	II	
cowslip	<i>Primula veris</i>	II	
false oat grass	<i>Arrhenatherum elatius</i>	II	
creeping thistle*	<i>Cirsium arvense</i>	II	
moss	<i>Eurhynchium praelongum</i>	II	
moss	<i>Rhytidiadelphus squarrosus</i>	II	
smooth meadow grass	<i>Poa pratensis</i>	II	
rough meadow grass	<i>Poa trivialis</i>	II	
germander speedwell	<i>Veronica chamaedrys</i>	II	
creeping buttercup	<i>Ranunculus repens</i>	II	
field scabious	<i>Knautia arvensis</i>	I	
hard rush	<i>Juncus inflexus</i>	I	
lady's bedstraw	<i>Galium verum</i>	I	
glaucous sedge	<i>Carex flacca</i>	I	
salad burnet	<i>Sanguisorba minor</i>	I	
crested hair grass	<i>Koeleria macrantha</i>	I	
creeping bent	<i>Agrostis stolonifera</i>	I	
heath grass	<i>Danthonia decumbens</i>	I	
tormentil	<i>Potentilla erecta</i>	I	
devil's bit scabious*	<i>Succisa pratensis</i>	I	
burnet saxifrage	<i>Pimpinella saxifraga</i>	I	
betony	<i>Stachys betonica</i>	I	
spring sedge	<i>Carex caryophyllea</i>	I	
pignut	<i>Conopodium majus</i>	I	
meadow foxtail	<i>Alopecurus pratensis</i>	I	
cuckoo flower*	<i>Cardamine pratensis</i>	I	
tufted vetch	<i>Vicia cracca</i>	I	
soft brome	<i>Bromus hordeaceus</i>	I	
timothy	<i>Phleum pratense pratense</i>	I	
soft rush	<i>Juncus effusus</i>	I	
timothy	<i>Phleum pratense bertolonii</i>	I	
moss	<i>Calliargon cuspidatum</i>	I	
moss	<i>Pseudoscleropodium purum</i>	I	

adderstongue	<i>Ophioglossum vulgatum</i>	I	
pepper saxifrage	<i>Silaum silaus</i>	I	
Agrimony*	<i>Agrimonia eupatoria</i>	I	
downy oat grass	<i>Avenula pubescens</i>	I	
plantain	<i>Plantago media</i>	I	
lady's mantle	<i>Alchemilla glabra</i>	I	
lady's mantle	<i>Alchemilla filicaulis vestita</i>	I	
lady's mantle	<i>Alchemilla xanthochlora</i>	I	
carnation sedge	<i>Carex panicea</i>	I	
meadow saffron	<i>Colchicum autumnale</i>	I	
smooth hawk's beard	<i>Crepis capillaris</i>	I	
tall fescue	<i>Festuca arundinacea</i>	I	
creeping cinquefoil	<i>Potentilla reptans</i>	I	
ragwort	<i>Senecio jacobaea</i>	I	
meadowsweet	<i>Filipendula ulmaria</i>	I	
jointed rush	<i>Juncus articulatus</i>	I	
sheep's fescue	<i>Festuca ovina</i>		

APPENDIX 3: MAP OF FENHAM CARR VEGETATION COMMUNITIES

-  Red fescue - Yorkshire fog - sweet vernal-grass grassland
-  W10 Oak - bracken - bramble woodland
-  A5 Rigid hornwort community
-  S12 Common reedmace swamp
-  OV24 Common nettle - cleavers community
-  OV25 Common nettle - creeping thistle community
-  OV27 Rosebay willowherb community
-  W24 Bramble - Yorkshire fog underscrub
-  W25 Bracken bramble underscrub
-  Japanese knotweed community

Grid lines shown at 100m intervals



Appendix 4. Grassland Management in Fenham Carr.

The areas of grassland is easily split into three sections. Mowing is done twice a year as described below:

Mowing cuts	Type of cut	Justification
July mowing (timed to coincide with the hay cut in farms up the road).	2-3 meter width strips along the 5 un-surfaced footpaths running through all three grass section (see map over). Cuttings left in situ.	This type of management was all that the grassland had in the years before management came into the Park. In this management Meadow Brown Butterflies were very numerous and creeping buttercup dominated.
Mid September mowing	¾ of each main area of grassland cut on a rotation (see map over). Mowings removed from grassland.	Generally accepted cut allowing seeds to develop. ¼ of sword left uncut for the Skipper butterflies that remain as pupae through the winter attached to the grass stems. Also for the small mammal population that is thriving and being surveyed 2004-2006.

All work on mowing done by tractor and mower attachment. Contractor for 2004/5 Mr Andrew Sheering, Quernmore.

Encroachment by Perennial plants such as Nettles and Rose Bay Willow Herb.

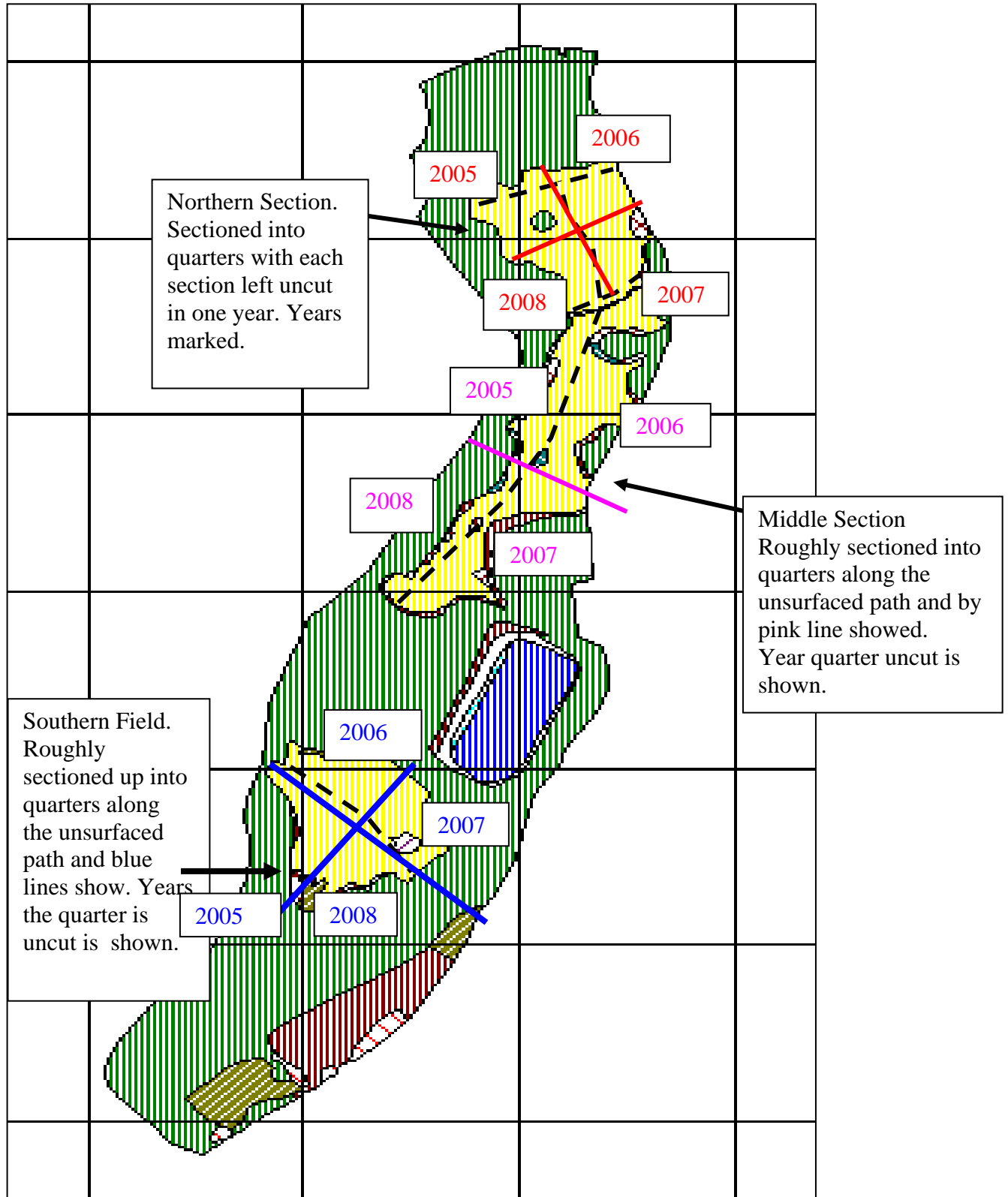
Each cut from 2005 to 2008 has to include some degree of trimming of the encroaching tall perennial plants. The cutting undertaken depends on the weather conditions for the tractor and the equipment available. Overall aim during this period is to halt encroachment and begin reducing the overall cover by the plants. Large areas of Perennial plants cut by trimmers by garden staff on rotation of 2 to 3 years.

Appendix 4. Map of Grassland Management in Fenham Carr.

Grassland identified as Yellow areas – Semi-natural MG5 type grassland (National Vegetation Classification Rodwell 1991 *et seq.*).

Un-surfaced foot paths identified as dotted lines.

Grid 100m.



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