



Committee: CABINET

Date: TUESDAY, 20 JANUARY 2009

Venue: LANCASTER TOWN HALL

Time: 10.00 A.M.

A G E N D A

1. **Apologies**

2. **Minutes**

To receive as a correct record the minutes of Cabinet held on 9th December 2008 (previously circulated).

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

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

4. **Declarations of Interest**

To consider any such declarations.

5. **Public Speaking**

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

Reports from Overview and Scrutiny

6. **Referral from Overview and Scrutiny - The Dome (Pages 1 - 2)**

(Cabinet Member with Special Responsibility Councillor Fletcher)

Report of the Head of Democratic Services.

7. **Final Report of the Anti-Social Behaviour Task Group (Pages 3 - 45)**

(Cabinet Member with Special Responsibility Councillor Blamire)

Report of the Overview and Scrutiny Anti-Social Behaviour Task Group.

Reports

8. **Star Chamber** (Pages 46 - 47)

(Cabinet Member with Special Responsibility Councillor Mace)

Report of Corporate Director (Finance and Performance).

9. **Budget and Policy Framework Update** (Pages 48 - 66)

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

10. **Health and Strategic Housing Fees & Charges 2009/10** (Pages 67 - 77)

(Cabinet Member with Special Responsibility Councillor Kerr)

Report of Corporate Director (Community Services).

11. **Memorial Safety Programme** (Pages 78 - 87)

(Cabinet Member with Special Responsibility Councillor Kerr)

Report of Corporate Director (Community Services).

12. **Approval of Pay and Grading Structure**

(Cabinet Members with Special Responsibility Councillors Kerr and Mace)

Report of the Chief Executive to follow.

13. **Public Speaking at Cabinet** (Pages 88 - 99)

Report of the Head of Democratic Services.

14. **Charities Review** (Pages 100 - 110)

Report of the Council Business Committee.

15. **Support for Business Start Up** (Pages 111 - 116)

(Cabinet Members with Special Responsibility Councillors Archer and Bryning)

Report of the Head of Economic Development & Tourism.

16. **Review of Community Transport** (Pages 117 - 123)

(Cabinet Member with Special Responsibility Councillor Mace)

Report of the Chief Executive.

17. **Neighbourhood Management Cabinet Liaison Group** (Pages 124 - 126)

(Cabinet Member with Special Responsibility Councillor Mace)

Report of Corporate Director (Community Services).

18. **Heysham Mossgate Community Facilities**

(Cabinet Member with Special Responsibility Councillor Fletcher)

Report of Corporate Director (Regeneration) to follow.

19. **Williamson Park Update Report** (Pages 127 - 133)

(Cabinet Member with Special Responsibility Councillor Fletcher)

Report of the Head of Cultural Services.

20. **Review of Parking Fees and Charges 2009/10** (Pages 134 - 144)

(Cabinet Member with Special Responsibility Councillor Mace)

Report of Corporate Director (Regeneration).

21. **Review of Communications and Marketing** (Pages 145 - 158)

Report of Corporate Director (Regeneration).

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

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

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

“That, in accordance with Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business, on the grounds that it could involve the possible disclosure of exempt information as defined in paragraph(s) 1 and 2 of Schedule 12A of that Act.”

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

23. **Employee Establishment - Vacancy Authorisation** (Pages 159 - 169)

Report of the Chief Executive.

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

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

(ii) Queries regarding this Agenda

Please contact Debbie Chambers, Democratic Services, telephone 01524 582057 or email dchambers@lancaster.gov.uk.

(iii) Apologies

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

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

Published on 8th January 2009

CABINET

Referral from Overview and Scrutiny – The Dome

20th January 2009

Report of Head of Democratic Services

PURPOSE OF REPORT				
To request Cabinet to consider a recommendation from the Overview and Scrutiny Committee in relation to the Call-in on the Dome.				
		Non-Key Decision		Referral from Overview & Scrutiny
				X
Date Included in Forward Plan				
This report is public				

RECOMMENDATION OF OVERVIEW AND SCRUTINY COMMITTEE

- (1) That it be recommended to Cabinet that the further report requested with regard to the Dome (Cabinet Minute 97 (3) refers) contain details of the urgent works and financial implications of running the Dome until 1st June 2009.

1.0 Introduction

- 1.1 The Chief Executive agreed to a request by Councillors Greenall, Plumb, Gerrard, Robinson and Sands to Call-in the decision made by Cabinet at its meeting on 9th December 2008 with regard to the Dome – Options – Minute 97.

At the Call-in held on the 5th January 2009 the Overview and Scrutiny Committee agreed to uphold Cabinet's decision in relation to the Dome and made a recommendation to Cabinet for consideration.

2.0 Proposal Details

- 2.1 The resolutions agreed by the Overview and Scrutiny Committee are detailed below:

- (1) That the Overview and Scrutiny Committee agree to uphold Cabinet's decision in relation to the Dome.
- (2) That it be recommended to Cabinet that the further report requested with regard to the Dome (Cabinet Minute 97 (3) refers) contain details of the urgent works and financial implications of running the Dome until 1st June 2009.

Cabinet are requested to note the first resolution 2.1(1) and to give consideration to the recommendation, 2.1(2) refers.

3.0 Officer Comments on Overview and Scrutiny Recommendation

In relation to recommendation 2 above from Overview and Scrutiny, officers from Cultural Services, Financial Services and Property Services will work together (to include liaison with Capita Symonds on the Dome Condition Survey), and report back to a further meeting of Cabinet on any urgent works and the financial implications of running the Dome until 1st June 2009.

RELATIONSHIP TO POLICY FRAMEWORK

As per original report to Cabinet 9th December 2008.

CONCLUSION OF IMPACT ASSESSMENT

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

As per original report to Cabinet 9th December 2008.

FINANCIAL IMPLICATIONS

If Members agree to the recommendation of the report, then the report back to Cabinet will need to cover all relevant operational and financial aspects of the decision to continue running the Dome until 1st June 2009.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

There are no legal implications arising directly from this report.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Agenda, report and appendices submitted to Overview and Scrutiny Committee on 5th January 2009.

Contact Officer: Liz Bateson

Telephone: 01524 582047

E-mail: ebateson@lancaster.gov.uk

CABINET

Final Report of the Anti-Social Behaviour Task Group 20th January 2009

Report of Overview and Scrutiny Committee

PURPOSE OF REPORT				
To present Cabinet with the findings of the Anti-Social Behaviour Task Group and to seek the agreement of Cabinet to the recommendations as set out in the report.				
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>	Referral from Overview & Scrutiny
Date Included in Forward Plan				X
This report is public				

RECOMMENDATIONS OF ANTI SOCIAL BEHAVIOUR TASK GROUP

- (1) That Cabinet considers the work of the Anti-Social Behaviour Task Group and the adoption of the recommendations as set out in the attached report.
- (2) That Cabinet considers the Officer Comments on the report.

1.0 Introduction

- 1.1 All details are contained within the attached report.

2.0 Recommendations and Officer Comments

Recommendation 1

That consideration be given to establishing funding to enable the creation of a part-time post in the MAPs Office to deal with co-ordination between Council Services and with partner agencies of reported incidents of anti-social behaviour, as an item of growth. This could link closely to the part-time Domestic Violence Co-ordinator post.

Officer Comments on Recommendation 1

Currently there is no funding available within the Community Safety Partnership budget to create such a post. It is unlikely that the County allocation to the CSP from the Area Based Grant will increase so this would need to be a growth bid into the Council's 2009/10 budget process.

Recommendation 2

That, as part of the agreement for the Council's part funding of 4 Police Community Support Officers (PCSOs) (out of a total of 20) totalling £44,000 per year, the Council be provided evidence that they are working to enforce the Council's byelaws and issuing fixed penalty notices to ensure the authority receives value for money.

Officer Comments on Recommendation 2

PCSO evaluation is also a requirement of the Community Safety Partnership which currently allocates some £110,000 into their funding. So this evaluation of the "environmental" PCSO's could be built into that work.

Recommendation 3

That the City Council endorses the 'Restorative Justice' Programme and explores future involvement in the initiative in conjunction with Lancashire Constabulary where resources permit, applying this process to cases falling under the Council's jurisdiction.

Officer Comments on Recommendation 3

The Task Group report outlines the principles of Restorative Justice which does seem to have great potential. However, the funding bid for a local scheme was unsuccessful. There has been a pilot project in Preston and Members might want to consider the evaluation of that scheme before endorsing such an approach.

Recommendation 4

That a single form for reporting incidents of anti-social behaviour (ASB) be developed as part of the re-design of the City Council's website, using Wyre Borough Council's form as an example of best practice.

Officer Comments on Recommendation 4

Whilst a single form could be developed fairly easily, the Community Safety Partnership would need to consider its support for such a development and, more essentially, how that form would then be used for onward referral to relevant agencies who can take action.

Recommendation 5

That all PCSOs be issued with the City Council's Customer Service Centre telephone numbers, and possibly other useful numbers such as Lancashire County Council Customer Services, to inform residents who raise queries with them.

Officer Comments on Recommendation 5

This is an operational recommendation which has already been actioned.

Recommendation 6

That the City Council seeks additional and significant funding from the LDLSP via the Children and Young People Thematic Group to provide sufficient 'diversionary activities' to enable young people who are vulnerable, at risk or disadvantaged, to have the opportunity to participate in positive

activities designed to prevent a range of negative outcomes. Furthermore that a report be brought back to Members and budgets be updated accordingly.

Officer Comments on Recommendation 6

The Children and Young People Thematic Group are currently developing action plans for the seven agreed priority themes relating to LAA targets. NI 110 'increase young people's participation in positive activities' will potentially provide the rationale for seeking additional funding from the LDLSP to develop appropriate activities. The Children and Young People Thematic Group will need to consider possible joint funding application with other relevant Thematic Groups in the LDLSP in respect of this.

Recommendation 7

That Council Housing Services incorporate the findings of the Anti-social Behaviour Task Group when they review their published statutory "Anti-social Behaviour Policy Statement" and "Summary of Policies and Procedures" in 2009.

Officer Comments on Recommendation 7

Council Housing Services will be reviewing our published statutory "Anti-social Behaviour Policy Statement" and "Summary of Policies and Procedures" in 2009/2010. This will be reflected in their Service Business Plan for 2009/2010 and will also include specific actions arising out of a self assessment against the Tenancy and Estate Management KLOE.

Recommendation 8

That the Council investigates the possibility of providing PCSOs with the powers to issue parking tickets in particular with regard to areas outside schools.

Officer Comments on Recommendation 8

The recent decision by the County Council in respect of the allocation of enforcement responsibilities for on-street and off-street car parking control means that it is the County who are the on-street enforcement authority so this request could be passed to county for their consideration and liaison with the Police.

Recommendation 9

That in the development of the Local Development Framework the City Council encourages development of a policy aimed at locating areas for young people (over 14 yrs) to frequent in agreeable locations, in light of their exclusion from local playing areas.

Officer Comments on Recommendation 9

The Local Development Framework is entering its next phase where two important detail documents will begin to be prepared - The Land Allocations and Development Management Development Plan documents. The development of such a policy could be considered for the development management document but resources would need to be identified to develop that policy.

Recommendation 10

That Cabinet formally note the comments of those who attended Task Group meetings and provided comments to the Council website and request responses from the relevant Services to the issues raised, and these be reported back to Cabinet for further consideration.

Officer Comments on Recommendation 10

The attached notes record the range of issues raised at meetings. If Cabinet wants to receive service responses back then it would help to know which areas it wants services to respond to.

Recommendation 11

That Services responsible for responding to Anti-social Behaviour investigate developing a joint approach with regard to prevention and enforcement policies in combating Anti-social Behaviour, and a Corporate Policy be adopted in order to ensure clarity of the Council's prevention and enforcement policy. This should include all types of anti-social behaviour including dog fouling, littering and infringement of alcohol free zones.

Officer Comments on Recommendation 11

Services with enforcement responsibilities are already signed up to the Enforcement Concordat developed through the Cabinet Office and LGA in 1998. This seeks to achieve a consistent approach to enforcement balanced with actions on prevention. In addition, joint working is co-ordinated through the MAPs Team.

Recommendation 12

That at manager discretion, all reports with probable impact on Community Safety be forwarded to the Community Safety Officer for comments prior to consideration of draft reports by Corporate Management Team and publication of Agenda.

Officer Comments on Recommendation 12

Our standard report format already requires that due consideration of Community Safety impact is taken account of by report writers and guidance is available. In addition, the Head of Corporate Strategy can advise authors.

Recommendation 13

That Cabinet notify Overview and Scrutiny of any further work on specific items they wish to be carried out as a result of the findings contained within this report.

Officer Comments on Recommendation 13

No officer comment

RELATIONSHIP TO POLICY FRAMEWORK

Crime and Disorder Reduction Strategy

Supports Corporate Plan Priority objective to contribute to a safer society:

- ☐ To reduce crime and the fear of crime and to help residents feel safer in their communities

- ☐ Reduce alcohol related anti-social behaviour

CONCLUSION OF IMPACT ASSESSMENT

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

Impact assessments have been identified in the covering report in relation to some recommendations. For others they will form part of a later report on the implications should Cabinet agree to pursue that option.

FINANCIAL IMPLICATIONS

Any financial implications arising from Cabinet's consideration of the report would be brought forward and considered as part of the 2009/10 budget process, in particular the proposed growth in recommendation 1 and external funding in recommendation 6.

SECTION 151 OFFICER'S COMMENTS

Any recommendations with financial implications should be considered in context of Cabinet's proposed priorities (and non-priorities), any relevant statutory requirements, the Council's financial prospects and the need to make budget savings. Any proposals for additional growth will increase the savings needed.

LEGAL IMPLICATIONS

Legal Services have been consulted and have no further comments

MONITORING OFFICER'S COMMENTS

The Monitoring Officer would reiterate that any recommendations that are outside the Council's existing budget would need to be considered as part of the budget process for 2009/10 and beyond.

BACKGROUND PAPERS

Contact Officer: Liz Bateson
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Ref:

**Final Report of the
Anti-Social Behaviour
Task Group**

A report of the Overview and Scrutiny Committee

December 2008

CONTENTS

	PAGE
1. FOREWORD	3
2. INTRODUCTION	4
3. SUMMARY OF RECOMMENDATIONS	5 - 7
4. ROLE OF TASK GROUP	8 - 11
5. STATUS OF REPORT	12
6. BACKGROUND AND CONTEXT	13 - 15
7. FINDINGS	16 - 27
8. APPENDICES	28

1. Foreword

As I write this forward I have just heard reports of the United Nation's criticism of the way that the UK treats young people; in particular how young people are demonised by society. It is sad to reflect that it was similar concerns about our own area and policies that led Overview and Scrutiny to establish this task group. Against a background of calls for greater use of ASBOs and the banning of young people over 14 from our play areas it seemed appropriate for the Council to look at just how effective its reaction to anti-social behaviour was.

The Task Group report highlights the fact that anti-social behaviour is not a 'young person' problem. It affects all groups in society and is perpetrated by all age ranges. The report points out that the area is a safe and pleasant place to live - and that the perception and fear on anti-social behaviour is greater than the actual incidence of it. Noise nuisance and speeding traffic feature highly amongst the most reported problems reported by the public.

The report outlines where the Council's own procedure in handling reports of anti-social behaviour could be improved. It also proposes that a preventative approach could be taken in order to reduce anti-social behaviour caused by boredom. Through being creative, resources can be used to add value to community life -rather than just be spent clearing up the results of problems.

I would like to thank the councillors, officers, organisations and members of the public who have been involved in the production of this report. I would particularly like to thank the Rev. Tim Horobin, who chaired the public meetings; without his willingness to be involved the work would not have been possible. Can I commend its recommendations to the Cabinet.

Councillor Stuart Langhorn
Chairman of Overview and Scrutiny Committee
Lancaster City Council

2. Introduction

When the Overview and Scrutiny Committee decided to set up a task group to look at anti-social behaviour in the Lancaster area, they decided an evidence gathering task group that met at different locations across the district, and invited members of the public to come along and voice their concerns, to tell of their experiences of anti-social behaviour, would be a good way for this task group to gather evidence. They also decided to have a Chairman for the public meetings that wasn't connected to the City Council and the Rev Tim Horobin accepted the challenge and chaired the public meetings.

The public meetings took place in Lancaster Town Hall, Carnforth Railway Station, Heysham High School and Halton Community Centre, unfortunately we didn't have a lot of members of the public attending the meetings, particularly the one in Halton.

The people who did come along shared their experiences with us, some had stories of vandalism and verbal abuse caused by people of all ages, all their views have been taken into consideration when putting together these recommendations together. It has been an interesting task group to chair, I have enjoyed listening to the views of the people in our district, and the officers of the Council who have contributed to this report.

I do hope we can act on the recommendations, and make a difference to the people in our district, whose lives are being made a misery by a minority who seem to have no regard for decent people. Every one has a right to walk down the street in safety and not to have their home or possessions vandalized.

Councillor Joyce Pritchard
Chairman of the Anti-social Behaviour Task Group
Lancaster City Council

3. SUMMARY OF RECOMMENDATIONS

RECOMMENDATION 1

That consideration be given to establishing funding to enable the creation of a part-time post in the MAPs Office to deal with co-ordination between Council Services and with partner agencies of reported incidents of anti-social behaviour, as an item of growth. This could link closely to the part-time Domestic Violence Co-ordinator post.

RECOMMENDATION 2

That, as part of the agreement for the Council's part funding of 4 Police Community Support Officers (PCSOs) (out of a total of 20) totalling £44,000 per year, the Council be provided with evidence that they are working to enforce the Council's byelaws and issuing fixed penalty notices to ensure the authority receives value for money.

RECOMMENDATION 3

That the City Council endorses the 'Restorative Justice' Programme and explores future involvement in the initiative in conjunction with Lancashire Constabulary where resources permit, applying this process to cases falling under the Council's jurisdiction.

RECOMMENDATION 4

That a single form for reporting incidents of anti-social behaviour (ASB) be developed as part of the re-design of the City Council's website, using Wyre Borough Council's form as an example of best practice.

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That all PCSOs be issued with the City Council's Customer Service Centre telephone numbers, and possibly other useful numbers such as Lancashire County Council Customer Services, to inform residents who raise queries with them.

RECOMMENDATION 6

That the City Council seeks additional and significant funding from the LDLSP via the Children and Young People Thematic Group to provide sufficient 'diversionary activities' to enable young people who are vulnerable, at risk or disadvantaged, to have the opportunity to participate in positive activities designed to prevent a range of negative outcomes. Furthermore that a report be brought back to Members and budgets be updated accordingly.

RECOMMENDATION 7

That Council Housing Services incorporate the findings of the Anti-social Behaviour Task Group when they review their published statutory "Anti-social Behaviour Policy Statement" and "Summary of Policies and Procedures" in 2009.

RECOMMENDATION 8

That the Council investigates the possibility of providing PCSOs with the powers to issue parking tickets in particular with regard to areas outside schools.

RECOMMENDATION 9

That in the development of the Local Development Framework the City Council encourages development of a policy aimed at locating areas for young people (over 14 yrs) to frequent in agreeable locations, in light of their exclusion from local playing areas.

RECOMMENDATION 10

That Cabinet formally note the comments of those who attended Task Group meetings and provided comments to the Council website and request responses from the relevant Services to the issues raised, and these be reported back to Cabinet for further consideration.

RECOMMENDATION 11

That Services responsible for responding to Anti-social Behaviour investigate developing a joint approach with regard to prevention and enforcement policies in combating Anti-social Behaviour, and a Corporate Policy be adopted in order to ensure clarity of the Council's prevention and enforcement policy. This should include all types of anti-social behaviour including dog fouling, littering and infringement of alcohol free zones.

RECOMMENDATION 12

That at manager discretion, all reports with probable impact on Community Safety be forwarded to the Community Safety Officer for comments prior to consideration of draft reports by Corporate Management Team and publication of Agenda.

RECOMMENDATION 13

That Cabinet notify Overview and Scrutiny of any further work on specific items they wish to be carried out as a result of the findings contained within this report.

4. ROLE OF TASK GROUP

4.1 Terms of Reference

- (1) To establish and highlight the main themes surrounding antisocial behaviour from the evidence gathered in public meetings and from officers.
- (2) To highlight the areas that the Council can improve in its approach to combating anti-social behaviour.
- (3) To establish how the Council Services work in partnership in establishing, enforcing and monitoring measures taken to combat anti-social behaviour.
- (4) To evaluate measures taken within localities to reduce anti-social behaviour.
- (5) To investigate how incidents of anti-social behaviour are reported by members of the public and/or Ward Councillors, how that information is shared and the action that is taken as a result.
- (6) To produce a report with recommendations to improve the Council's internal approach to anti-social behaviour. This may include the isolation of particular areas that may require further investigation.

4.2 Membership of the Task Group

Councillors Joyce Pritchard (Chairman), Mike Greenall, Janice Hanson, Val Histed, Roger Plumb, Robert Redfern, Catriona Stamp, Morgwn Trolinger, Peter Williamson with administrative support from Liz Bateson (Democratic Services).

The public meetings were also chaired by Reverend Tim Horobin of Blackburn Diocese and the Task Group would like to extend their extreme gratitude for his involvement.

The Task Group gratefully acknowledges the contribution and evidence freely provided by:-

- Yakub Patel, Marsh Community Centre
- Paul Ireland, Ridge Community Centre
- Jim Edmonds, Local Authority Liaison Officer, Lancashire Constabulary
- Rebecca O'Beirne, Community Safety Partnership Analyst

Officers of the City Council:-

- Allan Cooke, System Administrator, Environmental Health

- Michelle Emery, Community Safety Officer
- Vince Ravetta, Environmental Enforcement Officer
- Nick Howard, Environmental Protection Manager
- Mark Woodhead, Technical Assistant
- Sue Clowes, Senior Environmental Health Officer
- John Deacon, Project Director (Community Engagement)
- Steve Wearing, Principal Licensing Officer
- Chris Hanna, Principal Housing Management Officer
- Lynda Duff, Children and Young People's Manager
- Richard Hammond, Cultural Development Manager

The Task Group would also like to thank Heysham High School, Halton Community Centre and Carnforth Railway Station for the hospitality extended to the Task Group during the meetings held at their premises, and staff and pupils at Morecambe High School for providing such welcoming hospitality to the Task Group and Council Officers.

4.3 Meetings

Date of Meeting	Who gave evidence?	Issues scrutinised
13.03.08	Formal meeting with Task Group Members and Officers of the City Council with involvement in anti-social behaviour issues.	Agreement of Terms of Reference and methodology of working.
27.03.08	Public meeting at Lancaster Town Hall.	Seeking views of stakeholders on issues within the terms of reference.
09.04.08	Public meeting at Carnforth Railway Station.	Seeking views of stakeholders on issues within the terms of reference.
22.04.08	Public meeting at Heysham High	Seeking views of stakeholders

	School.	on issues within the terms of reference.
30.04.08	Public meeting at Halton Community Centre attended by Councillor Paul Woodruff.	Seeking views of stakeholders on issues within the terms of reference.
20.05.08	Formal meeting with the Children and Young People's Manager, Environmental Protection Manager, Community Safety Officer, Principal Housing Manager and the Community Engagement Project Director.	Meeting with Officers and evidence collating – draft report
15.09.08	Meeting at Lancaster Town Hall attended by Community Safety Officer and Councillor Eileen Blamire, Cabinet Member with responsibility for Community Safety	Agreement of Final Report

4.4 Site Visits

Task Group Members took part in a Year 7 (aged 11-12yrs) Citizenship lesson with pupils from Morecambe High School. The lesson included the children's perceptions of anti-social behaviour and asked their views on how it may be combated.

A further visit was made to Morecambe High School to discuss the same issues with Year 10 pupils (aged 14-15yrs).

4.5 Documentary Evidence Considered

Anti-social Behaviour Act 2003, Chapter 38, Office of Public Sector Information

The RESPECT Action Plan, Home Office

Taking Action: Tackling Anti-social Behaviour – A Toolkit for Environmental Health Practitioners, The Home Office

Innovative Practice in Tackling Anti-Social Behaviour – Guidance for members of Crime Reduction Partnerships, Office of the Deputy Prime Minister

Neighbour Nuisance and Anti-social Behaviour, The Local Government Ombudsman

RESPECT - Standard for Housing Management, Council Housing Services, Department for Communities and Local Government

Local Authorities and their Community Safety Role, APSE Membership Resources

Crime Reduction and Community Safety: The crucial role of the new local performance framework

Lancaster City Council Documents:-

Lancaster District Community Safety Partnership Anti-Social Behaviour Strategy

Anti-Social Behaviour Policy Statement, Council Housing Services

Tackling Anti-Social Behaviour, Council Housing Services

Corporate Plan 2007/2008, Lancaster City Council

Corporate Plan 2008/2009, Lancaster City Council

Local newspapers including:-

The Visitor, *'Give us CCTV to save us from 8 year-old yobs'*, published 14th May 2008

Lancaster Guardian, *'Police still on hunt for train yobs'*, published 2nd May 2008

Lancaster Guardian, *'Arrests follow pub bother'*, published 2nd May 2008

Websites

<http://www.communities.gov.uk>

<http://www.bbc.co.uk/>

<http://www.lancashire.gov.uk/education>

<http://www.homeoffice.gov.uk/anti-social-behaviour>

http://www.opsi.gov.uk/acts/acts2003/ukpga_20030038_en_1

5. STATUS OF THE REPORT

This report is the work of the Anti-social Behaviour Task Group, on behalf of the Overview and Scrutiny Committee, and contains opinions gathered in the course of the investigation and therefore where opinions are expressed it should be pointed out that they are not necessarily those of Lancaster City Council.

While we have sought to draw on this review to make recommendations and suggestions that are positive in improving the Council's community role, our work has been designed solely for the purpose of discharging our terms of reference agreed by the Overview and Scrutiny Committee. Accordingly, our work cannot be relied upon to identify every area of strength, weakness or opportunity for improvement.

This report is addressed to Lancaster City Council's **Cabinet/Council although the Task Group recognises that some of the recommendations are of an operational matter and would request that these be considered by the appropriate officers.**

The Task Group take no responsibility for any Member acting in their individual capacities or to other third parties acting on it.

6. Background and Context

- 6.1 The Task Group was established by the Overview and Scrutiny Committee at Lancaster City Council on 5th September 2007 following a referral from Full Council.

At its meeting on 17th July 2007 Full Council considered a report regarding byelaws for the District's play areas. It was subsequently resolved to adopt a number of byelaws which included the prohibition of over 14 yr olds from play areas unless they were supervising a child. However, some Members expressed concern over regulating the new byelaws and so it was also resolved, "That Overview & Scrutiny Committee be requested to consider the issue of byelaw enforcement."

In consideration of this Overview and Scrutiny requested that the issue be broadened to include all anti-social behaviour across the district and at its meeting on 5th September 2007 it was agreed:-

"That an evidence gathering task group be established to consider the issue of anti-social behaviour in the district."

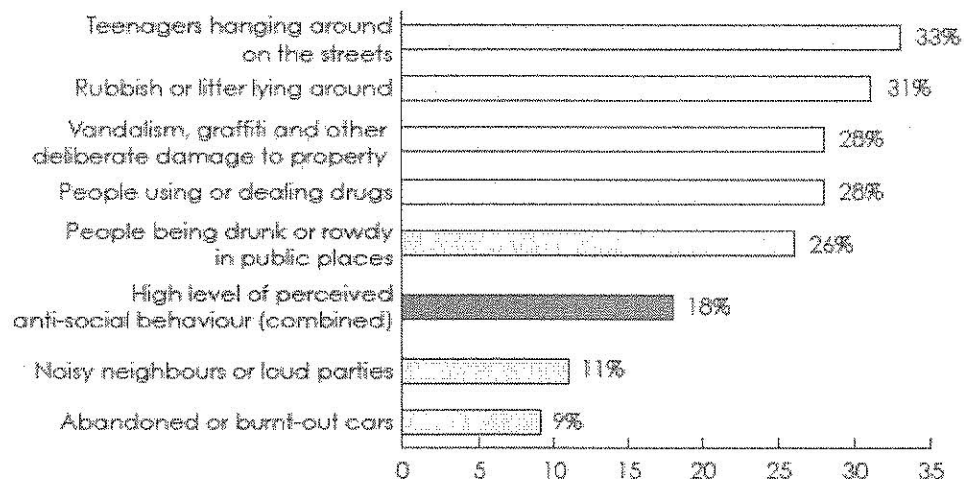
The first meeting of the Anti-social Behaviour Task Group took place on 13th March 2008 following a number of pre-meetings and research exercises.

6.2 Summary of the topic

The British Crime Survey demonstrated an improvement in anti-social behaviour between 2002/03 and 2005/06 (and this figure remained stable in 2006/07). Of the 7 strands of anti-social behaviour, the most common perceived types of anti-social behaviour were teenagers hanging around on the streets, rubbish and litter flying around and vandalism, graffiti and other deliberate damage to property. This is shown in the diagram below:-

Perceptions of anti-social behaviour

Proportion of people perceiving anti-social behaviour to be a problem in their area, 2006/07 BCS



Source: Crime in England and Wales 2006/07, Home Office



Examples of Graffiti were among the examples of anti social behaviour noted by members of the Canals Task Group during their evidence gathering site visits.

A survey conducted in 2004 has shown speeding traffic, rubbish, litter and dog and teenagers hanging around on the streets to be the issues which have the largest effect on residents' quality of life. This is shown in the table below:-

Perceptions of anti-social behaviour: percentage of households saying each has 'some effect' or a 'big effect' on their quality of life:

Speeding traffic	55%
Rubbish, litter or dog mess lying around	54%
Teenagers hanging around on the streets	47%
People being drunk or rowdy in public places	46%
Vandalism, graffiti and other deliberate damage to property or vehicles	40%
People using or dealing drugs	34%
People being insulted, pestered or intimidated in the street	29%
Noisy neighbours or loud parties	25%
Conflicts or disputes between neighbours	22%
Abandoned or burnt out cars	16%
People being attacked or harassed because of their skin colour, ethnic origin, or religion	13%

Source: Scottish Crime and Victimisation Survey 2004

The importance of local authority front line services, such as street scene services, in dealing with community safety issues is clearly evidenced in the above surveys, and was affirmed by the Task Group's public consultations. Councils are at the heart of developing and delivering on community safety.

The emphasis on managing community safety at a local level will enable local government to build on existing arrangements, such as the use of PCSOs and Street Wardens in tackling the community safety agenda. Encouraging neighbourhood management teams to develop links with neighbourhood policing, so that neighbourhood wardens, street wardens, PCSOs and local police work as part of an integrated team will improve responsiveness to

communities, and this has already been demonstrated with great success by the City Council in the neighbourhood management pilots in Poulton and the West End of Morecambe. The Task Group heavily endorses the work carried out by both of those teams.

6.3 Commendations of work carried out in the Lancaster District

The Anti-social Behaviour Task Group would like to record its recognition of the many positive initiatives taking place across the Lancaster District to reduce incidents of anti-social behaviour and promote stronger communities.

Langridge Estate in Westgate, Morecambe and Ryelands Estate in Lancaster won a £1000 grant each to reinvest back into their communities in 2006. They won the awards for "Taking a Stand" against anti-social behaviour in their community. "Taking a Stand" is part of the government's Respect agenda.

Ryelands Tenants Action Group worked with Lancaster City Council throughout the regeneration of their estate which started in 2000. Part of the regeneration involved providing exciting and vibrant play facilities for the young people of the estate. Young people were consulted from the start and have continued to participate in making the facilities their own.

Langridge Estate Tenants and Residents Association have been working in partnership with the council's housing service and the police to tackle a problem with young people causing nuisance and serious anti-social behaviour on their estate.

As a result of the partnership working the perpetrators of the anti-social behaviour were served with anti-social behaviour orders (ASBOs) which prevented the perpetrators from continuing to cause a nuisance.

7. FINDINGS

7.1 Anti-Social Behaviour Orders (ASBOs)

Anti-Social Behaviour Orders or ASBOs were introduced in 1999 to combat serious and persistent anti-social behaviour. The Order is designed to prevent the defendant from doing anything specified within it, such as be present in certain areas or be outdoors after a certain time, and a breach can attract a penalty of up to five years imprisonment.

Section 1E (amended) of the Crime and Disorder Act 1998 provides that before making an application for an ASBO, a chief officer of police or any other relevant authority (for example the British Transport Police or a registered social landlord) shall consult the council for the local government area in which the person in relation to whom the application is to be made resides or appears to reside. As a result the Council has a direct role in the issuing of ASBOs across the district.

The BBC website reported on 8th May 2008 that the level of breached ASBOs had increased between 2005 and 2006 from 47% to 49%. However, the overall number of the orders issued for anti-social behaviour issues had fallen from 4,123 in 2005 to 2,706 in 2006, which the Home Office claims is down to the wider use of "early intervention" procedures. Early intervention techniques are carried out by local authorities, police and magistrates and include acceptable behaviour contracts, parenting orders and individual support orders.

There is some difficulty in duly enforcing the contents of specific ASBOs as simply being in the wrong street may be considered a breach but this evidently does not warrant sending someone into the prison system. The guidance to magistrates about people breaching ASBOs, emanating from the Judicial Studies Board, says quite clearly, "A court should be wary of treating the breach of an ASBO as just another minor offence. It should be remembered that the order itself would normally have been a culmination of persistent anti-social behaviour."

At the same time, Magistrates' sentencing guidelines say, "Where breaches do not involve harassment, alarm or distress, community penalties should be considered to help the offender learn to live within the terms of the ASBO." The pressure on the courts, however, is that due to the persistent problem of over-crowding in our prisons it simply is not viable to impose prison sentences on those who persistently cause minor offences.

The Task Group found, at the public meetings, that the perception amongst members of the public that the police and the judicial system were not doing enough to enforce ASBOs and yet if they were they could be a more powerful tool in the combat against anti-social behaviour.

7.2 "The Perception Gap"

The Task Group found that there are clear inconsistencies in the perception of the level of anti-social behaviour occurring on our streets and the actual

number of incidents being reported. Many attendees of public meetings cited both fear of recriminations if offences were reported and also a lack of faith in responsible authorities to adequately deal with the matter, as a reason for the low level of reported crime and anti-social behaviour.

It was noted, however, that on a number of occasions when attendees were asked whether the intimidating element of groups of youths gathering at shops etc had actually resulted in any verbal or physical abuse, the most frequent response was 'no'. It has been suggested that the media is responsible for exaggerating the number of offences actually taking place and many young people that have been engaged with are often disappointed that they are so mistrusted and pre-judged.

- 7.3 In consideration of all the information collated by the Task Group and following discussions with key Officers involved in the City Council's response to anti-social behaviour it became clear that the Council needed to improve its co-ordination of responses to incidents of ASB between its Services.

The Task Group were advised that a temporary post had existed for a Para Legal Officer who reported to Legal Services and had responsibility for expediting Anti-social behaviour issues through the legal process. The Officer had a positive impact but only operated on a one year temporary contract but it was agreed that a revised post could potentially lead on the case management of Anti-social Behaviour Orders (ASBOs), Acceptable Behaviour Contracts (ABCs), parenting orders, closure orders and other tools to reduce anti-social behaviour.

The Task Group were informed that Members of the Community Safety Partnership (CSP) had agreed an additional post would be advantageous to the district but were unable to fund the position due to ongoing funding constraints. It was agreed, however, that such a post should not be the sole responsibility of the City Council and assistance with funding should be sought from the Council's partners.

A vital factor of such a role would be as a linking mechanism between Officers in Environmental Health, Council Housing Services, Corporate Strategies and the Environment Enforcement Officers in CC(D)S.

The Task Group would like to clarify that they would not endorse the adoption of such a post if this had any bearing on the renewal of the temporary Domestic Abuse Co-ordinator post that had proved such a success to date. It was agreed by the Task Group that both posts would provide valued services directly to the Community and the importance of both could not be over-emphasised.

RECOMMENDATION 1

That consideration be given to establishing funding to enable the creation of a part-time post in the MAPs Office to deal with co-ordination between Council Services and with partner agencies of reported incidents of anti-social behaviour, as an item of growth. This could link closely to the part-time Domestic Violence Co-ordinator post.

- 7.4 The Task Group were made aware at an early stage that the City Council provides £44,000 per year in funding towards Police Community Support Officers (PCSOs) in the district and in response the Council hoped to see enforcement work in line with the Authority's responsibilities. Officers from Environmental Health, in particular, stressed their desire to see more evidence of enforcement work being carried out by PCSOs in meeting the Council's aims.

It is important to note that from the public consultations the work being carried out by PCSOs received a great deal of praise from members of the public and Council Officers alike and it was clear that their work in the community was greatly valued. However, the City Council was keen to see that its own priorities were being met in response to the funding it provided and of particular importance is the evidence of enforcement against littering and dog fouling.

In particular the Task Group heard from Officers in City Council (Direct) Services that there had been a lack of results from the PCSOs in issuing Fixed Penalty Notices (FPNs) and difficulty in tasking them with environmental enforcement. It was suggested to the Task Group that the four PCSOs funded by the Council should be based in Council Offices, however this view was not shared by all Members.

RECOMMENDATION 2

That, as part of the agreement for the Council's part funding of 4 PCSOs (out of a total of 20) totalling £44,000 per year, the Council be provided with evidence that they are working to enforce the Council's byelaws and issuing fixed penalty notices to ensure the authority receives value for money.

- 7.5 Following consultation with local PCSOs and lengthy discussions with a PCSO based at Morecambe High School the Task Group were made aware of a Restorative Justice programme being led by the Lancashire Constabulary with the involvement of PCSOs. A house building with the boundaries of Morecambe High School had been used as a pilot centre for holding Restorative Justice mediatory sessions at the school and had been such a success that Lancashire Constabulary had injected funds to upgrade the premises and use it for a restorative justice centre for the whole of Morecambe.

What is Restorative Justice?

Restorative Justice is a set of principles that offers an alternative way of dealing with crime. It is based on the belief that crime is not just an act perpetrated against the state but an act that damages relationships amongst people within a community. It uses healing as a real alternative to retribution and punishment by balancing the concerns of the community with the need to reintegrate the offender into society. It seeks to aid the recovery of the victim and enable all parties with a stake in the justice process to effectively and fully participate.

The way Restorative Justice works

- Consulting with victims and offenders about what happened and what might happen in the future
- Involving relevant community members in helping the victim to recover and offenders to take responsibility for their actions
- Assessing the reasons for particular offences and taking steps to help reduce the risk of them being repeated
- Being flexible so the steps taken can be adjusted to individual circumstances avoiding 'assembly line justice'
- All agencies working together to the common aims of restoring victims and offenders to a supportive community

How?

Healing the harm can be made directly to the victim in the form of dialogue, an apology, compensation or the carrying out of an activity that benefits the victim or the wider community. For example, a victim might ask the offender to repair the damage to their property or recommend the offender undertake some work for a local community centre. The principle of healing the harm can be applied across a wide range of offences and as part of specific Court Orders.

The benefits of Restorative Justice

- It is close to the people involved, giving them a voice and a clear insight into what is happening
- It helps victims find a satisfactory resolution
- It involves the community in an inclusive and supportive framework for crime prevention and rehabilitation
- It is demanding for offenders having to face up to the consequences of their inappropriate behaviour

City Council Officers have been approached by Lancashire Constabulary who offered to provide training courses on Restorative Justice techniques in view of many noise grievances and other incidents of anti-social tension between local residents. The Task Group agreed this may be an important technique to develop and one that may contribute to the Council's Medium Term Objective of 'contributing to a safer society'.

RECOMMENDATION 3

That the City Council endorses the 'Restorative Justice' Programme and explores future involvement in the initiative in conjunction with Lancashire Constabulary where resources permit, applying this process to cases falling under the Council's jurisdiction.

- 7.6 For demonstration purposes the Task Group navigated the City Council's website to try and report incidents of anti-social behaviour. Lancaster City Council's website has won awards for its layout and detailed content although when a search was made for anti-social behaviour there is no form to be completed or telephone number offered through which a complaint can be lodged.

There are separate links for reporting differing types of anti-social behaviour such as reporting incidents of noise or dog fouling, however the system is difficult to navigate and gives no guarantee of receipt. Fundamentally, when a search is made under the term 'anti-social behaviour' all that can be found are press releases and other documentation.

As an example of best practice it was pointed out to the Task Group that Wyre Borough Council's website had a good and very user friendly reporting mechanism on its website, clearly visible on the front page, and that includes an entire section purely for reporting anti-social behaviour. This page very briefly details what ASB is and provides a direct link to a form for logging a complaint which includes a guarantee that receipt of the enquiry will be acknowledged within 2 working days.

The Task Group agreed that the Council's website should be updated to include a single reporting form and make the reporting of such incidents more user friendly and such a mechanism could be monitored directly by the Anti-Social Behaviour Officer detailed in Recommendation 1 within this report. It was envisaged that an ASB Officer should be appointed to deal with the 'hands-on' complaints made to the Council and then co-ordinate the necessary services and partnership agencies in resolving the matters raised.

RECOMMENDATION 4

That a single form for reporting incidents of anti-social behaviour (ASB) be developed as part of the re-design of the City Council's website, using Wyre Borough Council's form as an example of best practice.

- 7.7** Following consultation with a Police Community Support Officer on their views on how the Council may seek to improve its services in combating ASB in the district, and in aiding the work of PCSOs, it came to light that many PCSOs do not have contact details for the Council to hand and yet they are regularly faced with queries that need to be dealt with by the Council.

It was suggested by one PCSO that they be given a contact card detailing a variety of useful Council numbers for various services, but following discussion between the Task Group and Officers, it was agreed that all queries should be directed to the Customer Service Centres and so confirmation of the relevant telephone numbers should be distributed to all PCSOs. This could, possibly, be on a business card and it may also include useful Lancashire County Council numbers for issues that fall within their area of responsibility.

RECOMMENDATION 5

That all PCSOs be issued with the City Council's Customer Service Centre telephone numbers, and possibly other useful numbers such as Lancashire County Council Customer Services, to inform residents who raise queries with them.

- 7.8 Lancaster City Council co-ordinated the development of a diversionary activities project that was delivered between January and March 2007 (approx. 12-weeks).

The Community Safety Partnership allocated £20,000 towards this project with the aim of reducing juvenile nuisance and youth related crime. A substantial amount of match funding was supplied through Lancaster City Council, the Police and Lancashire County Council's Youth & Community Service.

Three target areas were selected across the district, namely, the West End of Morecambe, Ridge and Scale Hall. A delivery group was established for each area consisting of the Police, local sports and arts providers, Youth Services and Cultural Services.

The following services were used to provide the activities:-

West End: Community Beat Manager, PCSO's, Signposts, Regent Park Studios, More Music and Cultural Services (lead agency)

Ridge: Community Beat Manager, PCSO's, YMCA, Central Lancaster High School (extended school and specialist arts college), Ludus Dance, Dukes Theatre and Cultural Services (lead agency)

Scale Hall: Community Beat Manager, PCSO's, Marsh Community Centre and Cultural Services (lead agency)

Lancashire Constabulary suggested that the activities take place on Friday and Saturday nights from 6.30pm or 7pm onwards, as this was the time that they recorded the most incidents relating to young people. The Police, referral agencies and youth services identified and engaged with the young people who they thought would bring benefit from being involved in this type of a project.

The project proved to be a great success, very popular with the young people who took part and also had the effect of reducing comparable incidents of crime for the corresponding time of other years. Incidents of crime and anti-social behaviour have also risen since the project came to an end.

In the West End there had been a large amount of criminal activity within the 300m radius surrounding the venues subsequently used to host activities. However, these types of offences reduced by 41.62%, compared to the same time period the previous year (dates between January and March 2006 recorded 22 offences and dates throughout January to March 2007 whilst the project was running, recorded 15 offences).

Offences/incidents committed outside of the 300m boundary area also saw a reduction of 9 offences, compared to the previous year. There has been the same number of offences/incidents reported, within the specific parameters, nine weeks prior to the launch of the project (19th January 2007) and whilst the project was running.

Venues	Between 20 th January and 17 th March 2006	Between 19 th January and 16 th March 2007
The Hot House / More Music in Morecambe, (West End), Morecambe	13	10
Regent Park Studios, (West End), Morecambe	9	5

Chart 1: Criminal damage offences and anti-social behaviour incidents recorded on a Friday, during the stated time periods and between the hours of 1830 and 2100. The number of incidents/offences has been captured within the 300m radius surrounding the projects.

Young people who attended Salt Ayre were from Scale Hall and also from the surrounding areas of Ryelands, Marsh and Skerton also saw massive benefit in the provisions..

Offences within a 300m radius of the project had reduced in comparison to the previous year's figures. During the dates between January and March 2006 there were two locations consisting of 'hotspot' areas, which altogether included seven offences, whereas in 2007 during the project, there haven't been any incidents/offences reported. Even though in 2007 there were more offences recorded outside of the 300m radius than there was the previous year, there has still been a reduction on the whole.

Venues	Between 20 th January and 17 th March 2006	Between 24 th November 2006 and 12 th January 2007	Between 19 th January and 16 th March 2007
Salt Ayre Sports Centre, (Scale Hall)	7	1	0

Chart 2: Criminal damage offences and anti-social behaviour incidents recorded on a Friday, during the stated time periods and between the hours of 1830 and 2100. The number of incidents/offences has been captured within the 300m radius surrounding the projects.

Consultation with young people at Morecambe High School (year 7 and year 10) clearly showed that young people want to have things to do with their free time, and particularly activities that aren't cost intensive. The City Council's Children and Young Peoples Manager has developed proposals to roll out Diversionary Activities to a wider range of young people, and not merely 'targeted' individuals so that the programme can be used as a preventative measure against anti-social behaviour and offer a range of activities for young people to undertake on a more regular and sustained basis.

Some funding has already been secured to extend the programme, however, it is hoped that the initiative can receive a sustainable funding stream so that it can continue for many years and provide young people with a range of activities to keep them occupied in the evenings and particularly at weekends.

Of particular success have been initiatives such as the Kickz football sessions run by the Police but more essentially the role played by More Music in Morecambe and Regent Park Studios, who have also recently opened a film studio, that offers non-sporting alternatives that allow individuals to develop their creative flair.

The range of activities have not only contributed to keeping some young people out of trouble but also given them the opportunity to develop relationships, integrate a range of communities and also develop themselves as young maturing people. The Task Group feels that such work is of great importance and should be supported by the Council as far as possible.

City Council's Cultural services have been leading on the Sports and Physical Activity Programme (SPAP) working with a range of local partners including organisations detailed above, proving sporting and other associated activities to a variety of groups by removing the main barrier i.e. cost. Evidence has shown that by providing subsidised activities it can lead to increases in club membership, gym membership etc. This could lead to a change in the way that some partners provide services/opportunities in the future.

The SPAP has been identified as the key delivery mechanism for supporting the Community Safety Partnership's priority aim of tackling juvenile nuisance and anti-social behaviour. In this aspect activities are offered at times when juvenile nuisance is at its highest and also around 'hot spots' in predominantly Lancaster and Morecambe.

Further activities are widely promoted and targeted towards pre-specified priority groups such as young people, people from black and ethnic minority groups, disabled people, over 50s and people with learning disabilities and also linked to local referral schemes such as the Condition Management Programme run in partnership with the PCT. The key to the success of this strand of the project will be sustained participation in one or more of the activities that people have selected to have a go at.

The Task Group endorses the work being carried out in projects such as these and agreed that the City Council should extend its support for such initiatives to strengthen its commitment to its Core Values, including 'Leading our Communities', bringing communities together to deal with the major issues facing us by working with our partners to deliver real improvements to quality of life for those in our district.

The SPAP project is due to be implemented in October 2008 and Officers in Cultural Services are working closely with the MAPS Team to develop the targeting of priority areas for the diversionary activities.

RECOMMENDATION 6

That the City Council seeks additional and significant funding from the LDLSP via the Children and Young People Thematic Group to provide sufficient 'diversionary activities' to enable young people who are vulnerable, at risk or disadvantaged, to have the opportunity to participate in positive activities designed to prevent a range of negative outcomes. Furthermore that a report be brought back to Members and budgets be updated accordingly.

- 7.9 During the public consultation the Task Group heard allegations relating to anti-social behaviour from tenants of Council owned properties. It became apparent that a lot of stigma is attached to Council tenants and this was demonstrated more clearly when many such allegations actually related to owner occupiers.

Council Housing Services were informed of the allegations made and met with some of the individuals making them to establish improved communication lines between the Council and concerned local residents. Furthermore Council Housing Services agreed to incorporate the findings of the Anti-social Behaviour Task Group in reviewing their policies in response to incidents of ASB.

RECOMMENDATION 7

That Council Housing Services incorporate the findings of the Anti-social Behaviour Task Group when they review their published statutory "Anti-social Behaviour Policy Statement" and Summary of Policies and Procedures" in 2009.

- 7.10 Following consultation with Police Community Support Officers (PCSOs) the Task Group heard that many PCSOs would like to have an extension of their powers. In particular the High School based PCSOs, now present at Heysham High, Morecambe High and Skerton High Schools, expressed a desire to be able to issue parking tickets with illegal parking outside of schools a particular problem, which also posed a health risk to the many children in and around the schools.

Discussions took place with City Council Officers who agreed that the situation should be investigated further and at least some system of co-ordination between the City Council's parking Officers and PCSOs in order to stem the problem. It was reported that PCSOs regularly discover illegally parked vehicles but once parking attendants are contacted and can arrive at the scene the offenders have already moved away and so some powers of enforcement would be very useful to them.

RECOMMENDATION 8

That the Council investigates the possibility of providing PCSOs with the powers to issue parking tickets in particular with regard to areas outside schools.

- 7.11 A factor of prime importance to the Task Group during their investigation was the impact of City Council policy on young people, who were often singled out as protagonists of anti-social behaviour. Full Council resolved on 18th July 2007:-

- (1) No person aged 14 years or over shall enter or remain in a designated area which is a children's play area unless in charge of a child under the age of 14 years.
- (2) That Overview & Scrutiny Committee be requested to consider the issue of byelaw enforcement.

The inclusion of an addendum for Overview and Scrutiny to monitor the impact of this resolution illustrates the reservations some Councillors had in taking this decision and those reservations have formed some of the remit of the ASB Task Group's work. The issue at hand is that in prohibiting over 14s from children's play areas they are often left with nowhere to go at an age when many teenagers like to be out of their homes and with friends.

Consultation with young people confirmed this trend with many saying they just wanted to 'hang out' or 'chill out' with friends, away from adult supervision. Engaging with young people at Morecambe High School it became clear that the old setup of youth clubs simply does not appeal to the majority of today's youth. As a result young people often are driven onto the streets as they are prohibited from using many open spaces such as school grounds and children's play areas during the evening.

The Task Group agreed that the provision of areas for young people to frequent was an area that required investigation due to the byelaw decision by Council, which effectively gave them far fewer places to go. The ASB Task Group concluded that this age group warranted provision of places to go and some examples of best practice such as youth cafes, skate parks and youth shelters should be given more consideration.

RECOMMENDATION 9

That in the development of the Local Development Framework the City Council encourages development of a policy aimed at locating areas for young people (over 14 yrs) to frequent in agreeable locations, in light of their exclusion from local playing areas.

7.12 Quotes from Members of the public

"The only serious antisocial behaviour where I live is car drivers speeding through quiet streets where children play and past my child's primary school. If that isn't antisocial I don't know what is but it just seems not to get as much attention as relatively trivial stuff."

"There are several gangs which hang around the streets and town centre, they do not commit as much crime as people say they do. I believe young people are a scapegoat for crime and are blamed for far more things than they really commit."

"You never see police on the beat. It is not safe to go out after dark. The gangs of kids have the upper hand. If you confront them over their behaviour,

they just laugh at you. You are powerless to do anything and the police are too busy to bother with low level disturbances, especially on a weekend."

"Every night there are youths hanging around outside shops, in bus stops and in alleyways where I live. It is a worrying sight but in all honesty, they don't commit any crimes or behave anti-socially, in their defence I think they're just bored as there is nothing to do and no where to go out there. I've experienced more anti-social behaviour from my next door neighbour than I have with the local kids."

"As long as offenders get away with just a "slap on the wrist" the attitude will only get worse. These kids are just a mirror of our society with a lack of morals, virtues and respect. They all know their rights, but are more than happy to ignore any responsibility."

"We expect our police, courts and lawmakers to contain, punish and deter antisocial behaviour. We also know that parental influence is crucial to whether a child will have a "Respect Agenda" when they step out onto our streets."

"The majority of young people want to be good citizens and are on the path to achieving this. The more we portray "youth" as something to cure the less likely we are to try and understand young people, their needs and aspirations."

RECOMMENDATION 10

That Cabinet formally note the comments of those who attended Task Group meetings and provided comments to the Council website and request responses from the relevant Services to the issues raised, and these be reported back to Cabinet for further consideration.

- 7.13** During an initial meeting with Officers of the City Council who were involved in the Council's response to anti-social behaviour it was evident that Services varied in their approach to employing education or enforcement policies. The Task Group agreed that Services should work more closely together in order to develop unified approaches in combating anti-social behaviour.

RECOMMENDATION 11

That Services responsible for responding to Anti-social Behaviour investigate developing a joint approach with regard to prevention and enforcement policies in combating anti-social behaviour, and a Corporate Policy be adopted in order to ensure clarity of the Council's prevention and enforcement policy, and this should include all types of anti-social behaviour including dog fouling, littering and infringement of alcohol free zones.

- 7.14** As a result of further discussions with Officers of the Council it came to light that the Community Safety Officer had previously proof-read Cabinet reports that may have had an impact on Community Safety and invited to add comments to the report if it was deemed necessary. It was evident that this practice had ceased to take place and as a result some resolutions had been made that had a detrimental impact on initiatives across the district to improve community safety.

It was agreed that the comments of the Community Safety Officer be sought for all Cabinet reports that have a potential impact on community safety and that those comments be accounted for by Cabinet Members in consideration of those reports.

RECOMMENDATION 12

That at manager discretion, all reports with potential impact on Community Safety be forwarded to the Community Safety Officer for comments prior to consideration of draft reports by Corporate Management Team and publication of Agenda.

- 7.15** Following the investigation by the Anti-social Behaviour Task Group a number of factors of anti-social behaviour have come to the attention of the Task Group and have been documented in this report. The Task Group requests Cabinet, where necessary, to notify Overview and Scrutiny of any further work on specific items that warrants additional investigation based on the findings within this report.

RECOMMENDATION 13

That Cabinet notify Overview and Scrutiny of any further work on specific items they wish to be carried out as a result of the findings contained within this report.

8.

APPENDICES

Meeting of the ASB Task Group on 27th March 2008 – Lancaster Town Hall

Number 1

- The first comment from the audience was of the lack of respect amongst modern youth but accepted that they also had very little to do with their time.
 - Councillor Woodruff felt there was a big problem in the amount of time it took to put restraints on troublemakers. i.e. in response to noise disturbance you may need to make 2 years of record before any kind of positive action is taken.
 - Some workers from Marsh CC felt that the perceptions of the problems of ASB were perpetuated by the press in particular.
 - Jude Towers noted that the use of residents parking spaces by commuters was perceived as ASB.
 - The no-entry to parks for over 14s was looked upon negatively by young people as they didn't know where else they were supposed to go! The signs were deemed to be pointless.
 - Yakub Patel thought the perception of young people's behaviour in contrast with those in the past was vastly exaggerated. Kids are still kids.
 - The good work carried out at Marsh CC was not happening all over the district and this needed to be addressed by County and City Councils.
- In particular, EVENING PROVISIONS needed to be extended.
- Young people need to be kept busy as often the victims of ASB are other children. They need to be given things to do.
 - The work of PCSOs was praised by some attendees.
 - It was felt that far more money should be spent on children aged between 12 and 18 and more support should be given to the community centres.
- Need to look more at prevention – would like to see a YOUTH CAFÉ in the centre of town for young people to go to and 'hang out', perhaps run by other young people.
- Skate Parks are great but dog fouling and adults assaulting one another were big problems. A lot of kids didn't want to join in adult-run youth groups (often the ones who do cause trouble) so maybe they should be encouraged to run them themselves.
 - Marsh CC thought even more money needed to get on prevention aimed at under-12s as kids on estates were witnessing bad things from a very early age.

- Inter agency working needed to be improved so they worked more cohesively.
- Lobby social services to put more work into youth activities in the district.

Number 2

- Children should have areas to build bike track and do free running etc.
- Perception that many people were less tolerant of others and that better lines of communication between age groups and communities needed to be established.
- Kids "were told where they couldn't go but not where they could".
- The CROSSOVER programme had been extremely successful in bringing a number of agencies and young people from all backgrounds together for an event that took place in the middle of town.
- Wanted the press to be more supportive of the good work taking place in the district and to raise the profile of youth events taking place.
- **LIZ NEAT** spoke of the 'TERRITORIAL TENSIONS' dance event that took place to raise awareness on the subject. She also wanted:
- An analysis of ASBO hotspots across the district.
- Extend the Marsh model to Ryelands and/or Skerton and ensure that it is sustainable and consistent.
- **An anti-poverty strategy should exist.**
- More proactive work from the Council and press to publicise the "good news" stories across the district.
- There is already a Free Running park in Morecambe and one should be established in Lancaster.
- Would like to see a 'Community Cohesion' Officer.
- Kids want 'Youth Shelter's' to be established as places they can hang out and keep dry etc. Problem is in where to site these.
- Attendees wanted to see statistics on ASBO handed out to individuals dependent on alcohol or drugs.
- Concerns were raised that not enough young people were involved in the meeting and so:
- **It was agreed to arrange some site visits for Members of the Task Group to Marsh Community Centre and these would be arranged with Yakub Patel etc.**

Numbers 3/4

- The DIVERSIONARY ACTIVITIES programme had proved very successful but the funding of this needed to be **mainstreamed**.
- Community groups said they regularly consult with their communities but often their requests do not meet the funding criteria of the Funding Agencies and so they can't always best meet their needs.
- Community spirit needed to be rebuilt through excellent initiatives such as those established by the Marsh Community Centre etc.

- Also mentioned that the Council and the community need to work with the incoming migrant population and make them feel welcome in the district.
 - Also pointed out that racism and homophobia were particular problems.
 - A request for an alcohol exclusion zone around Ridge square was knocked back due to lack of backing.
 - It was agreed that Licensees should take more responsibility and their fees should be increased and the additional revenue channelled directly into young people's activities.
 - **Wyre Community Safety Officer highlighted as an example of good practice as they worked very hard to make Licensees work together.**
 - A very high proportion of complaints to ward Councillors reflected litter problems and dog mess.
 - It was noted that **Byelaws were useless without Enforcement and the resources spent on enforcement should be increased.**
 - It was felt that the Ryelands estate needed money putting into good people to get their youth facilities up and running and kickstart community initiatives there and engage young people.
 - Wyre have initiatives to reward people who clean up after their dogs etc.
 - **Also proposed to have a site visit to the Sultan Art Gallery which sought to promote community cohesion.**
- It needed to be easier for Member of the public to communicate with the Council. Perhaps some form of reporting format needed to be created whereby messages could be left on the Council's website for Community Safety Officers to be notified of incidents.
- It was reported that the Police needed byelaw notices to be up in order for them to carry out any kind of enforcement and this was why they were placed at play areas that were completely fenced off.

Meeting of the ASB Task Group on 9th April 2008 – Carnforth Railway Station

- A heavy slant on 'youths living on Council estates' cited as the main causers of ASB.
- Blocks of Council flats were mixing pensioners and young single mothers, which many people thought was inappropriate.
- There were a number of complaints that Council tenants were not maintaining their properties well enough and the Council should be doing more to pressure them to do so.
- Residents of the Highfield Estate wanted to see the Estate Managers being more visible and vigilant.
- The system of recording incidents in a log book did not appear to have any bearing on resolving issues.
- Some residents were afraid to ring the police for fear of being branded a 'grass' and being targeted more intensely.
- It was suggested that trouble-causers should have their Council properties taken from them.
- The work of PCSOs was praised by some attendees, but there was agreement that they had limited resources.
- The Council should be more vigilant and punitive of its misbehaving tenants.
- There was very little social work done with youths in the area and there isn't much for young people to do.
- It was older youths that were drinking alcohol causing the majority of problems, but they were also buying alcohol for the younger children.
- It was alleged that many of the youths were carrying weapons.
- Attendees felt that breach of ASBO conditions should be punished more severely.
- There was agreement that the majority of problems stemmed from a small minority of residents, 'problem families' and wanted to name the main culprits.
- Many residents were concerned that some areas of the Highfield Estate were beginning to have 'ghetto-like' feels to them.
- It was felt that the Council should carry out more inspections of Council properties and ensure their tenants have more respect for the properties and the areas in which they live.
- It was alleged that a lot of people were also making unauthorised alterations to their properties without informing the Council's planning services.

- Would it be possible for the Council to launch any kind of 'Pride and Respect' campaign for its tenants and the district-wide community as a whole?
- It was remarked that Carnforth Town Council had tried to get necessary funding to install CCTV in the market street area. This had been achieved in Garstang where the CSP contributed to CCTV installation.
- Dog fouling and litter also noted as many concern of ASB for residents.
- It was remarked that the no drinking zone in the centre of Carnforth had had a positive effect but may have moved problems elsewhere such as the estates.
- Overall, attendees agreed that there should be a heightened police presence in Carnforth to reassure residents and deter would-be offenders from displaying ASB.
- Problems were also reported from residents of the Crag Bank area but they thought the youths there were coming down to hang around from other areas of the district. Play areas were damaged etc.

Meeting of the ASB Task Group on 22nd April 2008 – Heysham High School

Number 1

- The first comment from the audience was of the lack of discipline in the home, which was causing young people to run riot.
- "It starts with the home. Parents aren't showing enough discipline in the home."
- "What are parents doing to stop young children being on the streets in the late hours."
- It was felt that families were being moved into housing association accommodation that had been relocated from elsewhere for misbehaving. One gentleman had had 7 windows put through in the previous 8 months.
- Geraldine Smith had been contacted who had contacted the Community Safety Officer and slowly progress was being felt.
- Their aim was to have a pathway closed that was being used as a rat-run for youths' getaways and a place for people to take drugs. Needles had been found, and it was covered in dog mess.
- **Would better maintenance of ginnels and pathways – trimming of foliage – help to reduce their use for mischief?**
- Footpath Number 23 behind Regent Park Caravan Park **
- It was alleged that 12-15 off Licences in the local area and some were clearly serving alcohol to underage youths, although others had become very vigilant.
- Youths congregating in big groups around shop areas were deemed to be intimidating although no-one present had actually been the victim of an attack.
- *No children were now congregating around Strawberry Gardens area and the PCSOs have done a very good job in preventing it.
- It was agreed that PCSOs and the Police had done a very good job with the limitations that were upon them. **Again agreed that more PCSOs could only benefit the district.**
- Another alleyway was cited as a trouble spot as they are used to stash alcohol or as escape routes for mischief makers from local residents or the police. Glass and needles are regularly found.

- Some attendees had launched a Residents Association and pressured the Council to trim back bushes, trees and hedges which seemed to reduce the amount of litter dropped in them.
- Loud music coming from houses was a source of nuisance, as were youths riding scooters and people allowing dogs to roam around unsupervised.
- Bushes were used by youths to hide their alcohol in case individual cans/bottles were confiscated. Trimming back of shrubs by the Council had made this more difficult.
- More enforcement officers to deal with environmental issues would be of benefit.
- Children playing football in the streets was also a nuisance and clearly a hazard, as was people cycling on the pavements.
- It was pointed out that gangs were as menacing to other young people as they were to older.
- "There isn't provision for youths in the West End"
- "Any kind of provision is for younger children and those activities are not interesting to youths who are embarking on drinking etc."
- "More Music in Morecambe, supported through the Diversionary Tactics programme was highly successful at attracting these youths on weekends but funding runs out."
- Reiterated that removal of foliage at parks had been effective in moving on groups of youths and removal of seating had helped but this was to the detriment of people that wanted to use seating during the day.
- People queried how much Section 106 money was actually being devoted to community resources and activities.
- If activities were to be introduced for youths it had to be in tune with what they actually wanted such as music production facilities, skateboarding, free running etc.
- "I was a detached youth worker in the West End and you have to provide things that they really want to engage in."
- People feel that there should be more and larger open spaces for people to socialise in. "Its clear a lot of kids just want somewhere to go to chill out."

- It was stated “there should be no more licences granted for the sale of alcohol and if any off licence is caught selling alcohol to under-18s it should be revoked immediately.”
- There was some debate on whether the price of alcohol was having an impact although it was agreed that the culture for drinking in this country would be very difficult to reverse – “we cannot legislate the problem away”
- But “it doesn’t help when supermarkets are using alcohol as loss leaders”
- Crime figures suggest crime as a whole is down but the nature of the crime that exists seems to have a higher level of violence and verbal abuse.
- “A big problem is the nanny state that we live in as you can no longer adequately discipline children.”
- Regent Road and Tesco toilets appear to be being used for drug taking.
- Radar Keys given out to disabled people for access to disabled toilets are being given to people who are misusing them i.e. for drug taking etc.
- The City Council’s Children and Young People’s Manager detailed a new system starting nationally called ‘Children Trusts’ that would seek to bring agencies closer together and meetings had already begun, but would take time to take effect.

What can be done to make things better?

- Improved lighting across the district to reduce the amount of dark areas that people find intimidating.
- More Enforcement Officers touring the streets to reduce littering, dog fouling and fly tipping.
- Remove foliage more regularly and keep pathways clean and clear to discourage littering and the potential for hiding alcohol etc.
- “All kids want is somewhere to go, preferably sheltered.”
- “They just want somewhere to chill out”
- Earth areas for youths to ride BMXs on etc.

- 'Extended Services' programme using school and other public buildings for extra-curricular activities.
- Drinking prohibition zones should be enforced better, and drunken adults on the streets dealt with more severely.
- There is "a lot on the horizon" coming from Heysham High and the Police had been working with children to keep them out of trouble.
- Would like to see PCSOs powers being increased. They had done a great job so far but many felt they could do even more. Perhaps greater powers to deal with traffic issues such as parking would be beneficial.
- Would like to see more bins around to reduce dropped litter.
- More education to take place in schools. Council officers could be more pro-active in this respect.
- Parking was again mentioned especially in respect of residents spaces being taken by the school run rush.
- Heysham High had introduced a staggered lunch hour to reduce the number of kids going out of the grounds at any one time for lunch.

**ANTISOCIAL BEHAVIOUR
TASK GROUP**

6.00 P.M.

30TH APRIL 2008

PRESENT:- Councillors Joyce Pritchard (Chairman), Mike Greenall, Janice Hanson, Roger Plumb, Robert Redfern, Catriona Stamp, Morgwn Trolinger, Peter Williamson and Reverend Tim Horobin (Chairman of the public meetings)

Apologies for absence:-

Councillor Val Histed

Officers in attendance:-

Liz Bateson
Jon Stark

Senior Democratic Support Officer
Democratic Support Officer

22 DECLARATIONS OF INTEREST

There were no declarations of interest made at this point.

23 MINUTES

The Minutes of the meeting held on 22nd April 2008 were signed by the Chairman as a correct record.

24 INTRODUCTION BY THE CHAIRMAN

Councillor Pritchard welcomed all those present to the meeting and thanked them for their attendance. The background to the Task Group's establishment was outlined and the Terms of Reference were read out detailing the aims of the investigation. Attendees were advised that the meeting would be administered by an independent Chairman to ensure impartiality and enable Members of the Task Group to listen to opinions, experiences and potential solutions to anti-social behaviour.

Reverend Tim Horobin of Blackburn Diocese introduced himself as the independent Chairman of the Task Group and invited Members of the Task Group and Officers to introduce themselves.

25 EVIDENCE GATHERING FROM MEMBERS OF THE PUBLIC REGARDING ANTI-SOCIAL BEHAVIOUR

Reverend Tim Horobin invited those present to share their experiences of anti-social behaviour (ASB) in their community and discuss potential measures that could be taken by the City Council in order to combat it.

It was reported that some incidents of vandalism had taken place and evidence of drinking had been found on numerous occasions. However, the Task Group were advised that youths on the streets were perceived to be causing trouble and intimidation but very few incidents had actually occurred and in the main they were merely 'hanging around'.

It was agreed that adults were the source of much of the anti-social behaviour in rural areas with fly-tipping, dog fouling and inconsiderate driving habits being particular problems. It was reported that there was a general lack of respect between walkers, cyclists, horse riders and dog walkers using pathways. It was agreed that more enforcement was required to reduce the number of these incidents occurring but the Council could not be expected to address social issues of respect etc.

A YMCA representative addressed the Task Group and said they had provided outreach work in rural areas but their work was predominantly carried out in Lancaster and Morecambe. It was reported that the YMCA had found the provision of a radio station operated by young people on their premises particularly successful in keeping young people occupied and the station had secured operation for at least another five years.

The Task Group was advised that the skate park at Halton Community Centre had been a huge success and was consistently popular, even drawing people from neighbouring towns and villages. It was reported that much of the park was maintained by the young people using it themselves and this sense of 'ownership' of the facility encouraged it to be treated with a great deal of respect. The skate park had been testament that the provision of facilities for young people greatly reduced the perpetration of anti-social behaviour by them.

26 DATE OF NEXT MEETING

It was agreed that the next meeting of the Anti-social Behaviour Task Group would take place at 5pm on Tuesday, 20th May 2008 at Lancaster Town Hall.

Chairman

(The meeting ended at 7.30 p.m.)

**Any queries regarding these Minutes, please contact
Jon Stark, Democratic Services - telephone: 01524 582132
or email jstark@lancaster.gov.uk**

CABINET

Star Chamber

20 January 2009

Report of Corporate Director (Finance and Performance)

PURPOSE OF REPORT				
To receive an update on the Star Chamber meetings held since the last report to Cabinet of 9 December 2008.				
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>	Referral from Cabinet Member
				X
Date Included in Forward Plan		N/A		
This report is public.				

RECOMMENDATIONS OF COUNCILLOR ROGER MACE

(1) That the report be noted.

1.0 Introduction

- 1.1 Star Chamber is an informal meeting of Cabinet Members supported by senior officers. Its purpose is to provide a continuing process that considers options brought forward from cabinet portfolio holders with the aim of ensuring value for money by identifying potential efficiencies, and opportunities, where appropriate, for diverting resources away from non-priorities and into Council priorities. These options may well consider alternative methods of service delivery and how increased collaboration within Team Lancashire could provide efficiencies. Options will focus on financial, physical, and human resource matters.
- 1.2 Star Chamber also provides the framework and focus for achieving the financial savings targets included in the Medium Term Financial Strategy and Corporate Plan, and also to assist Cabinet in bringing forward its annual budget proposals.
- 1.3 The group meets regularly to consider proposals brought forward by Cabinet portfolio holders and reports for information are made on a regular basis into Cabinet and also into the Budget and Performance Panel.
- 1.4 Star Chamber works to revised Terms of Reference as agreed at the Cabinet meeting held on 2 September 2008.
- 1.5 Since the last report to Cabinet, Star Chamber met on 3 December and 7 January. At the time of preparing this report, it has not been possible to include any information about the issues discussed on 7 January.

2.0 Meeting 3 December 2008

- 2.1 At this meeting, Star Chamber continued to review progress in developing budget proposals that could be considered formally by Cabinet prior to recommending options to Council for approval.
- 2.2 In particular, the meeting considered the latest position in respect of the funding deficit to meet the Council's medium term financial strategy targets and it was reaffirmed that the funding deficit would be no less than £1.8m.
- 2.3 Preliminary consideration was given to a number of service areas on an informal basis with a view to determining if efficiencies could be achieved and further reports would be required.

As the report is for noting there is no options analysis for this report.

RELATIONSHIP TO POLICY FRAMEWORK

The work of the Star Chamber is critical to providing a challenge and review to both the way that our services are provided or their appropriateness to the targets set out in the Corporate Plan & Policy Framework. In particular this can be seen in:

- Corporate Plan Core Values – Sound Financial Management
- Corporate Plan Priority No 1 “To deliver value for money customer focused services”
- Revenue Budget & Capital Programme Monitoring
- Medium Term Financial Strategy target

CONCLUSION OF IMPACT ASSESSMENT

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

None arising directly as a result of this report.

FINANCIAL IMPLICATIONS

None arising directly as a result of this report.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

None arising directly as a result of this report.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Corporate Plan 2008/09
Revenue Budget and Capital Programme
Medium Term Financial Strategy 2008

Contact Officer: Roger Muckle

Telephone: 01524 582022

E-mail: rmuckle@lancaster.gov.uk

Ref: RCM/JEB

CABINET

BUDGET AND POLICY FRAMEWORK UPDATE

20 January 2009

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

PURPOSE OF REPORT					
To seek Cabinet's approval of the draft 2009/10 Budget and Policy Framework proposals to be used in a limited consultation exercise in accordance with the agreed timetable prior to submission to Council.					
Key Decision	X	Non-Key Decision		Referral from Officers	
This report is public.					

OFFICER RECOMMENDATIONS

- 1 That Cabinet approves the draft 2009/10 Corporate Plan attached as Appendix A as a basis for consultation in accordance with the agreed timetable and as the basis for determining its budget proposals.
- 2 That, subject to 1 above, Cabinet considers and approves its revenue and capital budget proposals as a basis for consultation in accordance with the agreed timetable.
- 3 That the draft 2009/10 Corporate Plan and revenue and capital budget proposals be referred on to Council for consideration on 04 February 2009.

1 POLICY FRAMEWORK – CORPORATE PLAN

- 1.1 At its December meeting, Cabinet noted progress that had been made to date in drafting a refreshed Corporate Plan for 2009/10, minute 105 below refers.

- (1) That the latest progress made in refreshing the 2009/10 Corporate Plan be noted
- (2) That progress made in respect of the MTFs and budget exercise be noted

Since that meeting, work has continued to develop the plan and the latest version is attached as **Appendix A**.

- 1.2 The format of the Plan has been updated to clearly reaffirm the purpose and status of the Plan. In particular, the Corporate Plan is:

A document that provides guidance for people (members and officers) who work in the Council and, more importantly, information for our residents about:

- what issues the Council believes are important (**priorities**)
- how we intend to address them (**objectives**)
- how we propose to go about our work over the next three years (**actions and projects**)
- and how we will measure progress (**targets**)

- 1.3 The draft Plan uses as its underlying assumption that the council will seek to maintain current service levels in this difficult financial climate rather than driving service improvements or growth. In particular, it includes the following information:

Statutory Responsibilities

The Council is required to ensure that residents receive a range of mandatory services, either directly provided by the council, or by way of partnership /contractual arrangement. These services are summarised below but are set out in more detail in the appendix to the Plan.

The Council however does have choice in the scope and standard of service delivery for each of these mandatory service activities and this has been reflected in the budget proposals that support this Plan.

- Regulatory services such as Licensing, Planning and Environmental Health
- Council Tax and Housing Benefits
- Waste Collection and Street Cleansing
- Homelessness services
- Elections

Contribution to Deliver the Sustainable Community Strategy

The Council recognises that all the aspirations of its communities cannot be delivered solely by the Council. In this respect, the adoption by the Council at its November meeting of the Lancaster District Local Strategic Partnership's (LDLSP) Sustainable Community Strategy (SCS) now profoundly influences the content of our Corporate Plan. The SCS sets out, following a comprehensive public consultation exercise, what the LDLSP will deliver through its associated agencies and organisations over the next three years.

The LSP consists of seven thematic groups each with the responsibility for delivering a range of actions to achieve the agreed SCS's priorities. The Council, in addition to providing community leadership and administrative support for the LSP, will contribute to delivering some of these actions but not all. The draft Corporate Plan therefore includes and reflects those actions that the Council will contribute to delivering, whether as the lead or otherwise, over the next three years.

Discretionary Services

In addition to the above, the Corporate Plan also includes a range of discretionary services/activities that surveys confirm are important to local people and which the Council has chosen to finance.

- 1.4 In addition to the above, the Council also recognises that the Corporate Plan can only be delivered if there is an effective framework of support services in place, some of which are mandatory, which underpin the council's frontline services and partnerships. This is implicit and reflected in the Council's budget proposals. These can be summarised as follows:
- Financial Services
 - Legal Services
 - Democratic Support
 - Human Resources
 - Information Technology
 - Policy and Performance Management
- 1.5 Please note that at this stage of the process, targets and outcomes for each corporate priority/proposed action have not been determined. This will only take place once Council has agreed the Priorities and Actions to be included in the Corporate Plan and which are to be resourced within the budget proposals.
- 1.6 References to the decisions recently made by Council at its December meeting in respect of Morecambe Town Council, participation in the Sustainable Community Act, and a review of overlapping city and parish council functions and funding, are included in the projects section of the draft but will depend on the resources being made available during the budget process and within service business plans to deliver them.
- 1.7 Following the Cabinet's approval of the draft Corporate Plan, the next stage will be to undertake a limited consultation process by means of a presentation of the draft Cabinet's budget and policy framework proposals to a special meeting of the Budget & Performance Panel on 27 January. All members of Council will be invited to this meeting, together with key partners from the LDLSP Management Group
- 1.8 Following this meeting, the proposals with any feedback from the Panel meeting will be presented to full Council on 4 February for their consideration.
- 1.9 Following Council's adoption of the Corporate Plan, the detailed targets and outcomes for each corporate priority will be worked up and presented to the Council's Business Committee for their approval under delegated powers as in previous years. Service Business Plans will then be refreshed to reflect the content of the approved Corporate Plan.

2 BUDGET FRAMEWORK

- 2.1 As part of this budget and policy framework update, three separate reports are currently being prepared, covering:
- Council Housing Revenue Budget and Capital Programme
 - General Fund Capital Programme
 - General Fund Revenue Budget

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

- 2.2 Cabinet is therefore requested to formulate its revenue and capital budget proposals, which reflect its proposed Corporate Plan proposals and take account of the latest base budget information included in the budget reports. The combined proposals can then be used as the basis for the next stage of consultation, and can also be referred on to Council on 04 February as appropriate.

3 **OPTIONS ANALYSIS**

3.1 **Corporate Plan**

Option 1:- To approve the draft Corporate Plan as set out in Appendix A as a basis for consultation in accordance with the agreed timetable and as the basis for determining its budget proposals.

Option 2:- To approve an amended version of the draft Corporate Plan as set out in Appendix A as a basis for consultation in accordance with the agreed timetable and as the basis for determining its budget proposals.

- 3.2 Basic options regarding budget proposals (for consultation and referral to Council) will be included in each of the three budget reports referred to above,

4 **Officer Preferred Option**

Option 1 is the preferred option regarding the Corporate Plan as this best reflects the latest position on local priorities.

5 **Conclusion**

- 5.1 Cabinet will need to consider the proposals set out in the report and agree its Corporate Plan and Budget preferences in order for it to meet the requirements of the agreed timetable for bringing forward its Budget and Policy Framework proposals.

RELATIONSHIP TO POLICY FRAMEWORK

Implementation of the Budget and Policy Framework timetable will ensure that Council approves its Plans, Strategies, and Budgets in accordance with the statutory requirements. The budget proposals will represent in financial terms what the Council plans to achieve as set in its policy framework documents.

CONCLUSION OF IMPACT ASSESSMENT

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

None arising directly from this report.

FINANCIAL IMPLICATIONS

None arising directly from this report; financial information will be included within the three separate reports to follow.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

Legal Services have been consulted and have no comments to add

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

None.

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DRAFT CORPORATE PLAN

2009 – 2012

FOREWORD

To Be Refreshed

OUR VISION/ROLE/CORE VALUES

To Be Reviewed

This version of the draft Plan uses as its base :-

- the information from the leader's recent presentation to Cabinet
- the outcomes from the 7 LSP Thematic Group action plans to which the council will contribute
- an analysis of statutory/discretionary service activity (Appendix A)
- key messages from the latest Residents Satisfaction Survey (Appendix B)
- decisions from the December council meeting.

As a result, the draft Plan has now been divided into 4 Corporate Priorities to provide clarity and focus and these are set out below. New additions from officers are highlighted in purple throughout the Plan. Due to the increasingly difficult financial position, a key principle underpinning the Plan is to try to maintain performance standards if possible, rather than seeking to develop growth and improvements.

OUR CORPORATE PRIORITIES

1 SUPPORT OUR LOCAL ECONOMY (Include short narrative)

Objective: 1 Work in partnership to ensure a strategic approach to economic development and regeneration

2 CLEAN AND GREEN PLACES (Include short narrative)

Objective: 2 Maintain the cleanliness of our streets and public spaces

Objective: 3 Develop local responses to Climate Change

3 SAFE AND HEALTHY COMMUNITIES (Include short narrative)

Objective: 4 Work in partnership and make our district an even safer place addressing crime and the fear of crime, and anti-social behaviour.

Objective: 5 To contribute towards health improvement and reducing health inequalities through both the delivery of our own services and our work with partners.

4 SUPPORT OUR LOCAL COMMUNITIES (Include short narrative)

Objective: 6 To work in partnership with others meet the differing needs of communities within our district

Objective: 7 To improve the standard, availability and affordability of housing in the district to meet local needs

The Plan would be strengthened if supported by a 'basket' of Corporate Performance Targets that may not be directly linked to priorities. If delivered they would demonstrate that the Council is 'continuing to improve.' A draft of what this might look like is included in the Draft Plan for consideration

The Priorities need to be cross-referenced with the LAA and SCS Action Plans. This is being prepared and will be made available as soon as practicable

Key projects need to be identified as a separate section linked to Actions

V 2.08

23/12/08

CORPORATE PRIORITY: SUPPORT OUR LOCAL ECONOMY		
Objective 1: Work in partnership to ensure a strategic approach to economic development and regeneration		
Key Targets: • SMART targets to be identified following agreement of the Priorities, Objectives, and Actions		
Key Actions:	Action by:	
	Lead Offr	Lead Cab Mem
1.1 Develop and implement a sustainable regeneration programme based upon the LDLSP Economy Thematic Group Economy Action Plan and our own Tourism Strategy where this is a Council priority.		
1.2 Complete Economic Investment Strategy by developing projects around each of the following 5 Vision Themes and apply for funding support for each. <ul style="list-style-type: none"> ▪ Knowledge Economy ▪ Heysham to M6 Employment Corridor ▪ Re-inventing Morecambe ▪ Lancaster City and Riverside ▪ Carnforth Northern Gateway 		
1.3 Deliver the council's actions in the LSP's Education, Skills, and Opportunities Thematic Group Action plan <ul style="list-style-type: none"> ▪ Prepare Local Employment Skills Plan ▪ Develop Employer Engagement Action Plan ▪ Prepare (workless groups and individuals) Outreach and Engagement Action Plans 		
Projects		
<ul style="list-style-type: none"> ▪ Progress the sale of land at South Lancaster ▪ Progress negotiations regarding Lancaster Market and develop potential options for reducing budget deficit ▪ Bringing forward proposals for the future use of the Auction Mart site as an interceptor car park ▪ Progress Storey Institute Creative Industries Centre to a successful launch and a first year of operation 		
Rationale • Sustainable Community Strategy • Medium Term Financial Strategy • Local Area Agreement • Local Development Framework • Capital Investment Strategy • Residents Priority		

V 2.08

23/12/08

CORPORATE PRIORITY: CLEAN AND GREEN PLACES		
Objective: 2. Maintain the cleanliness of our streets and public spaces		
Key Targets: • SMART targets to be identified following agreement of the Priorities, Objectives, and Actions		
Key Actions:	Action by:	
	Lead Offr	Lead Cab Mem
2.1 Deliver the Council's actions in the LDLSP's Environment Thematic Group Action plan		
2.2 Maintain the cleanliness of our streets and public spaces		
2.3 Implement Lancashire Waste Strategy by :- <ul style="list-style-type: none"> • preparing for food waste recycling in 20010/11 • offering commercial waste recycling, including at schools • using education and enforcement to increase domestic waste recycling 		
Projects		
Rationale • Sustainable Community Strategy • Statutory Requirement • Resident Priority • Local Area Agreement • Lancashire Waste Strategy		

V 2.08

23/12/08

CORPORATE PRIORITY: CLEAN AND GREEN PLACES		
Objective: 3. Develop local responses to Climate Change		
Key Targets: • SMART targets to be identified following agreement of the Priorities, Objectives, and Actions		
Key Actions:	Action by:	
	Lead Offr	Lead Cab Mem
3.1 Deliver the Council's actions in the LDLSP's Environment Thematic Group Action Plan		
3.2 Implement the Council's In House Climate Strategy		
3.3 Promote energy efficiency initiatives for local homeowners (specifically Strategic Housing initiatives)		
3.4 Improve the energy efficiency of our public buildings		
3.5 Develop Management Plans for the district's AONB's		
Projects		
Rationale • Sustainable Community Strategy • Local Area Agreement		

V 2.08

23/12/08

CORPORATE PRIORITY: SAFE AND HEALTHY COMMUNITIES		
Objective: 4 To contribute towards making our district an even safer place by reducing crime and the fear of crime, and anti-social behaviour.		
Key Targets: SMART targets to be identified following agreement of the Priorities, Objectives, and Actions		
Key Actions:	Action by:	
	Lead Offr	Lead Cab Mem
4.1 Deliver the Council's actions in the LDLSP's Community Safety Thematic Group Action Plan where this is a Council priority.		
4.2 Promote and implement Clean Sweep and Street Pride initiatives		
4.3 Deliver the Council's actions in the LDLSP's Valuing People Thematic Group - Join up with (Wyre's) Hate Crime Initiative		
4.4 Implement Sports and Arts Project (works with targeted young people to divert them away from crime through free access to sports and arts facilities)		
Projects		
<ul style="list-style-type: none"> ▪ Carnforth CCTV 		
Rationale • Sustainable Community Strategy • Statutory Requirement • Local Area Agreement • Community Safety Partnership Plan • Residents Priority		

V 2.08

23/12/08

CORPORATE PRIORITY: SAFE AND HEALTHY COMMUNITIES		
Objective: 5 To contribute towards health improvement and reduce health inequalities through both the delivery of our own services and our work with partners.		
Key Targets:		
SMART targets to be identified following agreement of the Priorities, Objectives, and Actions		
Key Actions:	Action by:	
	Lead Offr	Lead Cab Mem
5.1 Deliver the Council's actions in the LDLSP's Health and Well Being Thematic Group Action Plan where this is a priority		
5.2 Maintain children and young people participation in sports and physical activities.		
5.3 Implement Cycling Demonstration Town programme		
5.4 Develop new Air Quality Management Plan		
5.5 Implement Sports and Physical Activities Alliance (SPAA) projects		
5.6 Continuing licensing activity re alcohol harm		
Projects		
<ul style="list-style-type: none"> ▪ District Playground Improvements ▪ Big Lottery Parks ▪ Poulton Pedestrian Route ▪ Cycle Demonstration Town Projects 		
Rationale • Sustainable Community Strategy • Statutory Requirement • Local Area Agreement • Residents Priority		

CORPORATE PRIORITY: SUPPORT OUR LOCAL COMMUNITIES		
Objective: 6 To work in partnership with others meet the differing needs of communities within our district		
Key Targets: • SMART targets to be identified following agreement of the Priorities, Objectives, and Actions		
Key Actions:	Action by:	
	Lead Offr	Lead Cab Mem
6.1 Deliver the Council's actions in the LDLSP's Valuing People Thematic Group Action Plan – develop and implement a Community Cohesion Strategy		
6.2 Support the LDLSP's development of a Community Engagement Framework for the district where this is a priority for the Council		
6.3 Deliver the Council's actions in the LDLSP's Children & Young People Thematic Group Action Plan – Implement Lancaster City Council's own C&YP action plan and maintain the range of opportunities for children and young people to take part in positive activities		
6.4 Continue to work with Lancashire County Council and the district's parish and town councils to ensure the three tiers of local government work more effectively (includes development of a district Parish Charter)		
Projects		
<ul style="list-style-type: none"> • Centenary Celebrations • Establishment of Morecambe Town Council • Task Group review of Parish service provision & funding • Prepare response to Sustainable Community Act 		
Rationale • Sustainable Community Strategy • Local Area Agreement • Residents Priority		

CORPORATE PRIORITY: SUPPORT OUR LOCAL COMMUNITIES		
Objective: 7 To improve the standard, availability and affordability of housing in the district to meet local needs		
Key Targets: • SMART targets to be identified following agreement of the Priorities, Objectives, and Actions		
Key Actions:	Action by:	
	Lead Offr	Lead Cab Mem
7.1 Deliver the council's actions in the LDLSP's Health & Well Being Thematic Group action plan – in particular the delivery of the council's Homelessness Strategy to :- <ul style="list-style-type: none"> • Provide affordable housing • Reduce the number of households living in temporary accommodation • Reduce the levels of homelessness within the district 		
7.2 Refresh Housing Strategy 2009-2012		
Projects		
<ul style="list-style-type: none"> • YMCA Places of Change, • Poulton Renewal • Regional Housing Board Funding Scheme • Disabled Facilities Grants 		
Rationale • Sustainable Community Strategy • Statutory Requirement • • Local Area Agreement • Housing Strategy • Residents Priority		

CORPORATE PERFORMANCE

Key Corporate Indicators:

These are the key targets which will measure the progress as a whole the Council has made towards achieving its overall aim to maintain a well managed, cost-effective Council responsive to the needs and aspirations of local people.

Keep the City Council element of Council Tax increases to acceptable levels being 4% or less in 2009/10 and in 2010-11 and 2011/12.

Efficiency/ MTFS targets

- *% of services where initial access can be either face to face, telephone or web – 85% 2010*
- *% of residents rate their local area as a very good or fairly good place to live – baseline and target to be established from Place survey*
- *% of residents agree that that the City Council provides value for money (Place Survey)*

Sickness absence reduction indicator

% of Corporate Plan targets delivered annually

Continuing positive Direction of Travel and Use of Resources judgements

Equality Standard for Local Government score

Target from Member Development Charter

V 2.08

23/12/08

APPENDIX A**STATUTORY /DISCRETIONARY****A high level summary of service activities for each Service**

	Statutory ✓	Non-Statutory ✓
Chief Executive	✓	
Legal and HR		
Monitoring Officer	✓	
- Legal Services		✓
- Licensing	✓	
- Land Charges	✓	
- HR Absence Management		✓
- HR Pay and Grading		✓
- HR Learning and Development		✓
- HR Recruitment and Selection		✓
- HR Equality and Diversity		✓ But must comply with equality legislation
- HR Advice and Support		✓
Democratic Services		
- Elections	✓	
- Democratic and Member Support	Support is non-statutory but the decision making process is statutory	✓
- Grants to Voluntary Organisations		✓
- Civic and Ceremonial		✓
Finance and Performance Directorate		
Corporate Strategy		
- Community Strategy	✓	
- Sustainability		✓
- Partnerships (LSP)		✓
- Community Safety	✓	
- Children and Young People	✓	
- Performance [National Indicators and Annual Performance Plan] including LAA	✓	
- Projects		✓
- Communications		✓
- Consultation		✓

V 2.08

23/12/08

	Statutory ✓	Non-Statutory ✓
Information and Customer Services		
- Customer Services		✓
- IT Application Support		✓
- IT Desktop and Telephony		✓
Financial Services		
- Section 151 Officer	✓	
- Accountancy	✓	
- Exchequer	✓	
- Insurance and Risk Management	✓	
- Procurement		✓
- Audit	✓	
Revenue Services		
- Council Tax and Housing Benefit Administration	✓	
- Council Tax Administration and Collection	✓	
- Business Rate Administration and Collection	✓	
Community Services Directorate		
Environmental Health and Strategic Housing		
- EH Environmental Protection	✓	
- EH Food and Health and Safety	✓	
- EH Cemeteries		✓
- EH Civil Contingencies	✓	
- SH Housing Standards	✓	
- SH Enabling		✓
- SH Policy	✓	
- SH Homelessness	✓	
CC(D)S		
- Waste Collection	✓	
- Street Cleansing	✓	
- Grounds Maintenance		✓
- Finance / Admin / Depot / Stores		✓
- Vehicle Maintenance Unit (VMU)		✓
- Building Cleaning		✓
- Residual Highways	✓	
Council Housing		

V 2.08

23/12/08

	Statutory ✓	Non-Statutory ✓
- Policy and Management		✓
- Repair and Maintenance		✓
- Special Services		✓
- Welfare Services		✓
Regeneration Directorate		
Neighbourhood Management		✓
Planning		
- Forward Planning	✓	
- Development Control	✓	
- Building Control	✓	
- Engineering Services		
• Land drainage etc...	✓	
• Other		✓
- Area of Outstanding Natural Beauty (AONB)	✓	
Cultural Services		
- Culture Development		
• Arts Development		✓
• Swimming Development		✓
• Community Leisure Development		✓
• Community Sports Development		✓
- Support Services		
• Management and Administration		✓
- Venues and Events		
• Festivals and Events		✓
• Salt Ayre		✓
• Community Pools		✓
• Dome		✓
• Platform		✓
• Promenade		✓
Economic Development and Tourism		
- Regeneration		✓
- Economic Development		✓
- Tourism		✓
Property Services		
- City Centre Management (CCTV)		✓
- Travel, Transport and Parking [Concessionary travel is statutory for each Travel Concession Authority (TCA) – Lancaster is a TCA.]	✓ part	
- Estate Management		✓
- Markets		✓
- Premises Facilities Management	✓	

V 2.08

23/12/08

APPENDIX B

The last Best Value Residents Satisfaction Survey carried out in 2006 identified the following views from residents:

What makes a good place to live?

	2006%	2003%
Level of crime	59.0	66.5
Health services	51.4	59.9
Clean streets	50.3	31.9
Affordable decent housing	44.0	30.8
Shopping facilities	23.4	31.1
Education provision	30.4	26.0
Activities for teenagers	24.2	19.7
Road/pavement repairs	23.7	29.9
Public transport	26.1	22.9
Level of traffic congestion	31.4	40.1

Which things most need improving in the area?

	2006%	2003%
Level of traffic congestion	52.1	49.0
Activities for teenagers	48.9	33.5
Road/pavement repairs	42.0	37.7
Level of crime	37.3	47.2
Clean streets	37.3	38.4
Job Prospects	23.1	21.9
Affordable decent housing	22.8	23.9
Facilities for young children	21.6	16.5
Public transport	19.2	24.7
Shopping facilities	15.2	19.2

Figure 1

Results from the Place Survey are expected at the end of January 2009



**Health and Strategic Housing
Fees & Charges 2009/10
20 January 2009**

Report of Corporate Director (Community Services)

PURPOSE OF REPORT					
This report has been prepared as part of the 2009/10 estimate procedure and sets out options for increasing the level of fees and charges.					
Key Decision	X	Non-Key Decision	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%; padding: 5px;">Referral from Cabinet Member</td> <td style="width: 40%;"></td> </tr> </table>	Referral from Cabinet Member	
Referral from Cabinet Member					
Date Included in Forward Plan		November 2008			
This report is public.					

RECOMMENDATIONS OF COUNCILLOR KERR

- (1) That Cabinet decides whether the Health & Strategic Housing fees in Appendix 1 should be increased by either 2%, 5% or 10% with the exception of the fees for rats, mice and fleas and the fee for Exclusive Right of Burial (EROB).
- (2) That the fees for rats, mice and fleas are increased to £25.00 with a reduction to £12.50 for customers in receipt of Council Tax and/or Housing Benefit.
- (3) That the EROB base fee is increased by £100 to reflect the costs of maintaining cemeteries and bring our charges in line with most other Councils.
- (4) That Cabinet agree to the introduction of new charges for cremated remains memorial vaults and a reduced EROB fee for purchased baby graves.

1.0 Introduction

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

2.0 Proposal Details

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

2.2 Pest Control Fees

It is suggested that fees for rats, mice and fleas be increased from £20.00 to £25.00 (still retaining the reduction of 50% to £12.50 for those in receipt of Council Tax and/or Housing Benefit).

This is recommended for the following reasons:

- a) The charges for rats, mice and fleas has remained at £20.00 (with a reduction for those in receipt of Council Tax and/or Housing Benefit) since 2006/07.
- b) Although payment by card over the phone is being introduced from January 2009, there is evidence that a sizeable minority will be unable to pay by debit/credit card and therefore will continue to pay the Pest Control Officers either by cheque or cash at the time of visit. Our experience shows that where the fee is less than a round figure, collection of the fee on site is problematic and means Pest Control Officers carrying loose change.
- c) A survey of other neighbouring local authorities pest control fees has revealed a wide variation of fees, but there are authorities that charge at least £25.00 or more for such treatments and therefore the Council would not be out of step with other local councils' charges.
- d) Although from £20.00 to £25.00 is quite a large increase, it still represents good value for money when compared with the private sector.

2.3 Cemetery Fees

Exclusive Right of Burial (EROB)

It is proposed to increase the EROB base fee by £100.00 to reflect the increased costs of cemeteries maintenance as a result of the memorial safety programme and to bring charges in line with those of most other councils.

The following table outlines current fees for a number of authorities and indicates that with an increase of £100, Lancaster would still be competitive by comparison.

Lancashire authorities:		Other authorities:	
Blackburn	573	South Lakes	375
Blackpool	482	Carlisle	832.50
Burnley	704 traditional 865 lawn	Macclesfield	610
Chorley	N/K	Salford	700
Fylde	445	Stockport	731
Hyndburn	495	Harrogate	from 785
Lancaster	512.50	Stoke	950
Pendle	783.50	Gloucester	773.95
Preston	448	Leeds	636
Rossendale	N/K		
Wyre	753		

Cremated Remains Memorial Vault (New fee)

Currently, the Council does not offer this type of facility which is an above ground memorial vault. However, they do appear to be popular in other local authority cemeteries.

It is, therefore, proposed to construct a small scheme at Torrisholme Cemetery, as a pilot, before considering their use in our other cemeteries.

Made from polished granite, each unit has an integral vault able to accept two sets of cremated remains. The inscription tablet is big enough for a full inscription with motif or photo plaque. Each unit also comes with a floral tribute vase for fresh flowers.

It is proposed that these units are offered for a 25 year lease period which can then be renewed.

Proposed Baby and Young Child Burial Area

The Council currently does not have a specific and dedicated area for the burial of babies and young children. This was highlighted by the Cemeteries Task Group and should be provided to meet the Charter for the Bereaved standards.

It is planned to have several memorial options for the bereaved and these are normally offered at a reduced cost when compared to the standard adult fees, as can be seen with our existing interment charges.

It is, therefore, proposed that where a private baby grave is required resulting in an EROB, that the fee to be charged is 50% of the adult fee applicable at the time of purchase.

3.0 Options and Options Analysis

3.1 The options to Members include:

- (i) To approve either the 2%, 5% or 10% increase in fees for Health & Strategic Housing charges.
- (ii) To approve a different % increase.
- (iii) To approve an increase to £25.00 (with a reduction to £12.50 for those in receipt of Council Tax and/or Housing Benefit) for rats, mice and flea treatments.
- (iv) To approve the fees for rats, mice and fleas in line with the other increases or a different amount.
- (v) To approve an increase of £100 in the base EROB
- (vi) To approve the proposed fees and charges for the provision of new cemetery services.

4.0 Officer Preferred Option

4.1 The Officer preferred option is (i) 5% increase, (iii), (v) and (vi) for reasons set out in the report.

RELATIONSHIP TO POLICY FRAMEWORK

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

CONCLUSION OF IMPACT ASSESSMENT

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

Large increases in fees can disadvantage those residents least able to pay. However any of the proposed increases are considered to be fair and reasonable and in the case of pest control fees are less expensive than most commercial companies charge.

FINANCIAL IMPLICATIONS

The proposed fees and charges have been considered and the 2.0% increase has been built into the budget for 2009/2010 during the budget setting process. Should an increase of 5% or 10% be introduced, it would generate a total additional income of just under £16,000 and £33,000 per year respectively.

Cemeteries

The Officer preferred option for EROB, would create additional income of £15,000 per year, over and above current budget projections. This would be subject to annual fluctuations and is based on average income levels, i.e 150 EROBs per year. Also the introduction of a dedicated burial area for Baby Graves, may have an impact on the budget, but this likely to be small and could be either favourable or adverse depending on the numbers of graves sold.

The introduction of Vault memorials will be fully financed within existing budgets and at this stage, the demand for this service is not known.

Pest Control

The officer preferred option to increase the fee to £25 in respect of the rats, mice and fleas charges, reflects an increase of 25%, which would create additional income of approximately £6,000 per year over and above current budget projections.

Port Health, and Strategic Housing

All other fee increases are in line with inflation and have been included within the draft budget.

SECTION 151 OFFICER'S COMMENTS

In reaching a decision on the level on fee increases, Members are advised to consider the budget position and their targets for achieving savings and for Council Tax Levels, as well as the impact on Service users.

LEGAL IMPLICATIONS

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

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Fees & Charges 2008/09 report to Cabinet
22 January 2008.

Contact Officer: Suzanne Lodge
Telephone: 01524 582701
E-mail: slodge@lancaster.gov.uk
Ref: C77

HEALTH AND STRATEGIC HOUSING**FEES AND CHARGES FOR THE YEAR 2009/10****CEMETERY CHARGES**

	Present Charge £	2% Option Proposed Charge £	5% Option Proposed Charge	10% Option Proposed Charge	Officer Proposed Charge
Exclusive Right of Burial:					
i) For the exclusive right of burial for a period of 75 years from the date of purchase, of a single earthen grave, walled grave or vault	512.50	522.75	538.25	563.75	Additional £100.00
ii) Exclusive right of burial in a woodland area					
- 1 space	256.25	261.25	268.75	282.00	
iii) Exclusive right of Burial in Baby area	N/A	50% of adult fee	50% of adult fee	50% of adult fee	
Transfer of Grave Deed	Legal Costs	Legal Costs	Legal Costs	Legal Costs	
Duplicate Grave Deed	75.25	76.75	79.00	82.75	
Searches – hourly rate	33.75	34.50	35.50	37.25	
Interment Charges					
(a) For the interment in a grave or woodland site either where the exclusive right of burial HAS or HAS NOT been granted:-					
i) of the body of a child whose age at the time of death exceeded one year but did not exceed 16 years.	154.50	157.50	162.25	170.00	
ii) of the body of a person whose age at the time of death exceeded 16 years.	521.50	532.00	547.50	573.75	
iii) interment of cremated remains	125.00	127.50	131.25	137.50	
iv) interment of cremated remains under headstone	190.50	194.25	200.00	209.50	
(b) There is no charge for the interment or burial of cremated remains of a non-viable foetus, the body of a still-born child or a child whose age at the time of death did not exceed one year.					
Scattering of Cremated Remains	32.50	33.25	34.25	35.75	
Use of Cemetery Chapel	85.50	87.25	89.75	94.00	

	Present Charge £	2% Option Proposed Charge £	5% Option Proposed Charge	10% Option Proposed Charge
Walled Graves & Vaults:				
For one person	906.50*	924.75*	951.75*	997.00*
For two persons	1510.50*	1540.75*	1586.00*	1661.50*
For opening and resealing vault	303.50*	309.50*	318.75*	333.75*
Garden of Remembrance Memorials				
(a) Aluminium Plaque – Carnforth	103.50*	105.50*	108.75*	113.75*
(b) Bronze plaque – Price on Application ©Torrisholme, Scotforth, Skerton, Hale Carr, Carnforth				
Old Style:				
i) Granite memorial incorporating flower vase and inscription up to 3 lines	435.00*	443.75*	456.75*	478.50*
ii) Each additional line (up to 6 in total)	42.00*	42.75*	44.00*	46.25*
iii) Carriage fee for returning memorials for additional inscription	39.25*	40.25*	41.25*	43.25*
New Style:				
i) Granite memorial incorporating flower vase and full inscription	461.25*	470.50*	484.25*	507.50*
ii) Deed of grant fee	30.75*	31.25*	32.25*	33.75*
iii) New inscription	92.25*	94.00*	96.75*	101.50*
iv) Motif	10.25*	10.50*	10.75*	11.25*
Vault Memorial				
i) Granite memorial including first interment and flower vase (25 year lease)	N/A	630.00*	630.00*	630.00*
ii) Additional inscribed plaque for second interment	N/A	145.00*	145.00*	145.00*
iii) Renewal of lease period	N/A	125	125	125
* = PLUS VAT				

	Present Charge £	2% Option Proposed Charge £	5% Option Proposed Charge	10% Option Proposed Charge
Memorial Fees				
For the permit to erect a memorial on a particular grave in respect of which the exclusive right of burial has been granted.				
A memorial not exceeding 6' (1800 mm) in height	90.00	91.75	94.50	99.00
Kerb or border stones not exceeding 2' 6" (750 mm) in height:				
(a) enclosing a space not exceeding 7' 9" (2325 mm) in length by 3' 3" (975 mm) in width	120.75	123.25	126.75	132.75
(b) enclosing a space not exceeding 7' 9" (2325 mm) in length by 7' 3" (2175 mm) in width	242.00	246.75	254.00	266.25
A tablet or footstone not exceeding 1' 6" (450 mm) by 1' (300 mm)	55.00	56.00	57.75	60.50
Additional charge for exceeding above size	34.50	35.25	36.25	38.00
An inscribed vase	29.75	30.25	31.25	32.75
Temporary marker	13.00	13.25	13.75	14.25
* = PLUS VAT				
Lawn Sections				
A memorial not exceeding 4' (1200 mm) in height, 2' 6" (750mm) in width and 1' 6" (450 mm) in depth from front to back.	90.00	91.85	94.50	99.00
The charges indicated include one inscription (name)				
for each additional inscription (name), the charge is	29.75	30.25	31.25	32.75

DOG WARDEN SERVICE CHARGES

	Present Charge £	2% Option Proposed Charge £	5% Option Proposed Charge	10% Option Proposed Charge
Kennelling charge per day	10.00	10.25	10.50	11.00
Detention Fee	8.25	8.50	8.75	9.00
Dog faeces bags	1.35/100	1.40/100	1.45/100	1.50/100

PEST CONTROL CHARGES

	Present Charges £	2% Option Proposed Charge £	5% Option Proposed Charge	10% Option Proposed Charge	Officer Proposed Charge
Common Insects:					
Domestic Premises					
- Cockroaches and bedbugs	FREE	FREE	FREE	FREE	
- Fleas	20.00	20.50	21.00	22.00	25.00
- Those in receipt of Housing and/or Council Tax benefits.	10.00	10.25	10.50	11.00	12.50
- All other insects (excluding wasps)	34.25	35.00	36.00	37.75	
- Wasp treatment	33.50	34.25	35.25	37.00	
Business Premises					
- All visits (including wasps) (minimum 1 hour)	66.50/hr*	67.75*/hr	69.75*/hr	73.00*/hr	
Rodents:					
- Domestic premises	20.00	20.50	21.00	22.00	25.00
- Those in receipt of Housing and/or Council Tax benefits.	10.00	10.25	10.50	11.00	12.50
- Business premises (minimum 1 hour)	60.75/hr*	62.00*/hr	63.75*/hr	66.75*/hr	

* = **PLUS VAT**

All charges inclusive of VAT where appropriate.

	Present Charges £	2% Option Proposed Charge £	5% Option Proposed Charge	10% Option Proposed Charge
Emergency Callouts:				
- Weekday (outside 0800-16.30 hrs)	Standard Rate x 1.5	Standard Rate x 1.5	Standard Rate x 1.5	Standard Rate x 1.5
- Saturday	Standard Rate x 1.5	Standard Rate x 1.5	Standard Rate x 1.5	Standard Rate x 1.5
- Sunday and Bank Holidays	Standard Rate x 2	Standard Rate x 2	Standard Rate x 2	Standard Rate x 2

Disclosure of Information on Health & Safety matters:				
- Full factual statement which may also include sketches, copy of F2508, witness statements, etc.	121.25	123.75	127.25	133.75
- Brief statement where the information may be of limited use to the recipient.	42.50	43.25	44.75	46.75
- Photographs & an administration charge	2.40 each & admin charge to be 12.00	2.45 each & admin charge to be 12.25	2.50 each & admin charge to be 12.50	2.60 each & admin charge to be 13.25
- Photocopying	13p/sheet	13p/sheet	14p/sheet	14p/sheet

Contaminated Land Information:				
- Domestic enquiry	93.25*	95.00*	98.00*	102.75*
- Industrial enquiry	118.75*	121.25*	124.75*	130.75*

PORT HEALTH CHARGES

	Present Charges £	2% Option Proposed Charge £	5% Option Proposed Charge £	10% Option Proposed Charge £
Ship Inspection Charges				
Gross Tonnage:				
Up to 3,000	100	102.00	105.00	110.00
3,001-10,000	150	153.00	157.50	165.00
10,001-20,000	200	204.00	210.00	220.00
20,001-30,000	230	234.00	241.50	253.00
Over 30,000	300	306.00	315.00	330.00
With the exception of:				
• Vessels with the capacity to carry between 50 and 1000 persons -	300	306.00	315.00	330.00
• Vessels with the capacity to carry more than 1000 persons -	500	510.00	525.00	550.00
Water Sample Charges:				
Water sample as part of sanitation certificate	75.00	76.50	78.75	82.50
Water sample from Heysham Port	82.50	84.25	86.75	90.75
Water sample from Glasson Dock	95.00	97.00	99.75	104.50

STRATEGIC HOUSING:

	Present Charges £	2% Option Proposed Charge £	5% Option Proposed Charge	10% Option Proposed Charge	
- Immigration Inspection Charges	53.75	54.75	56.50	59.25	
- Accredited Property Scheme	50.00	51.00	52.50	55.00	
- HMO Licence Fees:					
Discounted Rate (Renewal within 2 months)	£400	408.00	420.00	440.00	(Proposed fee per additional unit) £60/61.25/63/66
Basic Rate	£500	510.00	525.00	550.00	(Proposed fee per additional unit) £70/71.50/73.50/77
Admin Fee	£60	61.25	63.00	66.00	
* = PLUS VAT					

CABINET

MEMORIAL SAFETY PROGRAMME 20 January 2009

Report of Corporate Director (Community Services)

PURPOSE OF REPORT			
This report informs Cabinet of the options for the future of the Council's Memorial Safety Programme.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date Included in Forward Plan		6 October 2008	
This report is public.			

RECOMMENDATIONS OF COUNCILLOR DAVID KERR

- (1) That Cabinet support an in-house memorial safety team comprising 2 posts for 2009/10 and on a permanent basis.

1. Introduction

- 1.1 Cabinet agreed on 17 January 2006 to support the development of an in-house team to implement the Council's Memorial Safety Programme (min. 124(2) refers).
- 1.2 They also agreed that previously staked and banded memorials be left in that condition for a further 12 months subject to a review (min. 124(1) refers).
- 1.3 An Individual Cabinet Member Decision Notice dated 22 February 2007 agreed that previously staked and banded memorials be left in that condition for a further 2 years.
- 1.4 A sum of £55k was agreed at Council on 27 February 2008 as a one-off cost for continuation of the Memorial Safety Programme in 2009/10

2. Future of the Memorial Safety Programme

- 2.1 A memorial safety programme is essential in order to deliver the Council's legal responsibilities.

2.2 Resources are required to:-

- implement a rolling programme of memorial testing;
- extend the testing programme to Closed Churchyards;
- make a permanent repair to previously staked and banded memorials;
- monitor the work of private masons under the Council's Memorial Masons Registration Scheme;
- re-fix headstones to preserve the historical and social interest within the cemetery;
- provide the necessary operational flexibility to deliver essential services required at the time of burial.

2.3 It is believed that the staff resources required to undertake the work outlined in this report by an in-house team can be delivered by 2 operatives and, therefore, it is recommended that the current team be reduced by one post.

2.4 £55K has already been allocated for 2009/10 for memorial safety team, but as a one-off only.

3. Ongoing Testing Programme

3.1 HSE, the Local Government Ombudsman and the professional Associations, e.g. ICCM, ABA, NAMM, recommend a rolling programme of testing/re-inspection. The Ombudsman in his *Special Report on Memorial Safety In Local Authority Cemeteries*, stated that the frequency of re-inspection under a rolling programme will be a matter for each Council to determine. However, the maximum period between inspections should be no more than 5 years and further stated that it is maladministration for Councils not to have a testing policy, not to keep proper records of safety tests carried out and the condition of individual memorials where defects are discovered.

3.2 The Burials and Cemeteries Advisory Group (BCAG) are in the process of preparing new guidance. BCAG was established in December 2001 following the report on cemeteries by the Environment, Transport and Regional Affairs Committee. The group was established to use the collective expertise of the industry and to provide advice and information for burial authorities, the public and government, including in connection with the review of burial law. The Ministry of Justice is now responsible for this group. The HSE's representative on the sub group has made it abundantly clear that, in the event of an accident involving an unstable memorial, HSE Inspectors will be looking to establish that the burial authority concerned has followed their guidance.

3.3 A testing programme was started in Lancaster District in 2004/5 and memorials in all cemeteries, except closed churchyards, have now had an initial test. Memorials found to be safe have been given a next inspection date between 1 and 5 years, dependant upon the type of material, condition, amount of lean, ground conditions, etc.

The Council has responsibility for the following closed churchyards:

- Morecambe Parish Church
- Bolton le Sands Parish Church
- St Wilfrid's Church, Halton
- St John's Church, North Road, Lancaster
- Lancaster Priory

- 3.4 The majority of memorials will be due a re-test commencing 2009/10. It must also be noted that those memorials, where a next inspection date was less than 5 years have not been subject to a re-test due to insufficient resources.

The number of memorials requiring re-testing are as follows:

2007/08	600 (overdue)
2008/09	2153 (overdue)
2009/10	6921
2010/11	4195

Therefore, the number requiring re-testing plus the overdue in 2009/10 is 9,674

- 3.5 There is no spare capacity to undertake the rolling programme within the current cemeteries team (ie, excluding the memorial safety team). Options available for consideration are to use a private contractor or retain the in-house memorial safety team.
- 3.6 A number of private contractors have been approached and costs are in the region of £2.50-2.80/memorial. The in-house costs would be 48p/memorial.
- 3.7 An Internal Audit Report on the Cemeteries Service was published on 21 September 2007. At that point Internal Audit issued a "Limited" assurance opinion reflecting the need for arrangements to be strengthened in a number of areas.

Amongst the conclusions were:

- The authority is at risk of substantial losses should an accident occur in a closed churchyard.
- To continue to protect public safety funding is needed to extend the Memorial Safety Programme beyond the two years currently funded (ie, beyond 31 March 2009).

A follow up report by Internal Audit, dated 10 April 2008 acknowledged that action had been taken to secure funding until March 2010 and that the Service would continue to seek additional funding to extend the programme further. Taken alongside improvements made in other areas, Internal Audit were able to raise their assurance opinion to "Reasonable" (i.e. that sufficient reliance could be placed on arrangements). Whilst acknowledging the action taken to improve memorial safety, the follow-up did not involve an in-depth re-assessment of the risk posed by potentially unsafe memorials.

- 3.8 The risk posed by closed churchyards is still valid as a testing programme is yet to be commenced. If the Memorial Safety Programme was to cease then there would be a risk that was not controlled. Whether this risk would materialise into a serious accident or death is very difficult to quantify and prioritise against the many other risks the Council face.

Unfortunately, cemeteries are places where children and youths play, congregate and cause vandalism and this inevitably increases the risk of an accident.

4. Previously staked and banded memorials.

- 4.1 In the period 2004-2006, the Council's cemeteries, excluding Lancaster Cemetery, were subject to a memorial safety programme which resulted in unsafe memorials being staked and banded or, as a last resort, laid flat.
- 4.2 Despite much publicity, notices requesting owners to contact the Cemeteries team, fastened to each headstone, and writing to the last known address of the owner where possible or relative, approximately 70% of unsafe memorials have yet to be re-fixed in accordance with current standards.
- 4.3 It is evident that no further contact is likely, given the elapsed period of time and therefore no prospect of the unsafe memorials being re-fixed by the Deed of Grant owner or one of their relatives.

The stake and banding provides a temporary fix. Cabinet has on 2 previous occasions agreed to extend the time period that the memorials remain staked and banded and this will end on 31 March 2009.

The integrity of this temporary fixing must now be questioned due to:

- Potential rotting of the wooden stakes as many have been in situ for 4-5 years.
- Over the years a number have been removed/vandalised (evidence found strewn around the cemetery).

The major contributing factor to the time extension was the lack of available resources to effect a permanent repair due to the teams ongoing work in Lancaster Cemetery which was the priority.

- 4.5 The Ombudsman stated that large scale laying down of memorials without due need, will be maladministration and it is therefore considered that to potentially lay flat 1,704 memorials would be contrary to best practice and lead to widespread criticism and cause distress to the public.

Cemetery records indicate that 1,704 would require re-fixing to current NAMM standards. The costs of a permanent repair to a typical lawn section memorial carried out by an external contractor would be in the range of £125-150 per memorial whereas the cost of a permanent repair by the in house memorial safety team would be £55/per memorial.

- 4.6 In view of this, it is recommended that the memorial safety team be tasked with making a permanent repair/fixing to all those memorials that were previously staked and banded. It is estimated this would take 2-3 years to complete.

Options and Options Analysis

Options	Advantages	Disadvantages	Risk Assessment	Financial
1 To make the Memorial Safety Team (reduced to 2 posts), permanent.	<p>Retains expertise to allow:</p> <ul style="list-style-type: none"> ▪ Implementation of rolling testing programme. ▪ Ability to repair unsafe and vandalised memorials. ▪ Ability to monitor work of private masons to ensure future compliance with standards. ▪ Provide the necessary operational resources to deliver essential services required at the time of burial. ▪ To carry out permanent repair to previously staked and banded memorials. ▪ Provides extra resilience for business continuity in the event of a major incident. 	<ul style="list-style-type: none"> ▪ Ongoing revenue costs as outlined in financial implications section. ▪ One post made redundant 	<p>Ensures Council is complying with legal responsibilities and cemeteries good management.</p>	<ul style="list-style-type: none"> ▪ 2-man team including equipment, tools and vehicle approximately £55k/year. ▪ In 2009/10 up to £6,000 redundancy costs required

Options	Advantages	Disadvantages	Risk Assessment	Financial
2 To cease the Memorial Safety Programme.	<ul style="list-style-type: none"> Approved budget of £55K in 2009/10 would result in savings to the Council minus redundancy costs. <p>Approximate saving of £45K</p>	<ul style="list-style-type: none"> Council will be failing it its statutory duties under Health & Safety at Work Act 1974 and Owner Occupiers Liability responsibilities. No testing programme in place. The Council would run the risk of being found guilty of maladministration should a complaint be made. Closed churchyards not tested yet. Council will not be following established guidance. Temporarily staked and banded memorials left indefinitely and thereby will present an ever increasing risk as time elapses. Unable to monitor work of private masons. 	<ul style="list-style-type: none"> Could lead to bad PR for Service and Council Potential for unsafe memorials. No defence in future litigation or claims following an accident, as recognised by Cemeteries Internal Audit Report dated 21 September 2007. Council risks prosecution under Health & Safety and/or Corporate Manslaughter legislation. 	<p>Redundancy costs estimated as follows:</p> <ul style="list-style-type: none"> Costs for enhanced package = £9,799.83 Costs for statutory package = £6,584.44 <p>All employees with more than 2 years service are entitled, in the appropriate circumstances, to redundancy payments.</p>

	Options	Advantages	Disadvantages	Risk Assessment	Financial
2 Cont.			<ul style="list-style-type: none"> Cemeteries team's operational flexibility will be lost leading to reduced service delivery. 		
3	Support a memorial safety programme using an external contractor	<ul style="list-style-type: none"> Testing programme would be carried out quicker. Opportunity for Council to assess benefits of using external contractors/partnership working to deliver part of service. 	<ul style="list-style-type: none"> Would need to engage each year to carry out testing. Also need to engage contractor to carry out any temporary re-fix. Much more expensive than in house team option. 	<ul style="list-style-type: none"> Would need to take up references re competency. <ul style="list-style-type: none"> Less control over contractor costs leading to increased cost of test and repair programme. 	Cost of permanently repairing unsafe memorials and carrying out testing using an external contractor is approximately 40% more expensive than an in-house team.
4	To retain the Memorial Safety Team (reduced to 2 posts) for a further 12 months until 31 March 2010 subject to a review of the Memorial Safety Programme for future years.	<ul style="list-style-type: none"> Uses the budget already approved for 2009/10 and does not commit the Council to further costs. Enables testing programme to be implemented including closed churchyards. A limited amount of repair work could be undertaken. 	<ul style="list-style-type: none"> Delays decision on long term future of temporarily staked and banded memorials and testing programme for future years. 	<ul style="list-style-type: none"> Protects Council's interests re testing programme for further 12 months. 	£55K approved for 2009/10 and is sufficient for a further 12 months.

6. Officer Preferred Option (and comments)

6.1 Option 1 is recommended for approval.

This option is recommended based on the operational experience gained over the last 2½ years and being the most cost effective way of delivering the memorial safety programme to ensure the Council meets its legal obligations

6.2 Option 2 is not recommended and has only been included in the report at the request of Members following the Star Chamber budget exercise.

6.3 Option 4 is a “stop gap” measure which would allow continuation of the Memorial Safety Programme and protect the Council's legal responsibilities for a further 12 months.

7. Conclusion

Approval of recommendation 1 ensures the Council is complying with its legal responsibilities and is able to deliver an effective burial service to the public.

RELATIONSHIP TO POLICY FRAMEWORK

Improving on a continuing basis the Services that the Council provides.

Meeting medium term objectives of:

- Cost effective services that give good value for money.
- Make our district a cleaner and healthier place.

CONCLUSION OF IMPACT ASSESSMENT

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

There are no implications

FINANCIAL IMPLICATIONS

The Memorial Safety Programme has £55,000 approved by Council on the 27th February 2008. This will fund the Memorial Team for the first year, but leave a funding requirement for redundancy payment and for costs for future years. Under option 3, the External Contractors costs will be part funded in the first year and leave a funding requirement in future years.

	2009/2010	2010/2011	2011/2012
	£	£	£
Option 1			
<u>Memorial Team</u>			
Staff Costs	45,500	46,600	47,800
Vehicle Lease costs	6,000	6,100	6,300
Administration and Running costs	3,500	3,600	3,700
Memorial Team Costs	55,000	56,300	57,800
Existing Approved Funding	(55,000)	-	-
Potential Redundancy Costs	6,000	-	-

Additional Funding Requirement	6,000	56,300	57,800
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Option 2

Cease Memorial Safety Programme

Potential Redundancy Costs

9,800

-

-

Existing Approved Funding

(55,000)

-

-

Potential Saving**(45,200)**

-

-

Option 3

External Contractor

Memorial Testing @ c£2.50 each

24,200

10,800

7,500

Memorial Fixing @ c£150.00 each

85,200

85,200

85,200

External Contractor Costs**109,400****96,000****92,700**

Existing Approved Funding

(55,000)

-

-

Potential Redundancy Costs

9,800

-

-

Additional Funding Requirement**64,200****96,000****92,700**

Option 4

Retain Memorial Safety Team until 31 March 2010 subject to review of Memorial Safety Programme for Future Years

There would be no additional financial implications to option 4, as it would utilise only the existing funding available

There is currently no specific budgetary provision to meet any additional funding requirements and in order for the proposals to progress either savings would have to be identified or a growth bid would have to be formulated and approved by Full Council.

SECTION 151 OFFICER'S COMMENTS

Any potential growth bids should be considered in context of Cabinet's proposed priorities (and non-priorities), any relevant statutory requirements and the Council's financial prospects, i.e. the need to make budget savings. Any proposal for budget growth will increase the savings needed.

Should Members wish to support an extended memorial safety and supporting programme, whilst the in-house service provision would cost less over the 3 years, it is uncertain whether this would be the case in the longer term, given that the need for repair etc. should reduce in later years, once any backlog is cleared. Members may wish to take this into account when considering the permanency of any growth bid.

LEGAL IMPLICATIONS

Health and safety in cemeteries managed by the Council is enforced by the HSE. The City Council as a burial authority has duties under the Health and Safety at Work Act 1974 Section 2 towards its staff and Section 3 responsibilities towards members of the public and other contractors who visit the cemetery.

The Management of Health and Safety at Work Regulations 1999 require all employers to assess the risks to employees and non-employees which arise out of the employer's undertaking. Therefore, the City Council is under a legal duty to assess the risk from all cemetery structures (including memorials) and work activities in their cemeteries and ensure that the risk is controlled.

Guidance issued by HSE in August 2001 stated:

- a. Burial authorities should have clear safety policies in place which set out their standards for management of memorial safety.
- b. Staff are trained to carry out inspections of unstable memorials.
- c. An initial inspection is carried out to identify any memorials posing an immediate danger to the public. Memorials identified as falling into this category must be dealt with. A fuller inspection is then carried out to ensure that memorials in cemeteries are safe and that actions taken are properly recorded and maintained.
- d. An ongoing inspection programme is drawn up and implemented, ie, an inspection every 5 years or a rolling programme seems to be a reasonable approach. The frequency of inspection will depend upon the age, size and condition of the memorial and this is for burial authorities to decide as part of their assessment and review procedures.

If memorials are in immediate danger of falling, then cemetery management should take immediate action

Under the Corporate Manslaughter and Corporate Homicide Act 2007 an offence will be committed where failings by an organisation's senior management are a substantial element in any gross breach of the duty of care owed to the organisation's employees or members of the public, which results in death.

The Council owns the land within the cemeteries and gives a right to erect a memorial subject to seeking the Council's permission. The responsibility for the memorial and its future maintenance and safety rests with the Deed of Grant Owner or other family relative who has been assigned the right or is willing to accept responsibility for the memorial. The Council does not have any responsibility for individual memorials other than that implied through Health & Safety at Work Act 1974 as stated above and our owner occupier liability responsibilities.

DEPUTY MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Cabinet Report on Memorial Safety Programme 17 January 2006.
 Individual Cabinet Member Decision 22 February 2007
 The Local Government Ombudsman Special Report – Memorial Safety in Local Authority Cemeteries March 2006
 Institute of Directors and Health & Safety Commission 'Leading Health & Safety at Work' October 2007.
 Cemeteries Internal Audit Report 21 September 2007 and Post Audit Review 30 April 2008.

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Ref: C76



Cabinet Public Speaking

20th January 2009

Report of the Head of Democratic Services

PURPOSE OF REPORT			
To review the procedure for public speaking at meetings of Cabinet, as previously requested.			
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>
		Referral from Officer	X
Date Included in Forward Plan		N/a.	
This report is public.			

1. OFFICER RECOMMENDATION

That Cabinet considers any amendments that it wishes to make to the procedure and requests the Monitoring Officer to refer such proposed amendments to the Council Business Committee to be incorporated in the Constitution.

2.0 Introduction

2.1 At its meeting, held on 22nd January 2008, Cabinet considered a report reviewing the procedure for public speaking. Following consideration of the report it was resolved:-

2.2 That the present system be continued and that the position be reviewed at the December 2008 Cabinet meeting.

2.3 In order to update Cabinet on the number of public speakers that there have been in the last twelve months this report has been submitted to the January meeting of Cabinet.

3.0 Public Speaking at Cabinet meetings

3.1 Since January 2008, when Cabinet last received an update on the Public Speaking at Cabinet Meetings, 4 further members of the public have spoken at meetings. 1 of these has spoken at 2 different Cabinet meetings, on 3 different issues. No further evaluation forms have been returned to the Council.

3.2 A copy of the previous report submitted to Cabinet on 22nd January 2008, together with the accompanying evaluation of forms returned, is attached as an Appendix to this report.

3.3 Cabinet is asked to consider whether it wishes to make any amendments to the current procedure.

4.0 **Details of Consultation**

4.1 The Council has obtained the views of members of the public who have used this process in the production of this report.

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

5.1 The options proposed to Cabinet last year in the attached report are still applicable.

6.0 **Officer Preferred Option and Comments**

6.1 The Officer preferred option and options analysis were set out in the attached January 2008 report.

7.0 **Conclusion**

7.1 Conclusions are set out within the attached report.

RELATIONSHIP TO POLICY FRAMEWORK

The proposal supports the Council's Corporate Plan priorities of delivering customer-focused services and improving the Council.

CONCLUSION OF IMPACT ASSESSMENT

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

Any meeting of the Council must be held in a manner, which allows equal access to all sectors of the community.

FINANCIAL IMPLICATIONS

In the event of any changes to the procedure, there would be some small ongoing costs so that Cabinet Public Speaking leaflets and Forward Plan leaflets can be provided and made available to the general public and also some human resource implications in the amendment of WebPages. Additional speakers may extend the duration of the meetings; Democratic Support Officer time may be required to provide administrative support. However these will be from within existing budgets and resources.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

Any of the suggested options in the January 2008 report can be introduced within the powers of the Local Government Act 2000, but may necessitate amendment to the Constitution, which will require Council Business Committee approval.

MONITORING OFFICER'S COMMENTS	
The Monitoring Officer has been consulted and has no comments to add.	
BACKGROUND PAPERS Report to Cabinet dated 5 th September 2006. Report to Council February 2007. Report to Cabinet January 2008.	Contact Officer: Stephen Metcalfe Telephone: 01524 582073 E-mail: Smetcalfe@lancaster.gov.uk

CABINET

Cabinet Public Speaking 22nd January 2008

Report of the Head of Democratic Services

PURPOSE OF REPORT			
To review the procedure for public speaking at meetings of Cabinet meetings.			
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>
		Referral from Officer	X
Date Included in Forward Plan	N/a.		
This report is public.			

1. OFFICER RECOMMENDATION

That Cabinet considers any amendments that it wishes to make to the procedure and requests the Monitoring Officer to refer such proposed amendments to the Council Business Committee to be incorporated in the Constitution.

2.0 Introduction

2.1 Public Speaking at Cabinet meetings

Following a recommendation from Cabinet for the introduction of a procedure to enable public speaking at meetings of Cabinet a report was submitted to Council to consider the Constitutional amendments which required approval before the introduction of the procedure. The report was considered by Council on 7th February 2007 (Minute 98 refers).

Following the decision of Council a press release was issued and a leaflet produced to inform the general public of the process. Details of the procedure were also made available on the Council's website and copies made available at all Council offices. The procedure was first available at the Cabinet meeting on 20th March 2007.

In accordance with Cabinet's previous decision to review the procedure Members are requested to consider this report.

In the period of operation a total of 6 speakers have used the process. 3 speakers were in attendance at the meeting held on 24th July 2007 and spoke on the item regarding the Greaves Park Play and 3 speakers attended the meeting held on 9th October 2007 and spoke on the item regarding Capital Programme – Receipts, as it related to land at Scotforth, Lancaster (Lawson's Bridge). In order to consider their

views of the process and gauge the users point of view a consultation was undertaken. An evaluation of the responses is attached at Appendix A. There are a number of issues raised, the main points are summarised below:

Additional Time

4 people were happy with the time given, however 1 person felt there was too little time and suggested that "the Chairman could have allowed extra time on important issues if appropriate."

Comment: Cabinet could consider making recommendations to amend the procedure with discretion be given to the Chairman on a time limit if only 1 speaker has registered, as this would not be too time consuming. The original restrictions were imposed to ensure that public speaking did not detract from the time available for decision taking.

Cabinet is advised that any alteration to the procedure would require approval by the Council Business Committee and amendment to the Council's Constitution.

Seating in Committee Room A/Identification of Councillors and Officers

Some members of the public reported problems hearing and seeing Cabinet Members. The issue of furniture was also raised including comments made regarding the microphones being poor (except the Chairman's) in the Banqueting Room. However, the view was expressed that the position for addressing the meeting was good.

Comment: A number of these issues should be considered as part of the Council's Review of Access to Services. However, Members may wish Officers to consider these views if/when considering any future alterations to the Council's meeting rooms.

A short-term measure, in order for members of the public to easily identify Members of Cabinet attending the meeting, is the use of name cards and a seating plan, which could be made available in the meeting room.

In order to view the proceedings better seating could also be made available at the rear of Committee Room B at Lancaster Town Hall. At Morecambe Town Hall public speakers could remain in the public gallery, or alternatively members of the public could be seated on the outer ring of seating provided in the Council Chamber.

Process of the meeting

Positive comments, however, the issue of hearing and seeing those present was raised, as set out above.

Accessibility of Papers

1 response was that "it was disappointing that plans presented at Cabinet were not shown to us...." A further comment was that "all material to be presented at the meeting to everybody present."

Comment:

This has already been acted upon with all documentation that is to be considered in the public part of the meeting being made available. Officers, when circulating

documentation, at the meeting should ensure that there are sufficient copies to be distributed to members of the public also.

Public Speaking Leaflet

All those commenting advised that this was easy to understand and there were no suggestions for improvement/alteration. However, if Cabinet recommend alterations to the process, which are agreed by the Council Business Committee, the leaflet will require amendment, as appropriate.

Forward Plan

It was disappointing that given the recent press release and launch of the Forward Plan Leaflet, together with the Plan now being accessible on the Council's website, that 2 out of the 5 people who answered this question were unaware of the Plan. However, this is only a small representative sample.

Comment: Cabinet may wish Officers to re-launch the Leaflet and produce a further press release. This will assist in making the general public more aware of the Plan and help them be aware of forthcoming key decision items that will be considered by Cabinet.

Procedures are being reviewed for placing items on the Forward Plan and Officers have been reminded of the importance of it as a document for pre-scrutiny and of the need for transparency.

Officers

Positive comments were made regarding dealing with the Council's Officers prior to and at the meeting.

General Comments

A number of comments were made in this Section, which are set out in Appendix A to this report. One member of the public stated that they hoped the process continued and that it was very satisfying no matter the final decision. Comments were also made relating to the "classification" of reports and stated that there was uncertainty as to whether the item they wished to speak upon would be considered at the meeting, although it should be noted that this was an unusual circumstance. There was also a request to allow a "follow up" by public speakers prior to a vote being taken.

Comment: Cabinet may wish Officers to send a paper version of the specific report to each member of the public registered to speak, subject to this being considered in the public part of the meeting. As part of the process prior to the meeting it could be ascertained whether a copy of the report is required when a member of the public registers to speak. Alternatively public speakers could be referred to the Council's website where all documentation, with the exception of exempt or confidential items, is available.

2.2 Other issues

Urgent Business Items/late reports

A further issue that Members may wish to consider making recommendations to the Council Business Committee upon is to allow members of the public to speak on items of urgent business, or items that are circulated after the publication of the

Agenda. Currently there is no provision to allow members of the public to speak on these reports. **The current procedure requires persons wishing to speak to register by 12 Noon on the Thursday prior to the meeting.** This does not give the public the opportunity to register to speak on reports circulated after the Agenda has been sent out, or items of urgent business that are known of prior to the meeting. Both urgent items of business and late reports that are circulated after the publication of Agenda do not give members of the public time to consider whether they wish to speak on an item with the full facts prior to the deadline for public speaking.

The current procedure for speaking at Cabinet meetings, previously agreed, states: -

“It is the responsibility of the person wishing to speak to find out the appropriate date that Cabinet will consider the item of business that they wish to speak on. This information can be obtained from Democratic Services. **Late requests to speak at Cabinet will not be considered.**”

Current Provisions in the Council’s Constitution

Members may wish to consider procedures that are currently in place for meetings of full Council, where there is provision for late requests to speak by Members. Council Procedure Rules state that: -

Constitution Part 4, Section 1

Council:

Paragraph 11.3 A question may only be asked if notice has been given by delivering it in writing or by electronic mail to the Chief Executive no later than midday 3 days before the day of the meeting. Each question must give the name and address of the questioner and must name the Member of the Cabinet or Chairman to whom it is to be put.

Paragraph 12.4 Notice of Questions

A Member may only ask a question under Rule 12.2 or 12.3 if either:

- (a) they have given at least three days notice in writing or by electronic mail (from a known or recognised source) of the question to the Chief Executive; or
- (b) **the question relates to urgent matters, they have the consent of the Chairman to whom the question is to be put and the content of the question is given in writing or by electronic mail (from a known or recognised source) to the Chief Executive by 12 noon on the day of the meeting, or one hour before the commencement of the meeting, whichever is the earlier.**

However it should be noted that this is for Members of the Council rather than members of the general public.

Cabinet is asked whether it wishes to make recommendation to the Council Business Committee to consider whether the Council’s Constitution should be amended to allow for an extension of deadline to be given in order to enable both members of the public and Ward Councillors to speak on late or urgent business reports.

Speaking on more than one occasion

A further issue that Cabinet may wish to make recommendation upon is whether members of the public should be able to speak more than once on an item at various Cabinet meetings, where the item may have been deferred. The Planning Public Speaking Procedure states that members of the public should only be able to speak once, unless there is any material change to the original recommendation.

- 2.3 Cabinet is asked to consider the above issues and responses received as part of the review of the procedure and make recommendations. Issues that involve amendments to the Constitution will require further consideration by the Council Business Committee.

3.0 Details of Consultation

- 3.1 The Council has obtained the views of members of the public who have used this process in the production of this report.

4.0 Options and Options Analysis (including risk assessment)

- 4.1 The options are set out below:-

Public Speaking at Cabinet meetings:

Option No.	OPTION	IMPLICATIONS AND RISK ANALYSIS
1	That the current arrangements be continued, with the Council Business Committee being recommended to consider allowing members of the general public to speak on items of urgent business or items submitted after the publication of the Agenda, as detailed within the report . In considering this option Cabinet may feel it to be appropriate to make recommendations on the amendment of Cabinet Procedure Rules for Ward Councillors speaking to be in line with those of the general public (i.e. with the same deadlines). This could involve extending the deadline for reports that are submitted late, or are to be considered as urgent business until 12 Noon on the Monday prior to the meeting, or other time that Members may feel appropriate. Cabinet may also wish to	<p>This would mean that members of the public and Ward Councillors would be allowed to speak at meetings of Cabinet on all items of business that are known to require a decision prior to the meeting. A report would need to be submitted to the Council Business Committee on any Cabinet recommendations that would require amendment to the City Council's Constitution.</p> <p>Allowing the general public and/or Ward Councillors to speak on urgent business items or reports submitted after the publication of the Agenda would, with such a late deadline, not give Officers enough time to re-order the Agenda and notification of speakers would need to be given at the meeting.</p>

Option No.	OPTION	IMPLICATIONS AND RISK ANALYSIS
	incorporate Rules relating to speaking on more than one occasion being introduced in order to bring into line with those of the Planning Committee.	Adopting procedures in accordance with those of the Planning Committee would make the Council's Rules consistent and would also ensure that there was no duplication in making a repeated address to Cabinet.
2	That the existing procedure be continued with no alterations.	<p>This approach would support the public being allowed to speak at meetings of Cabinet on any topic within the Council's area of responsibility and ensure that there was an element of consistency with other meetings of the Council. However, it would not support the public or Ward Councillors speaking on urgent business items or reports submitted after the publication of the Agenda where the content of the report is unknown when the deadline for speaking has passed.</p> <p>There would be benefits such as savings on printing costs that would be required with a new leaflet and meetings of Cabinet may be shorter with the possibility of fewer public speakers.</p>
3	That Cabinet make alternative recommendations on the process.	Any alternative proposals may require a more detailed report to consider the implications of the proposals.

5.0 Officer Preferred Option and Comments

- 5.1 Officers would support option 1 to continue to allow speaking by members of the general public and to recommend the amendment of the Constitution by the Council Business Committee to enable both the general public and Ward Members to speak on items of urgent business and reports circulated after the publication of the Agenda. It would also bring a more consistent approach mirroring the process of the Planning Committee.

6.0 Conclusion

- 6.1 The proposal to allow public speaking with the addition of allowing speaking on urgent business, late items submitted at meetings of Cabinet and bringing into line with the processes of the Planning Committee would ensure that there is an element of consistency with other meetings, such as Council and the Planning Committee. It would allow members of the public and Ward Councillors to speak at meetings of Cabinet on all items of business, subject to giving notice. It is important to consider the balance required with regard to the efficient running of the meeting, ensuring that there is transparency in the decision-making process and also that the stakeholders and Council tax payers are able to make Cabinet aware of their views prior to a particular decision being taken.

- 6.2 Cabinet are requested, at this stage, to consider the options and indicate which option or combination of options they would support in order that the necessary amendments to the constitution can be prepared for recommendation to the Council Business Committee.

RELATIONSHIP TO POLICY FRAMEWORK

The proposal supports the Council's Corporate Plan priorities of delivering customer-focused services and improving the Council.

CONCLUSION OF IMPACT ASSESSMENT

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

Any meeting of the Council must be held in a manner, which allows equal access to all sectors of the community.

FINANCIAL IMPLICATIONS

There will be some small ongoing costs so that Cabinet Public Speaking leaflets and Forward Plan leaflets can be provided and made available to the general public and also some human resource implications in the amendment of WebPages. Additional speakers may extend the duration of the meetings; Democratic Support Officer time may be required to provide administrative support. However these will be from within existing budgets and resources.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

Any of the suggested options can be introduced within the powers of the Local Government Act 2000, but may necessitate amendment to the Constitution, which will require Council Business Committee approval.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Report to Cabinet dated 5th September 2006.
Report to Council February 2007.

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APPENDIX A**Was the time limit imposed on speaking**

Too much*	0
Just right	4
Too Little*	1

*Please comment and provide details of how the time limits imposed on speaking could be improved.

1. Time was ok but would have been nice if the Chairman could have allowed extra time on important issues if appropriate, at his discretion of course.

How did you find the set up of the Committee room for the meeting? i.e. where you spoke from, where you sat for the other parts of the meeting...

1. Everything was set out well except maybe being sat in "annexe" at the back of room meant some comments by Cabinet Members could not be clearly heard.
2. Ok. Was difficult to hear when not presenting.
3. Position for speaking – good; seating position – poor; unable to hear or see the Cabinet properly. The table was rather 'rickety'.
4. Seating was fine. As usual in that room (Banqueting suite) the microphones were not good enough to pick up what was being said (Chairman's microphone excepted).
5. Good, it met my needs.

Did you understand the process of the meeting? And do you think the order in which the meeting was held suitable? Are there any improvements we can make?

1. Everything just fine. Good that public speakers could speak at beginning of session and leave after item was dealt with.
2. As the meeting unfolded yes, but did not realise that the CE and Corporate Directors would be present.
3. Yes. Bringing forward the item being addressed was very helpful.
4. Yes I understood the process, no improvements.

How did you find out that the item that you wished to speak on was on the Cabinet Agenda?

1. Our previous contacts with Leader of the Council and communication from other Council Officials meant that we were invited to attend.
2. Local Councillor.
3. Web Page.
4. It was not specifically on the Agenda as it was secret.
5. Rumour, despite requests from local Councillors only on the Sunday before the meeting on Thursday (09/10/07) from my local Councillor despite requests on 09/09/07 by email from Cabinet Members and local Councillors.

Were the papers relating to the item you wished to speak on accessible?

Yes	1
No*	4

***How can we make them more accessible?**

1. Everything ok except that it was very disappointing that a plan of the proposed 'park' presented at Cabinet was not shown to us. Especially as we have never seen a proper plan – just an artists impression.
2. Include all material to be presented at the meeting.
3. Not classify documents of public interest as secret.
4. They should be accessible prior to the meeting for public information. We were uncertain even the subject was on the Agenda until the Sunday before.

Did you find the Public Speaking Information Leaflet easy to understand?

Yes	5
No*	0

***What parts were difficult to understand? How can we improve it?**

Is there anything else that should be included in the Public Speaking leaflet?

Are you aware of what the Forward Plan is?

Yes	3
No	2

1. I wasn't – but I checked the website to find out.

Was the contact and information that you received from Democratic Services substantial enough? Is there anything else we should tell you before the meeting commences?

1. Officers were very helpful in all aspects of our visit.
2. All documentation to be supplied before the meeting for everybody.
3. Everything was clear.
4. There was nothing else needed re the process of public speaking.

Please make any additional comments you may have about Public Speaking in Cabinet in the space below.

1. Hope this continues to be available. Very satisfying – no matter final decision – to know we had a proper opportunity to voice our concerns. Hopefully our opinions were taken on board by all at the Cabinet meeting.
 2. Make sure of validity of statement used in Cabinet, at least 2 points were presented to influence Cabinet which were false.
 3. It is a pity that there is not an opportunity (say 5 minutes) for follow up speaking immediately before the vote. The Cabinet may gain useful information following their debate.
- I felt the decision had been taken before the meeting – nothing I said or could have said was taken into account. Lobbying had been carried out prior to the meeting. The process was otherwise 'included' and 'allowed' but was irrelevant to the decision made. This is how I felt – the exercise had little point.

CABINET

Charities Review

20th January 2009

Report of Council Business Committee

PURPOSE OF REPORT				
To request Cabinet to consider Council Business Committee's recommendation on the options for use of existing charity funds for which the Council is responsible which are currently dormant.				
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>	Referral from Committee
				X
This report is public				

RECOMMENDATIONS OF COUNCIL BUSINESS COMMITTEE

That Cabinet consider Council Business Committee's recommendation to proceed with the proposed amalgamations of Charity Trust Funds and the transfer of funds as set out in as set out in paragraphs 1.4 and 1.5 of the report (Option 1 in paragraph 3).

1.0 Introduction

At its meeting on 13th November Council Business Committee considered a report of the Head of Democratic Services which requested the Committee to consider options for the use of existing charity and trusts funds for which the Council is responsible but which are currently dormant.

1.1 During 2006, the Civic Task Group undertook a review of the Council's civic functions and as part of this work became aware of a number of charities, bequests and endowments for which the Council has over the years become responsible. Whilst some of these were being put to their correct use such as the William Smith Festival, Williamson Park and the War Memorial Fund, others are not being used and are collecting interest. The Task Group requested Officers to investigate these charitable funds and consider:

- How they could be better used for their original purpose
- A reduction in the number and work involved in administering charities.

1.2 An audit was carried out of all charities, bequests and endowments that the Council has responsibility for details of which are set out in Appendix A.

1.3 Currently there is a total of approximately £68,000 of charitable funds, which are lying dormant, accruing interest and not being used.

- 1.4 In order to bring this money back in to public use the Task Group recommended that these charities be consolidated to form the following five charities to be managed by the Lancaster City Council with the income by a Committee of trustees appointed by the Council, supported by Democratic Services and used for the following purposes:

1.4.1 **William Briggs and Sarah Ann Albright Trust**
(Approximately £3390)

- To purchase/ restore pictures, works of art and objects of local interest at Town Hall, Museum or Art Gallery.

1.4.2 **Enid Smith Trust**
(Approximately £5910)

- Promotion and encouragement of moral and intellectual training of children.

The Task Group believed that this Charity is ideally placed to further the aims and objective of increasing and promoting Citizenship with regard to young people in the district.

1.4.3 **Pyper, Dean, Aitken and Seward Schools Prize and Exhibitions Fund**
(Approximately £20,000)

- Provision of secondary school exhibitions and maintenance allowances.
- Prizes for musical knowledge, Botany, religious knowledge or Geology.
- Musical education of boys and girls within the district.

1.4.4 **Isabella Simpson and Mrs Green Charity**
(Approximately £16,300)

- Support to Widows, Spinsters and the poor.

- 1.4.5 Additionally, there is a sum of approximately £1,400, known as the **Jane Gardner** bequest for assisting those in the district with Tuberculosis. It was suggested that this be consolidated with the **James Bond and Henry Welch Charity** (managed by Democratic Services), which has similar aims and objectives

- 1.5 There are several charities and charitable funds that the City Council has relating to current and former education establishments for safekeeping and the Task Group recommended that these be transferred to the relevant Board of Governors for use as prize money for the school.

1.5.1 **Skerton Community High School**

There is approximately £1,426 of money relating to the former Skerton Girls and Boys Schools (now the Skerton Community High School).

1.5.2 **Lancaster and Morecambe College**

There is approximately £3640 of money relating to Lancaster and Morecambe College and its preceding institutions.

1.5.3 Lancaster Girls Grammar School

There is approximately £86 of money relating to the Lancaster Girls Grammar School.

1.5.4 Bowerham County School

There is approximately £139 of money relating to Bowerham County School.

1.5.5 Our Lady's Catholic School

There is approximately £97 of money relating to Our Lady's Catholic School.

1.6 These recommendations were reported to Council on 6th December 2006 when the following resolution was passed:

(a) That the amendments, transfers, proposed objectives and consolidations of charitable funds as set out in the report be agreed, subject to the required approvals being obtained.

(b) That officers be authorised to begin discussions with the Charity Commission, boards of governors and joint trustees.

(c) That this work be included within the Democratic Services Business Plan 2007/08.

(d) That the County Council be requested to consider the transfer of the Bertha Taylor and Agnes Holmes Charitable funds to the relevant Board of Governors for use as prize money for the school.

1.7 It was noted at the time that in order to make the changes set out above there needed to be extensive discussions with various parties including joint trustees and boards of governors and all changes would require agreement and approval by the Charity Commission. This is therefore a substantial piece of work involving officer time in Democratic Services and whilst it was included in Democratic Services Business Plan initially for 2007/08 it has been carried forward into 2008/09.

2.0 Proposal

2.1 Since the initial review by the Civic Task Group and subsequent decisions to progress this piece of work, there have been discussions in the County regarding the setting up of a Community Foundation for Lancashire (CFL). This would be one of a network of community foundations across the UK which use endowment funds to generate income to enable the making of grants for the benefit of local communities. The broad purpose is to help donors collaborate in generating funds that promote and support local voluntary activity through a programme of grant making.

2.2 The proposal is to set up a Lancashire County Fund managed by the Community Foundation for Lancashire allocating grants which will contribute to LAA outcomes – to be kick-started using existing funds which will build up into an endowment fund providing sufficient income for future grant funding in Lancashire.

2.3 The aim is to raise £50m over the next few years and the Foundation is asking for a contribution from each of the District Councils in Lancashire of £6,000 over 3 years (£2k p.a.)

- 2.4 The intention is to protect the geographical interest of each income stream so that where a District Council has channelled resources into the Fund, grant funding would be made available on a proportional basis for that District and in a way determined by the District Council (focusing for example on a particular outcome).
- 2.5 It is proposed that decisions would be made by a Lancashire County Fund Panel comprising representatives of the various partners (including the local authorities and LSP) and of local voluntary and community organisations.
- 2.6 Members may therefore wish to consider the use of some of these inactive charitable funds for this purpose, bringing them back into use for the good of the local community.

3.0 Options and Options Analysis (including risk assessment)

3.1

	Option	Advantages	Disadvantages/risks
1	To proceed with the proposed amalgamations of Charity Trust Funds as set out in paragraphs 1.4 and the transfer of funds as set out in 1.5	Retains control over the allocation of funds via a Management Committee of Trustees appointed by the Council	Significant additional workload for staff in Democratic Services, initially to work with the Charity Commission to set up the new arrangements and on an ongoing basis to manage the Trust Fund, the Management Committee and the allocation of funds
2	To agree to support the proposed setting up of the CFL and identify sufficient funds from the bequests listed in Appendix A for transfer to the CFL over the next 3 years, holding the remaining sums in abeyance until the operation of the CFL has been evaluated, but with the long term intention of transferring all unused funds to the CFL	Takes advantage of the opportunity to be part of the Lancashire Community Foundation, utilising the expertise available in grant funding Expected to ensure that grant allocations show a demonstrable contribution to LAA outcomes More cost effective than administering the funds 'in-house'	Could be seen as handing over Lancaster District money to the County The Lancashire Community Foundation may fail
3	To agree to support the proposed setting up of the CFL and identify sufficient funds from the bequests listed in Appendix A for transfer to the CFL over the next 3 years and continue with the proposed amalgamations of Charity Trust Funds for the remaining bequests.	Takes advantage of the opportunity to be part of the Lancashire Community Foundation, utilising the expertise available in grant funding Expected to ensure that grant allocations show a demonstrable contribution to LAA outcomes	Could be seen as handing over Lancaster District money to the County The Lancashire Community Foundation may fail Work on amalgamations may be wasted if there is a later decision to transfer further funds to the CFL

		More cost effective than administering the funds 'in-house'	
4	Take no action in respect of any of the funds listed in Appendix A.		Money continues to accumulate and is not used for the benefit of the community

4.0 Officer Preferred Option

- 4.1 The officer preferred option is 2 above as this brings into use funds which have lain dormant for many years. This proposal takes full advantage of the expertise of a specialist grant making organisation and provides better value for money than the administration of individual Trust Funds by the City Council. Grant allocations will still be made for the benefit of the Lancaster District.

5.0 Details of Consultation

- 5.1 Council Business Committee have considered the Options as set out above and the preferred option was Option 1.

6.0 Conclusion

- 6.1 Significant funds as a result of bequests had been identified which are currently lying dormant and it is right that these should be brought back into use for the benefit of the District. Whilst this could be done by means of amalgamating and transferring funds as previously recommended by the Civic Task Group, the opportunity to use these funds to support the operation of a Community Foundation in Lancashire provides a more cost effective and efficient method of utilising the funds.

RELATIONSHIP TO POLICY FRAMEWORK

None

FINANCIAL IMPLICATIONS

Details of the funds identified are included in Appendix A. All these funds are held by the City Council on behalf of the appointed trustees and the adoption of the recommendations in this report will have no impact on the revenue budget.

However there are implications for the level of resources required to manage the funds. Option 1 will place a significant additional workload on staff in Democratic Services, initially to work with the Charity Commission to set up the new arrangements and on an ongoing basis to management the Trust Fund, the Management Committee and the allocation of funds. At the present time, there is no capacity within the Service to undertake this without reducing the level of service elsewhere.

Option 2 will require some input from Democratic Services in identifying and transferring the most appropriate funds, but this can be contained within existing resources.

Option 3 will require a similar input initially and some further work on preparations for amalgamations. Any future amalgamations will result in an increase in workload as in option 1 for which resources are not currently available.

Option 4 has no resource implications.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

Any changes to Trust Fund arrangements require discussions with various parties including joint trustees and boards of governors where appropriate. All changes to registered charities require agreement and approval by the Charity Commission. Initial enquiries have commenced to enable progress to be made with whichever option Members wish to pursue.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer confirms that where the Council itself is the trustee of a charity, the role is an executive one, to be carried out by Cabinet. When Cabinet is acting in its capacity as Trustee of a charity, it has responsibility for directing the affairs of the charity, and ensuring that it is solvent, well-run, and meeting the needs for which it has been set up.

BACKGROUND PAPERS

Community Foundation Network information
www.communityfoundations.org.uk

Contact Officer: Gillian Noall

Telephone: 01524 582060

E-mail: gnoall@lancaster.gov.uk

Ref:

INACTIVE CHARITABLE FUNDS

Charitable funds held in Lancaster City Council accounts, where the City Council is the sole trustee, which are not being used			
Charity	Objective	Original Capital	Current Balance (at 31.3.08)
Jane Gardner Bequest (1921) <i>Not registered with Charity Commission</i>	For residents of the City who are suffering from TB.	£90.00	£1,397.42
Albright Legacy (1943) <i>Not registered with Charity Commission</i>	For the purposes of Public Library or Public Museum	£450.00	£580.62
Enid Smith Child Study Foundation (1934) No. 223403	Promotion and encouragement of moral and intellectual training of children.	£600.00	£5,909.84
William Briggs (1925) No. 223404	Purchase of pictures, works of art and objects of local interest at Town Hall, Museum or Art Gallery	£500.00	£2,810.47
Unknown Donors (1907) No. 526065	Putting out as apprentice to some useful trade or occupation a deserving child of a poor householder in the ancient township (Poulton, Bare and Torrisholme)	£17.57	£375.66
Mathew Pypers Foundation (1914) NO. 526232	Provision of secondary school exhibitions and maintenance allowances	£736.84	£12,931.01+ £766.60 re-invested
Dean Scholarship in Music (1895) No. 526116	Prizes for musical knowledge and for the musical education of boys and girls within the city.	£430.00	£3,769.28
Seward Prize <i>Not registered with Charity Commission</i>	Prize for Botany or Geology and Exhibition Award for Biology, Botany and Geology for Students at Storey Institute Technical College or any Secondary School in the City	£100.00	£508.66
Alderman E.C Parr – Technical <i>Not registered with Charity Commission</i>	Prizes at the Lancaster and Morecambe Technical College	£47.32	£35.94

Charity	Objective	Original Capital	Current Balance (at 31.3.08)
Alderman E.C Parr – Art <i>Not registered with Charity Commission</i>	Prizes at the Lancaster and Morecambe School of Art	Not known	£13.56
Alderman E.C Parr – LGGS <i>Not registered with Charity Commission</i>	Prizes at the Lancaster Girls Grammar School	Not known	(£-1.08)
Cambridge Local Committee <i>Not registered with Charity Commission</i>	Prizes at the Lancaster and Morecambe School of Art	£40.00	£120.12
Eleanor Smith Science <i>Not registered with Charity Commission</i>	Science Prizes at the Lancaster Girls Grammar School	£25.00	£33.89
A.E French Needlework <i>Not registered with Charity Commission</i>	Needlework prize and Exhibition Scholarship at the Lancaster and Morecambe School of Art	£100.00	£496.82
Sir Thomas Storey Memorial A.E French Needlework <i>Not registered with Charity Commission</i>	Prizes at the Lancaster and Morecambe Technical College	£100.00	£290.72
Dr. James Aitken Memorial (1936) No. 526694	Prizes for religious knowledge in secondary schools and assistance to Grammar School Pupils	£181.03	£2,109.00
Annie E. Helme – LGGS <i>Not registered with Charity Commission</i>	Art Prizes at Lancaster Girls Grammar School	£49.75	£10.76
Annie E. Helme – Skerton Girls (1962) <i>Included in No. 526579</i>	Prizes at Skerton Girls Secondary Modern School	£15.29	£54.43

Charity	Objective	Original Capital	Current Balance (at 31.3.08)
J.T Wright Memorial <i>Not registered with Charity Commission</i>	Prizes at Lancaster Girls Grammar School	£128.36	£42.74
Annie A Millray (1963) <i>Included in No. 526579</i>	Prizes at Skerton Girls Secondary Modern School	£7.26	£20.95
J.T Hayton (1956) <i>No. 526540</i>	Handwriting prize for Students at Cathedral Secondary Modern	£14.54	£97.35
Alderman H Price (1959) <i>No. 526542</i>	Prizes at Skerton Boys and Skerton Girls Secondary Modern School	£68.46	£263.88
Skerton Old Boys (1959) <i>No. 526543</i>	Prizes at Skerton Boys Secondary Modern School	£31.09	£95.87
Sir Edward Frankland <i>Not registered with Charity Commission</i>	Chemistry Prize and exhibition scholarship at Lancaster and Morecambe Technical College	£100.00	£533.97
J Shuttleworth (1963) <i>Included in No. 526579</i>	Science Prizes or allied subjects at Skerton Boys Secondary Modern School	£40.00	£311.34 + £80.30 invested
Skerton School Parents (1963) <i>Included in No. 526579</i>	Prizes at Skerton Boys Secondary Modern School	£85.88	£169.00
H J Weaver Memorial (1965) <i>Included in No. 526579</i>	Prizes at Skerton Boys Secondary Modern School	£68.45	£432.11
E. W Soar Memorial <i>Not registered with Charity Commission</i>	Prizes at Skerton Boys Secondary Modern School	£10.64	£28.42
H J Weaver (National Association of Teachers) (1965) <i>Included in No. 526579</i>	Prizes at Skerton Boys Secondary Modern School	£16.37	£49.68

Charity	Objective	Original Capital	Current Balance (at 31.3.08)
I H Storey Memorial <i>Not registered with Charity Commission</i>	Prizes and Exhibition Scholarship for Electrical Engineering at the Lancaster and Morecambe College of further Education	£100.00	£443.44
G R Roberts Foundation (1936) No. 526395	Prizes at Bowerham County School	£25.67	£138.89
<i>Charitable funds held in City Council accounts where Lancaster City Council is a joint trustee, which are not being used</i>			
H L Storey Science Scholarship <i>Not registered with Charity Commission Joint trustees with Kenneth L Storey Esq</i>	Science Scholarships at Lancaster and Morecambe Technical College.	£325.00	£1,665.45
Sir Richard Owen Memorial <i>Not registered with Charity Commission Joint trustees with Lancaster Astronomical and Scientific Association</i>	Prizes at Lancaster and Morecambe Technical College	£7.13	£41.47
<i>Charitable funds not held in City Council accounts where Lancaster City Council is the sole trustee, which are not being used</i>			
The Isabella Simpson Charity (1920) No. 223402	the payment of not more than £10 each per annum to spinsters over the age of 35 years who may be in need of help and who have resided in the city for at least 10 years.	Not known	15, 184.52
The Isabella Simpson Charity The Second (1964) No. 223401	The payment of not more than £10 each per annum to spinsters over the age of 35 years who may be in need of help and who have resided in the city for at least 10 years.	Not known	Included as above

Charity	Objective	Original Capital	Current Balance (at 31.3.08)
Mrs Green's Charity (1896) No. 249775	Annual income to be paid to the mayor and vicar who shall on every Christmas eve out of such income pay to forty widows residing in the borough of Lancaster the sum of 3/- each and the residue of such income shall be paid and applied to such poor person(s) or for such charitable purposes as they from time to time determine.	Not known	£1,138.84
<i>Charitable funds held by Lancashire County Council for the benefit of the Lancaster City Council area which are not being used.</i>			
Bertha Taylor Prize (1951) No. 526406	Prizes to Boys and Girls for Annual Sports at Morecambe and Heysham, Euston Road County School	Not known	Not known
Agnes Holmes Prize Fund (1956) No. 526539	The award of a book prize annually to the value of £1 to the boy or girl that has attained the highest position in English language, Literature and who has produced the best essay of the year at Balmoral Road County School.	Not known	Not known

CABINET

**Support for Business Start Up
20th January 2009**

Report of Head of Economic Development & Tourism

PURPOSE OF REPORT			
To seek approval for proposals for the delivery of the NWDA Business Start Up Service in Lancaster District from April 2009.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date Included in Forward Plan	24th November 2008		
This report is public			

RECOMMENDATIONS OF COUNCILLORS ABBOTT BRYNING AND EVELYN ARCHER

- (1) That the proposed arrangements for delivery of the NWDA Business Start Up Service in Lancaster District from April 2009 be approved with specific reference to the proposed partnership arrangement with Lancashire County Council, under which the County Council will act as Accountable Body in respect of a co-funding/co-procurement agreement with the Northwest Development Agency
- (2) That the Corporate Director (Regeneration), in consultation with the Cabinet Members with joint economic/regeneration responsibilities, be authorised to finalise agreements with Lancashire County Council and the Northwest Development Agency as required for delivery of the Business Start Up Service, including the allocation of funding to priority groups and areas.

1.0 Introduction

- 1.1 Business start up advice and counselling is currently delivered throughout the North West by a private sector organisation, A4e (Action for Employment), under a two-year contract with the Northwest Regional Development Agency (NWDA). Locally, the service has been provided by two sub-contracted organisations, Enterprise4All and North Lancs Enterprise. This contract ends in March 2009. NWDA are now looking to introduce a new start up service under a 5-year project starting in April 2009 to be funded by NWDA and the European Regional Development Fund. Prior to proceeding with the new service NWDA have conducted extensive consultation and

have introduced a process which provides local authorities with the opportunity to co-fund the service and to be more involved in determining who delivers the service. They have also introduced a degree of flexibility on the targeting of the service to enable local business start up priorities to be taken into account.

- 1.2 Under the co-funding arrangements NWDA will enter into an agreement with a local authority, or group of local authorities, to implement the Business Start Up service within their areas provided a proportionate level of local authority co-funding is committed and a suitable Accountable Body is identified. Where co-funding arrangements have been agreed, the partners will jointly procure the delivery organisation(s) which will provide the service from April 2009.
- 1.3 The NWDA is undertaking a staged procurement process and is in the process of establishing a panel of delivery organisations capable of delivering the start up service which comprises: intensive and specialist services and support for people from target groups/areas considering setting up in business; improving survival rates of businesses through targeted support for up to 36 months. Once the co-funding arrangements outlined above have been agreed, the partners will undertake a 'mini-tender' exercise, selecting a delivery organisation from the panel.

2.0 Proposal Details

- 2.1 Consideration has been given to alternative approaches and these are summarised in the options table. The proposal set out below has been developed taking into account the following:
 - the preference for local delivery to be based on the District boundary as a meaningful economic footprint
 - the very limited availability of City Council resources to provide cash co-funding
 - the wish to ensure local business start up priorities can be addressed by the project
 - the integration of local delivery of the service with the wider local business support network and complementary start up support
- 2.2 Following discussions regarding a potential joint approach for delivery of the service, Lancashire County Council has confirmed, subject to formal agreement, that it will commit £50,000 of cash co-funding towards the start up service in Lancaster District in 2009/10 and that it would act as Accountable Body for the purposes of contractual arrangements with NWDA. This funding would be additional to the £104,500 funding allocated to Lancaster District for the same year under the NWDA funding model. Consequently, it is proposed that the City Council enters into an agreement with Lancashire County Council as the basis for a co-funding arrangement with NWDA and for co-procurement leading to delivery of the business start up service within the District from April 2009.
- 2.3 Under such an arrangement, the impact on City Council resources would be relatively limited, with a requirement for some staff time in working with the County Council and NWDA during the procurement phase and some subsequent involvement in monitoring implementation of the contract. However, this time requirement is significantly outweighed by the additional resources from the County Council for business support and the opportunity it provides to align the start up service more with the City Council's business support activities and priorities. As an example, the proposed arrangements could enable the Rent Grant Scheme, if continued into 2009/10 (currently subject to a growth item request, already submitted, to be considered as part of the City Council's 2009/10 budget process) to be closely linked

to the start up service through the provision of financial assistance in appropriate cases. It is also worth noting the wider context for the County Council's contribution as part of an emerging joint response to the economic downturn which also includes a shared protocol/guidance for respective customer service centres.

- 2.4 As part of any co-funding agreement between NWDA and local authorities under these proposals, it would be necessary to agree the allocation of funding to priority groups and areas. 80% of the NWDA/ERDF funding must be allocated against regional priorities (women, black and minority ethnic groups, social enterprise, people with disabilities and spatial priority areas identified in the Regional Economic Strategy) whilst the remainder, and any co-funding, may be allocated to other local priorities, subject to NWDA (and Lancashire County Council) agreement. These local priorities have yet to be formally established as detailed discussions have yet to take place with both NWDA and the County Council. However, it is anticipated that these may include, as examples, out-of-work benefits claimants (especially in LAA target communities) and people under notice of redundancy.
- 2.5 Whilst the NWDA project is over five years, the initial funding agreement will be for a period of three years. Whilst the budget for the first year is known, subsequent years' will be reviewed to adjust for possible changes in the funding model allocations, co-funding availability and levels of demand/take-up for the service. Although the County Council is not, at this stage, in a position to commit funding for future years of the project, this does not prevent the agreement with NWDA being taken forward but it will mean that any contractual arrangements will need to be flexible with regard to future years of the project.

3.0 Details of Consultation

- 3.1 Consultation on the local delivery arrangements has not been considered necessary or appropriate.

4.0 Options and Options Analysis (including risk assessment)

- 4.1 The following options have been identified:

Option	Advantages	Disadvantages	Risks
1. Do nothing ie no co-funding arrangement, NWDA select local deliverer	Minimal City Council staff input required as no local project management implications	Extent of service limited by NWDA allocation of funding Limited opportunity to target local priorities	
2. City Council provides co-funding and acts as Accountable Body for project based on District footprint	Co-funding would allow enhanced service which can be extended to include local priorities City Council selects local deliverer	Co-funding would require an additional budget growth item for business counselling activity as there is no appropriate existing budget (nb this would be additional to the budget growth request already submitted for the Rent Grant Scheme) Any associated external audit costs would need to be met	Usual risks associated with Accountable Body status related to managing funding, achieving outputs

		in full by the City Council	
3. Enter into an agreement with Lancashire County Council who will provide co-funding and act as Accountable Body for project based on District footprint	City Council does not need to act as Accountable Body Co-funding allows enhanced service which can be extended to include local priorities County/City Councils select local deliverer Allows firm link to be made with LSP/LAA targets for business start up Funding fully committed to service delivery within the District Any associated external audit costs would be the County Council's responsibility	County Council influences priorities and deliverer selection (mitigated by agreement between the two authorities on the co-funding arrangements)	
4. Join Mid-Lancashire grouping, with lead local authority acting as Accountable Body	City Council does not need to act as Accountable Body. Co-funding requirement possibly met by other authorities and/or Lancashire County Council Possible re-allocation of resources within the grouping in response to high local level of demand	Options in selecting local deliverer(s) potentially more restricted Opportunities to address local priorities potentially more limited Possible re-allocation of resources within the grouping in response to low local level of demand	It is possible that the City Council would be required to agree a risk sharing arrangement with the lead authority for the group to mitigate their financial risks as Accountable Body (eg grant clawback and audit costs).

- 4.2 As background to Option 4 it should be noted that within Lancashire it was always likely that the two Multi Area Agreement local authority groups, Pennine Lancashire and the Fylde, would propose arrangements for delivery of the Business Start Up project within their respective boundaries. Consequently, one possible arrangement was for the remaining Mid Lancashire authorities, including Lancaster, to act as a third grouping with one of the authorities acting as Accountable Body. This option has not been actively pursued, the preference being to establish a dedicated service for Lancaster District's distinctive economic footprint.

5.0 Officer Preferred Option (and comments)

- 5.1 Option 3 is the preferred option as this provides the optimum arrangement for a locally focused business start up service, enhanced by County Council co-funding.

6.0 Conclusion

- 6.1 The new approach by NWDA towards the delivery structure for the business start up service is to be welcomed in providing the opportunity to align the service more with

local priorities and other local business support. The proposed arrangements with Lancashire County Council would seem to be the best response to this opportunity and should enable business start up support to be better integrated with local strategy and LSP/LAA Action Plans.

RELATIONSHIP TO POLICY FRAMEWORK

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

The proposals will also impact on the Lancashire Local Area Agreement target NI 171 new business registration rate which is one of the targets in the Economy Thematic Group Action Plan under the Sustainable Community Strategy .

CONCLUSION OF IMPACT ASSESSMENT

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

Diversity – positive impact. The project will target priority groups including women, black and minority ethnic groups and people with disabilities leading to greater representation within the business community

Human rights – positive impact in enhancing access to business start up advice for vulnerable groups

Community safety – neutral impact

Sustainability – positive impact. The service will enhance the survivability of start up businesses. The NWDA tender questionnaire requires providers to complete a carbon calculator and to commit to having a Sustainable Procurement Plan and Green Travel Plan in place

Rural proofing – rural areas are deemed a priority under the project and the funding allocation for Lancaster District includes a rural premium

FINANCIAL IMPLICATIONS

The proposals under the preferred option (Option 3) have no financial implications for the City Council as the time requirements for developing the co-funding arrangements, deliverer selection and any on-going monitoring of the arrangements can be met by existing staff (estimated at up to 5% of a full time post) and as the County Council will provide the co-funding. Furthermore, Lancashire County Council will act as Accountable Body and, as such, will handle all funding relating to the project and all claims from providers for payment of funding, as well as associated external audit costs. It should also be noted that whilst a budget growth item has been submitted for the Rent Grant Scheme under the City Council's 2009/10 budget process (referenced in section 2.3), there is no direct interdependency between that funding and the implementation of the Business Start Up Service. However, it is relevant to note the complementary nature of the two projects and the opportunity afforded to establish an integrated package of new and early stage business support comprising financial assistance and business counselling which is fully compliant with the Government's Business Support Simplification Programme.

The financial and staff time implications of options 1, 2 and 4 are as follows:

Option 1 (do nothing) – no financial implications for the City Council but the scope of the service would be limited by failure to take up the funding of £50,000 offered by the County

Council under a co-funding arrangement for the first year of the project. City Council officer time requirement estimated at less than 1% of a full time post.

Option 2 (City Council provides co-funding and acts as Accountable Body) – under this Option the City Council would need to agree a cash contribution to enable it to enter a co-funding agreement with NWDA. Whilst there is no pre-determined level of contribution that would be required, there is currently no existing budget which could fund such a contribution at any level. This Option would also carry financial risks for the City Council as Accountable Body. City Council officer time requirement estimated at up to 10% of a full time post taking into account the additional time arising from the City Council's role as Accountable Body.

Option 4 (join Mid-Lancashire grouping) – similar to Option 3 in that there would be no financial implications as it is understood that co-funding could still be provided by the County Council and the City Council would not be required to act as Accountable Body. City Council officer time requirement estimated at up to 5% of a full time post.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

No legal implications have been identified for the City Council in relation to the preferred option. Lancashire County Council, as the Accountable Body, will have formal contractual arrangements with NWDA and the delivery organisation. However, the City Council may need to consider ancillary documentation, especially between it and the County Council, to facilitate this arrangement and any such documentation would need to be considered by Legal Services.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Business Start Up Service Specification,
NWDA

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Ref: N/A

CABINET

Review of Community Transport 20th January 2009

Report of the Chief Executive

PURPOSE OF REPORT			
To determine whether there should be changes in the provision of Community Transport for NoWcard holders within the Lancaster City Council district			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date Included in Forward Plan		January 2009	
This report is public			

RECOMMENDATION OF THE CHIEF EXECUTIVE:

Cabinet is asked to consider and indicate their preferred option for Community Transport and whether a Service Level Agreement continues between Lancaster City Council and Lune Valley Transport

1 Introduction

- 1.1 The Concessionary Bus Travel Act 2007 provides everyone in England aged 60 and over and the disabled free off peak travel on bus services anywhere in England. This statutory entitlement came into operation in April 2008.
- 1.2 Free off-peak travel was introduced to passengers to combat social exclusion faced by many elderly and disabled people who otherwise would be unable to afford access to public transport. The introduction of free travel has empowered older or disabled people to access employment, healthcare, visiting families and friends as well as other essential services.
- 1.3 Community Transport is a discretionary element of concessionary bus travel and was developed in the Lancaster City district over 15 years ago for the elderly and disabled unable to access public transport. At that time, Community Transport was considered to be essential allowing the elderly and disabled access to many vital services. Although not obliged to do so, Lancaster City Council extended the offer of free travel from April 2006 to passengers using Community Transport.
- 1.4 Community Transport is provided by the voluntary sector on a non-profit making basis and Lune Valley Transport operate the service in the Lancaster District.

2 Community Transport

- 2.1 The objective of the service is to provide local, accessible transport, enabling people who have mobility problems and suffer some social isolation a degree of independence. The transport services are provided by Dial-A-Bus or Community Cars. The cost of each journey is paid for by Lancaster City Council.

Dial-A-Bus – provides a door to door bus service specially designed for people who cannot access main stream public transport. Dial-A-Bus routes and timetables are loosely planned so that a bus can deviate from the route to pick-up customers at their door and transport them in the general direction of their planned route. The bus can deviate to drop the customer at their chosen destination. The vehicles used have been specially adapted to make them easy to use, equipped with lifts or ramps and wheelchair clamps so that wheelchair users can travel without having to transfer to a seat. The customer has to pre-book a route journey. Up to the present time demand for the service in the Lancaster City Council area has been high – in 2007/08 a total of 55,243 single passenger trips were made.

Community Cars – is a service provided for people with a disability or who live in an isolated location, e.g. rural areas, where access to the public transport network is difficult or impossible. Cars are used when it is uneconomic to provide a Dial-A-Bus. The service complements the public transport network. Community cars are provided by volunteers using their own vehicle, with financial support by Lancaster City Council towards running costs, approximately £120 per month. This voluntary service has declined in recent times.

- 2.2 The services provided by Community Transport are currently included as part of free bus travel offered by the NoWcard scheme, to those aged 60 and over and the disabled, for travel after 0930hrs Monday to Friday. Enforcement of the system is undertaken by customers presenting their NoW card to the driver before being able to commence their journey.
- 2.3 As previously mentioned, Lune Valley Transport operates Community Transport in the Lancaster City Council district within the remit of a permit issued under Section 19 of the Transport Act 1985 and does not require a Public Service Operators Licence. The service is designed to be non-profit making and only transports people who are elderly or disabled and hold a NoWcard.
- 2.4 Community Transport cannot be used for clinic/hospital appointments – there is a system of NHS transport organised through a GP for this type of journey.
- 2.5 The cost of providing Community Transport within the Lancaster City District has increased considerably since April 2006 when free travel was introduced. The majority of people who use Dial-A Bus are Over 60 NoWcard holders rather than disabled NoWcard holders.

The percentage difference in cost is increasing as shown below:-

	2006 - 2007				2007 - 2008				2008 - 2009			
	Over 60 £	%	Disabled £	%	Over 60 £	%	Disabled £	%	Over 60 £	%	Disabled £	%
April	3715	78	1051	22	8918	79	2371	21	9748	85	1724	15
May	4992	77	1448	23	7645	79	2005	21	9958	84	1922	16
June	4846	79	1299	21	8100	82	1752	18	10146	86	1668	14
July	4791	79	1281	21	9621	85	1666	15	12498	87	1840	13
August	5323	79	1423	21	9428	85	1685	15	10005	87	1441	13
September	5537	81	1306	19	9886	84	1883	16	11528	87	1748	13
October	5703	78	1588	22	8288	82	1803	18	12336	85	2250	15
November	6242	79	1630	21	8075	75	2136	25				
December	5017	78	1415	22	9437	83	1955	17				
January	6205	78	1716	22	7170	86	1213	14				
February	5752	77	1682	23	9172	84	1750	16				
March	6245	78	1761	22	8257	83	1632	17				
Total	64368	78	17600	22	103997	83	21851	17	76219	86	12593	14
Annual cost	£81,968				£125,848				£152,249 (projected)			

- 2.6 The number of single journeys has increased from 46,000 in 2006/7, 55,243 in 2007/8 to an estimated 65,000 in 2008/9. Significantly, there is a substantial increase in the numbers of Over 60 users when compared to disabled users, although over the time period, the number of disabled users is also rising as part of the general increase in demand.
- 2.7 Dial-A-Bus (Lune Valley Transport) operates many routes within the Lancaster City area using between 9 – 11 vehicles from Lune Valley Transport. Lancashire County Council fund Lune Valley for a 3 vehicle operation and due to the excessive demand Lune Valley carry passengers on their own vehicles. If funding is restricted this will have implications on Lune Valley Transport themselves, for example; drivers, vehicles and obviously a dramatic drop in passengers being carried.
- 2.8 The number of routes is determined by NoWcard holder demand. If the demand for a certain route is sufficient, Dial-A-Bus will provide a service for that route. The routes, approximately 12 each day, change from week to week depending on demand. The sample routes shown in the table below offer passengers destinations along the route, e.g. a bus travelling to Morrisons supermarket would allow passengers to disembark at say the Arndale Centre as it passes that location.

Below are examples of the various types of route:-

From	Destination
Heysham	Asda/Morrisons
East/Bare area	Morrisons
Westgate/West End	Morrisons
Various Morecambe	Rainbow Centre - Housebound Club
Various Morecambe	St Barnabas Church - Housebound Club
Various Morecambe	Blind Centre, Morecambe

Lancaster	Blind Centre, Lancaster
Various Morecambe	Salvation Army Hall, Morecambe
Hala/Scotforth	Sainsburys & Asda
Skerton area	Asda/Morrisons/Arndale Centre
Silverdale	Carnforth
Galgate	Lancaster
Halton	Lancaster
Hornby	Morecambe & Morrisons
Carnforth	Morecambe & Morrisons
Caton	Morecambe & Morrisons

3 Financial Arrangements for Community Transport

- 3.1 No specific funding is received by Lancaster City Council for providing Community Transport services. The discretionary service is offered free by the City Council and associated costs are essentially met through the Council Tax. It should be noted that in Blackpool, Burnley and Pendle, Community Transport is provided on the basis of a half fare charge.
- 3.2 Lune Valley Transport operation earns income from contracts agreed with schools and charitable organisations and from other miscellaneous hire work. The company advises that the level of this income reflects on the overall effectiveness of the service provided by Community Transport and in effect subsidises the operation of Dial-A-Bus and Community Cars. This view is supported by Lancashire County Council although no direct evidence has been provided to support this assertion.

4 Service Level Agreement with Lune Valley Transport

There is a signed Service Level Agreement (SLA) between Lancaster City Council and Lune Valley Transport which ensures the provision of a Dial-A-Bus facility. Through the SLA the Council agrees funding for the provision of core services by Lune Valley Transport.

- 4.1 The core services provided by Lune Valley Transport include:
- A door to door minibus service, booked by NoWcard holders who cannot use conventional public transport
 - Provision of a service to over 100 clients within the City Council District
 - To actively pursue additional, independent sources of funding towards the running of the service
 - To provide a fair and just service with no discrimination
- 4.2 The costs of the SLA are paid yearly by Lancaster City Council to Lune Valley Transport in the form of a grant - currently this is £3,300 per annum. Cabinet resolved, following consideration by the Budget and Performance Panel, in January 2008, that a one-year SLA be offered to Lune Valley Transport and may be subject to change following a review of Community Transport. Options for the SLA are outlined at 6.2.

5 Details of Consultation

- 5.1 In a meeting with Lune Valley Transport, Council officers have been familiarised with the provision and administration of the Dial-A-Bus service. Lune Valley Transport is

aware that costs are rising each year and that a review of Community Transport is taking place.

- 5.2 Informal talks have taken place with the Community Transport Team at Lancashire County Council who administer Community Transport schemes throughout Lancashire. Any proposed changes to the administration of the existing scheme within the Lancaster City Council area will have an impact on the whole transport scheme and will need to be discussed with the Community Transport Team.

6 Options and Options Analysis (including risk assessment)

6.1 Community Transport

Option 1 – No change to the present service provided by Lune Valley Transport. Under this option financial commitment may rise in future years due to the continued increase in demand for the service. The increase in costs will depend to a large degree on the level of contract and hire work achieved by the present operator.

Option 2 – Restrict the use of Community Transport to either the disabled only or to include in the restriction those over 60s who live in “hard to reach areas”. With this option, many of the over 60s may move to the standard Concessionary Fare Scheme resulting in an additional cost to the Council under this budget area, however, this would reflect the true costs of this service. There may be other issues arising, linked to the extent of the reduction in operation.

Option 3 – Achieve a % reduction, as determined by Cabinet, in agreement with the Lancashire County Council Community Transport Team and Lune Valley Transport. The reduction could be achieved by capping the number of single journeys claimed or setting a budget amount for Lune Valley at the beginning of each financial year. There would be practicalities attached to adopting this approach, however.

Option 4 – Introduce a half fare charge for all journeys made by the over 60s and disabled who use Lune Valley Transport. This charge is already in operation in Burnley, Pendle and Blackpool.

Option 5 – Remove the provision of Community Transport within the Lancaster City Council district. The saving made by this option will be approximately £156,000 in 2009/10, increasing to £164,000 in 2010/11 and £172,000 in 2011/12. It is likely the removal of Community Transport will result in numerous complaints and a potential backlash against the removal of the means of “social inclusion” for the disabled and those isolated from the public transport network. There could also be implications for Lune Valley Transport as an organisation affecting their drivers, employees, etc. Also, there is a further risk that many of the over 60s would move to the standard Concessionary Fare Scheme and in so doing add an additional cost to the Council in a different budget.

6.2 Service Level Agreement

Option 1 – Continue with an SLA between Lancaster City Council and Lune Valley Transport. A continuation of the SLA would result in a financial commitment of £3,300 per year.

Option 2 – Discontinue the SLA with Lune Valley Transport. In removing the SLA there would be no guarantee that the provision of the service (as set in section 4) would continue.

7 Officer Preferred Options

7.1 Community Transport

Option 5 – Discontinue providing funding for a Community Transport Scheme within the Lancaster City District. This will clearly make a saving but extra costs will be born by the Concessionary Travel budget by the over 60s and disabled moving over to use standard bus services.

7.2 Service Level Agreement

Option 2 – Discontinue with the Service Level Agreement as 7.1 above

RELATIONSHIP TO POLICY FRAMEWORK

Council Core Values: Sound Financial Management, Sustainable Development and Improving Services

Council key priorities:

Provision of customer focused, accessible services; and supporting sustainable communities.

CONCLUSION OF IMPACT ASSESSMENT

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

Direct links with the Lancaster District Local Strategic Partnership (LSP) – Travel and Access

Community Transport supports the Council's policies on equal opportunities and diversity for older people and people with disabilities.

FINANCIAL IMPLICATIONS

Option 1: Continue existing service provision.

The revised estimates currently reflect this option with £156,000 budgeted in 2009/10, £164,000 in 2010/11 and £172,000 in 2011/12. It should be noted that there is no service restriction therefore the demand and costs could increase above these estimates.

Option 2: Restricted use.

Further analysis would be required to determine the % of over 60s who live in 'hard to reach areas' if this element of the option was agreed, as well as considering any operational matters that may affect costs, but based on a disabled only restriction the potential savings will be approximately £129,000 in 2009/10, £136,000 in 2010/11 and £143,000 in 2011/12. This is based on the 17% take up rate for 2007/08 (covering a full year) taken from the table under section 2.5 of the report.

Option 3: % Reduction.

Depending on the % reduction chosen by Members a further detailed analysis would be required to determine the potential cash saving target and how practically this could be achieved in terms of the reduced single journeys.

Option 4: Half fare charge for all journeys.

Based on the revised estimates the saving made by this option will be approximately £78,000 in 2009/10, £82,000 in 2010/11 and £86,000 in 2011/12.

Option 5: Removal of provision.

The saving made by this option will be approximately £156,000 in 2009/10, increasing to £164,000 in 2010/11 and £172,000 in 2011/12.

The report clearly shows that there are potential savings to be made with regards to the current Community Transport provision, which would be beneficial to the Councils current overall financial situation. The figures shown within the report indicate that there is scope for the over 60's in particular to be redirected to the main Concessionary Travel Scheme. This may result in a slight increase in the expenditure of this area, however this will provide a true and realistic cost for this service.

Should Members opt for anything other than the Officer preferred option, then a further report to Members will be required to cover all operational, financial and legal matters of the decision before final implementation can take place.

SECTION 151 OFFICER'S COMMENTS

In reaching a decision on the preferred option, Members are advised to consider the options in context of their priorities, the budget position and their targets for achieving savings, as well as the impact on service users.

LEGAL IMPLICATIONS

There are no direct legal implications arising from this report

MONITORING OFFICER'S COMMENTS

Under the Disability Discrimination Acts, the Council, like every public authority, has a duty, in carrying out its functions, to have due regard to the need to promote equality of opportunity between disabled persons and other persons, the need to take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons, the need to promote positive attitudes towards disabled persons, and the need to encourage participation by disabled persons in public life. However, the provision of Community Transport is not a statutory duty for the Council, and in considering the options open to it, Cabinet should have regard to and balance all the relevant considerations, which will include not only the needs of the users of the service but also the financial constraints on the Council.

BACKGROUND PAPERS

None.

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Ref:

CABINET

Neighbourhood Management Cabinet Liaison Group 20th January 2009

Report of Corporate Director (Community Services)

PURPOSE OF REPORT			
To propose an amendment to the Terms of Reference of this Cabinet Liaison Group.			
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>
		Referral from Cabinet Liaison Group	X
Date Included in Forward Plan			
This report is public			

RECOMMENDATIONS OF COUNCILLOR ROGER MACE

- (1) That the proposed amendment recommended by the Cabinet Liaison Group is agreed by Cabinet and that the words *“and/or third tier Councils”* are included as indicated in paragraph 1.2.

1.0 Introduction

- 1.1 The meeting of Cabinet on 31 July 2008 considered a report on the future direction of Neighbourhood Management. One of the recommendations from Cabinet included the establishment of a Neighbourhood Management Cabinet Liaison Group. Cabinet also agreed the terms of reference:

- (1) That a Cabinet Liaison Group be formed, chaired by the Portfolio Holder responsible for Neighbourhood Management, to advise the Cabinet Portfolio Holder on options for the development of neighbourhood management arrangements for the District. The terms of reference of the Group to be that it should examine the options of an effective model for the delivery of Neighbourhood Management, considering how this would integrate into mainstream service delivery for Lancaster City Council, and how such a model would relate to the LDLSP, and the community engagement agenda, and be supportive of the Council's priorities and Core Values around Putting Our Customers First and Leading Our Communities.
- (2) That a further report be brought forward considering the outcomes of the Cabinet Liaison Group and setting out how Neighbourhood Management could be practically implemented in 2009/10, and the resource implications of such implementation.

- (3) That, as an interim measure, the existing functions of Strategic Housing be moved out of Neighbourhood Task Force and into the Health and Strategic Housing Service.
- (4) That Area Based Grant be used to continue existing neighbourhood management in Poulton and the exit strategy developed in line with the proposals from the Cabinet Liaison Group, with any under expenditure in Poulton being set aside to help fund any proposals for rolling out neighbourhood management elsewhere.

1.2 The first meeting of this Cabinet Liaison Group was held on 03 December 2008 and consideration was given to the Group's Terms of Reference. It was resolved that an amendment be made to those terms of reference as follows:

"Considering how this would integrate into mainstream service delivery for Lancaster City Council and/or third tier Councils, and how such a model would relate"

1.3 As the original terms of reference were agreed by Cabinet, this proposed amendment needs to be considered by Cabinet.

RELATIONSHIP TO POLICY FRAMEWORK

Links to Priority Outcome 17 in the 2008/09 Corporate Plan and the action to develop neighbourhood management arrangements for the District.

CONCLUSION OF IMPACT ASSESSMENT

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

None as a direct result of this proposal.

FINANCIAL IMPLICATIONS

None as a direct result of this proposal.

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 rising from this report.

MONITORING OFFICER'S COMMENTS

Monitoring Officer has been consulted and has no further comments

BACKGROUND PAPERS

31 July 2008 Cabinet Minutes

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Ref: Reports/Cabinet/09/02

CABINET

Williamson Park Update Report 20th January 2009

Report of Head of Cultural Services

PURPOSE OF REPORT			
To update Cabinet on the latest position at Williamson Park following the interim management arrangements undertaken by Cultural Services.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date Included in Forward Plan		January 2009	
This report is public			

RECOMMENDATIONS OF COUNCILLOR FLETCHER

- (1) That Cabinet note progress to-date on the interim management arrangements for Williamson Park, including:
 - additional grant support of £50,000 being required for 2008/09, noting that this is a provisional figure subject to clarification for the remainder of the year;
 - the need for the Council to make provision to cover previous years' estimated losses, estimated at £100,000; and
 - the need to provide additional cash flow support to the Company during 2008/09, but that this be on a short term basis only, thereby avoiding any further charge on the City Council's budget.
- (2) That Cabinet determine a preferred option for the management and operation of Williamson Park with effect from 2009/2010, with a view to receiving a further detailed report on the future management arrangements for Williamson Park before final implementation.

1.0 Introduction

- 1.1 On the 7th October 2008 Cabinet resolved the following in relation to Williamson Park [Minute (76) 08/09 refers];-

That Cabinet notes the request from the Williamson Park Company for further council support and agrees the following;-

- Endorse the action taken under urgent business procedure in respect of interim management arrangements within the Park as a result of staff sickness absence.
- That Financial Services provide interim financial management support for the Company, the exact extent of the support to be determined by the Head of Financial Services, in conjunction with the Head of Cultural Services, following a review of the current arrangements.
- That the Council provides short term cash flow support to the Company pending a full review of the financial position.
- That Cabinet receives a further report back on the long term future viability of the Company as part of the 2009/10 budget process pending the outcome of the reviews detailed above and receives a report on the latest position at the next Cabinet meeting.

2.0 Audit

2.1 Considerable progress has been made following the decision to provide interim management arrangements at the park. Officers from Cultural Services have worked with officers from Finance and Audit in order to undertake a full review of various systems and working practices. Staff from the Park have been involved in various meetings and their knowledge of the finer detail of the Park's operation has been invaluable.

2.2 Following a thorough review of various elements of the Park's current operation, the general tone of the 'audit' was very much with a positive, supporting approach and as far as possible the message to staff has been conveyed about how such improvements are for the long term benefit of the Park as opposed to any criticism of current practices. The City Council's audit team have worked extremely hard on this project and their efforts are much appreciated by Cultural Services.

3.0 Operational Issues

3.1 Officers from Cultural Services have worked closely with staff at the Park over recent months addressing a range of issues in order to keep the park operating smoothly. The Head of Cultural Services, supported by the Cultural Services Manager and Promenade/Outdoor Facilities Manager have been coordinating the gradual shift required to concentrate work programmes to "fit" with budget resources available for the remainder of this financial year, ensuring only absolutely essential work is undertaken to minimise impact on both Park and Council budgets. Considerable work had to be undertaken with regard to ensuring staff were paid correctly and on time, with additional staff from within Cultural Services being brought in to deal with this.

3.2 Some minor improvements have been implemented to the Café operation – with clear staffing rotas prepared in advance with the supervisor asked to ensure timesheets were completed correctly and matched hours worked on the rota. The menu selection has been slightly changed to help achieve increased profit margin on some items. An overall review of suppliers (associated costs) and stock rotation has commenced and changes will continue. Staffing of the café operation, especially with seasonal influences is currently being reviewed and will likely result in further changes to the menu offer to enable one member of staff to undertake duties without damaging customer service.

- 3.3 Throughout the whole operation of the Park suppliers of goods and services are being reviewed and an example of implementing efficiencies is by procuring the purchase of uniforms through one supplier in a bulk order as opposed to ordering ad hoc. A purchase ordering system has been introduced with key staff now required to include purchase prices prior to order and matching invoices to the original order. This will also help with closer budget monitoring of performance in the future.
- 3.4 Cleanliness of the facilities is proving an issue and there appears to be opportunities for utilising staff who work at the Park through the late hours to greater effect in this area (cleaning). The suggested revised staff structure attempts to address this and other issues. A cleaning check list system has been introduced and there are still cultural issues with making staff aware of the importance of keeping facilities clean such as the café and toilets.
- 3.5 Staff meetings are held on a weekly basis with a message book system introduced in order to assist with improving internal communication.
- 3.6 Maintenance of buildings is a key area for consideration and it would be beneficial for Property Services to undertake a Building Condition survey of some facilities in order to help plan spend against maintenance and repair revenue budgets.
- 3.7 The relationship with the Dukes Theatre has improved significantly with a series of pre-event meetings having already taken place in preparation for next summers shows in the Park. The gardening team and deputy manager have contributed to helping improve the working relationship with the Dukes by highlighting various issues which need to be addressed now and agreement reached in order to prevent any on site misunderstandings when it may be too late to effect changes.
- 4.0 Human Resources
 - 4.1 The Council's Principal Human Resource (H R) Manager has worked thoroughly with officers from Cultural Services in addressing a range of HR issues. The initial review highlighted a number of staff on contracts which had expired and were still working at the Park and considerable differences in rates of pay between staff undertaking similar or the same duties. Information has now been gathered which clearly sets out the basis of employment for each member of staff. There are still a number of HR issues to be resolved, not least the need to implement a consolidated staff structure. The emphasis is on providing clear areas of responsibility for staff and to enable monitoring of financial performance to be concentrated on the specific cost centres. The financial basis for a staffing structure is to be contained, as a minimum, within estimated budgets for next financial year.
 - 4.2 Matters surrounding HR continue to be addressed and it is expected that staff will be served with correspondence which informs them of the current review of all roles and simultaneously deals with extending current contracts where applicable until such a time that the implementation of any staff structure has gone through due process.
- 5.0 Finances
 - 5.1 Further commentary is included within the appropriate section of this report relating to financial performance of the Park. It is worthy of note that the assistance from Financial Services has been extremely supportive and enabled a clearer understanding of the current financial situation and measures that need to be taken in order to ensure the park remains open and staff are paid.

- 5.2 Financial Services continue to play an integral role in assessing the level of support required from the City Council and are working closely with officers from both the Park and Cultural Services in order to provide the necessary financial information that will enable informed decisions to be made on the future of the Park.
- 5.3 It should be noted that an additional budget of £50,000 for grant support has been included in the Council's draft 2008/09 Revised Budget, and that this is still provisional subject to further analysis required to finalise the position for the Park for the remainder of the year. This level of support is based broadly on the company achieving a break-even trading position.
- 5.4 Subject to further work on the Park's financial position, it is highly likely that the Park will not be viable without either approving a growth bid from the Council, or introducing a reduced level of operation. Current projections are that the Park will have an ongoing annual shortfall of £82,000 from 2009/10 onwards, if its operations stayed broadly the same.
- 5.5 In addition to the extra grant support required by the Park in this year, there are two other financial issues that Cabinet is requested to note:
- In addition to providing grant support for the Company to break even, it will need further cashflow support, although this will be given on a short term loan basis. The level of extra cash flow support could be as high as around £100K. As this will be a temporary arrangement (it may be actioned through paying a proportion of next year's grant early), it would not represent a charge on the Council's budget.
 - There will be a further charge on the Council, however, as there is a need to make provision for the Company's accumulated losses from previous years. This is current estimated at around £100K. (In short, it is main reason why the Company's cash flow needs further support.) As there is no reasonable prospect of the Company being able to address this in future, and with the Company being wholly local authority controlled, this liability needs to be covered by the City Council.

6.0 Proposal Details

- 6.1 An update on issues following implementation of the interim management arrangements will have been presented to the Williamson Park Board at their meeting on 8th January 2009. Guidance will have been sought on the views of the Board specifically with regard to future operating arrangements. This report provides options for Cabinet, ranging from;- continuing with current interim arrangements; reducing the City Council's involvement to the least possible basis; or reverting to Status Quo (which would include retaining a General Manager role). Further implications are included within the options analysis section of this report.
- 6.2 The Williamson Park Board will have met prior to Cabinet considering this report - there is a Williamson Park Board scheduled for January 8th 2009, who will address many of the issues within the body of this report. However, specifically related to staffing structures the Williamson Park Board's attention will be drawn to an option made within the report to their Board that in future Williamson Park could operate as an "in-house" function within Lancaster City Council. To-date there has been no debate or decision in relation to the above option, but the issue will be the subject of a further report to Cabinet.

7.0 Details of Consultation

- 7.1 Consultation has taken place with the current deputy manager and trade unions with regard to alternative management and operating arrangements. Dependant on views of Cabinet following this report and taking in to account views of Williamson Park Board, further formal consultation would take place with all staff.

8.0 Options and Options Analysis (including risk assessment)

Option	Advantages	Disadvantages	Risks
1. Current interim management arrangements continue and estimated budget for 2009/2010 is agreed, to include annual growth of £82,000 from 2009/2010 onwards.	<p>The operation of the Park would continue thus enabling appropriate time to review key areas with further reports to Cabinet provided on options to improve current operation.</p> <p>Support would continue to be provided to current staff and various improvements planned and identified in the Audit report would be able to be implemented.</p> <p>Council has clearer picture over value for money received in return for the subsidy provided.</p>	<p>Additional cost to Council of £82,000 from 2009/2010 onwards.</p> <p>Additional grant support not providing value for money.</p> <p>Significant additional work impact on Cultural Services and other services would need addressing.</p>	<p>Would place significant pressure on existing Cultural Services work programme and business plan, as well as other key Council Services involved.</p>
2. Continue current interim management arrangements, with a view to bringing operation back "in-house", on the basis that no growth bid will be required.	<p>The operation of the Park would continue, but possibly at a reduced level (possibly part closure of some facilities).</p> <p>£82,000 growth based on Private Sector Accounting principles, therefore potential for efficiencies should the Park operate under Local Authority Finance rules.</p>	<p>Possibility that current operation could only reasonably be achieved on the basis that the estimated budget for 2009/2010 is agreed, to include a growth of £82,000 in 2009/1010, however it is not yet known whether the Park is operating as efficiently as it could.</p> <p>Potential costs of decommissioning elements of the current park operation or winding up of the Company (costs not yet determined).</p>	<p>Without the additional growth of £82,000 in 2009/1010 or reduced level or change in operation the Park will not be viable.</p> <p>Limited guarantee of any need for future support in addition to that already being offered from Council.</p>

Theoretically, there is a further option of retaining the status quo i.e., where Williamson Park reverts to operating without support of interim management arrangements from City Council and

estimated budget for 2009/2010 remains at standard inflationary increase on previous year. However, this is not really a viable option for the Council as the Company is Local Authority Controlled, therefore the Council would still be obligated to take some remedial action. As such the above is not included in the options and options analysis.

9.0 Officer Preferred Option (and comments)

- 9.1 Option two above allows the operation of the Park to continue, at a reduced or more efficient level, without the need for the Council to increase its revenue contribution over and above the original estimated budget for 2009/2010.

10.0 Conclusion

- 10.1 There is a need to ensure that the Council receives value for money in it's partnership with Williamson Park, and this reports sets out to offer options that meet such requirements.

RELATIONSHIP TO POLICY FRAMEWORK

Williamson Park is a major attraction for both residents and visitors alike. Its long term viability is a key priority in both the Council's Regeneration and Tourism strategies which recognise it as a place of national, regional and local importance. Its work with the Dukes Theatre, other touring production companies, local event organisers, and local schools, is an integral part of the council's Cultural offering.

CONCLUSION OF IMPACT ASSESSMENT

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

None directly from this report.

FINANCIAL IMPLICATIONS

For the Current Year:

Officers from Financial Services and Cultural Services have worked together in assessing the additional grant support required in 2008/09 for Williamson Park, totalling £50,000. This figure has already been included in the City Council's draft General Fund Revenue Budget, however is provisional subject to further clarification of the position for the Park for the remainder of the year. It should be noted that this covers a 14 month period up to 31st March 2009 due to the Park extending its year to fit with the Council's financial year, i.e. 1st April to 31st March.

The need to make provision of £100,000 for accumulated losses will be reflected only in the Council's budget – it will not be paid over to the Company. Should Members support bringing the operation back in-house, this provision would be applied in winding up the company's accounts.

With regard to further cash flow support to the Company for the remainder of this financial year, this would be on a temporary basis, i.e. that it be repaid after 31 March. As such, there will be no real cost to the Council, other than a small loss in interest. As mentioned earlier, it may be possible that this temporary facility would be actioned by way of paying some of next

year's grant early. (Even if the Company is to be wound up, this can take several months).

For Future Years:

The Council has also included a grant of £171,700 (including 2% inflation) for the Park in 2009/10 in its draft GF Revenue Budget. Based on current operations it is estimated that the Park will have a deficit of £82,000 per annum from 2009/10 onwards unless it receives more income or reduces its expenditure, therefore it is highly likely that the Park will need to submit a growth bid to the Council to cover this if it is to continue in its current guise. It should be noted that the additional sum required is based on Private Sector Accounting Principles and that this may change if the Park was to be brought back 'in-house' sometime in the future as it would then operate under Local Authority Finance rules.

Under Option 1, there would be an additional cost of £82,000 as well as staff resources to take into account, which under the present financial climate would add increased pressure to the Council's General Fund Revenue Budget.

Under Option 2, there would be no growth required on the basis that the Park would need to operate at a reduced level until such time it came back 'in-house'. It is likely however, that there will be initial costs in the winding up of the Company and this will need to be looked into further (including timescales involved) should this be the preferred option. However, it is also more likely that this option will provide the greatest efficiencies overall for both the Park and the Council in the long term.

Once Cabinet have determined their preferred option regarding the future operation of the Park, a more detailed report (to include all operational, financial and legal matters) will need to be brought back to Members before final implementation.

SECTION 151 OFFICER'S COMMENTS

The s151 Officer's advice regarding the need to make certain provisions has been reflected within the body of the report. She would also highlight that the necessary financial involvement by the Council may well result in the need to produce Group accounts, as part of closing down the Council's accounts for 2008/09. If so, this will add considerable workload and the s151 Officer will review the implications of this in due course.

LEGAL IMPLICATIONS

Upon Cabinet determining their preferred option the question of the status of the Local Authority controlled company (created to manage the Park) will need to be addressed as part of the detailed report referred to in the above mentioned Financial Implications.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

None

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CABINET

Review of Parking Fees and Charges 2009/10 20th January 2009

Report of Corporate Director (Regeneration)

PURPOSE OF REPORT			
To consider the Annual Review of Parking Fees and Charges for 2009/10.			
Key Decision	X	Non-Key Decision	
			Referral from Cabinet Member
Date Included in Forward Plan	4/11/08		
This report is public			

RECOMMENDATIONS OF COUNCILLOR MACE

- (1) To approve Option 1 b for Pay and Display for 2009/10.
- (2) To approve Option 1 c for Public Permit Charges for 2009/10.
- (3) To approve Option 2 for the 24-7 Staff and Member Permit Charges for 2009/10.
- (4) To approve Option 3 a for the 24-5 Staff and Member Permit Charges for 2009/10.
- (5) To confirm the City Council recommends that Lancashire County Council increases on-street pay and display charges for 2009/10 as outlined in paragraph 5.7 of this report.

1.0 Introduction

- 1.1 The City Council reviews parking fees and charges annually to meet its transportation policy and budget commitments. Cabinet recently approved the Parking Strategy that confirms a parking hierarchy of residents, closely followed by visitors, shoppers and local business needs and finally commuters and this hierarchy should now form the policy basis for determining parking charges.
- 1.2 Parking charges have previously provided a predictable stream of income but in recent years it has become more difficult to predict parking patterns and overall usage following price increases, with both factors affecting the total income generated.

2.0 Background Information

2.1 2008/09 Usage and Budget

A table showing comparative tariff sales for the first 6 months of the year is shown below for information:

TICKET SALES APRIL – SEPTEMBER 2008			
	2007	2008	%
<u>Short Stay</u>			
Up to 1 hour	298,168	292,292	-1.97
Up to 2 hours	192,672	188,499	-2.17
Up to 3 hours	77,526	62,769	- 19.04
Up to 4 hours		22,671	10.21
Over 3/4 hours	5,949	3,066	-48.46
Evening Charge (L)	36,393	36,115	-0.76
Total	610,708	605,412	-0.01
<u>Long Stay</u>			
Up to 1 hour	54,864	56,768	3.47
Up to 3 hours	58,353	61,442	5.29
Over 3 hours (Morecambe)	18,768	21,309	13.54
Up to 5 hours (Lancaster)	7,603	6,755	-11.15
Over 5 hours (Lancaster)	2,652	2,465	-7.05
Evening Charge (L)	4,914	5,571	13.37
Back Brighton Terrace	1,570	1,213	-22.74
Coaches SLG	130	254	95.38
Coaches BBT/HV	45	48	6.67
Up to 4 hours CR/HV/BB	14,917	16,029	7.45
Over 4 hours CR/HV/BB	2,110	2,177	3.18
Total	165,926	174,031	4.88
Grand Total	776,634	779,443	0.36

The above table shows a satisfactory position at the end of September with overall usage increased by 0.36%. The introduction of a new Short Stay Up to 4 hour tariff as part of last year's review has been successful with 22,671 tickets sold in the first 6 months. The tariff appears to have drawn customers from the Up to 3 hours and Over 4 hour stays. A reduction in the Up to 5 hour commuter tariff on Lancaster long stay has also been noted and whilst this is likely to be customers transferring to the new Short Stay 4 hour tariff this makes better use of Short Stay car parks and is in line with the Parking Strategy.

The above usage resulted in a favourable variance of £33,100 at the end of September 2008. However, in October and November pay and display income was 3.77% and 2.18%, respectively, below target and this is potentially indicative of the current economic climate. If this trend continues for the remainder of the financial year the original budget of £1,848,400 will only just be achieved.

2.2 2009/10 Draft Budget

The current draft budget outlined in the following table has been prepared. The pay and display revised budget remains the same with a reduction on the permits budgets in light of the reduced sales. An inflationary increase of 2% has then been added in line with the Council's existing policy on fees and charges.

	2008/09 Original	2008/09 Revised	2009/10 Estimate	Inflation Included
Pay and Display	1,848,400	1,859,000	1,896,000	37,000
Permits	283,200	267,000	272,300	5,300
Evening Charges	62,400	68,000	69,600	1,600
Totals	2,194,000	2,194,000	2,237,900	43,900

The Annual Review therefore considers options for raising the additional inflationary increases of £43,900 across the three headings highlighted above along with other options that will potentially raise further additional income and address issues within the established parking hierarchy.

2.3 Temporary Change in VAT rate from 1st December 2008

The Chancellor of the Exchequer announced a temporary reduction in the standard VAT rate from 17.5% to 15% with effect from 1st December 2008 until 31st December 2009. The implications for parking charges are that charges are set by Cabinet without reference to VAT and these are subsequently incorporated into the Off Street Parking Places Order with VAT being declared by the Council at the appropriate rate. The current indication is that the standard rate of VAT will return to 17.5% on 1st January 2010.

The potential effect on parking charges if the reduction in VAT was passed onto the customer range from a £0.02 reduction on a 1 hour £0.90 pay and display charge to a reduction of £22.76 on a Public Specific Permit if the reduced VAT rate was applied over 12 months.

It is estimated the temporary benefit for the 9 months in 2009/10 ending 31st December 2008 is approximately £36,000 across pay and display and permit income. The effect of the temporary reduction in VAT has been taken into account in developing the options included in this report.

3.0 **Proposal Details**

3.1 Pay and Display Charges

The City Council's current tariff strategy is to allow any length of stay on either Short Stay or Long Stay car parks and to encourage shorter stays on Short Stay and longer stays on Long Stay. Short Stay car parks account for 75% of the income generated with both Short Stay and Long Stay contributing to the established parking hierarchy.

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

	Existing	10p increase	20p increase	30p increase	50p increase
Short Stay					
Up to 1 hour	0.90	20,000	60,000	90,000	150,000
Up to 2 hours	1.60	28,000	58,000	80,000	120,000
Up to 3 hours	2.40	7,000	16,000	25,000	45,000
Up to 4 hours	3.20	3,000	6,000	9,000	14,000
Over 4 hours	8.00	500	10,400	1,500	2,600
Evenings	1.00	5,000	10,000	15,000	22,000
Long Stay					
Up to 1 hour	0.90	3,000	9,000	18,000	35,000
Up to 3 hours	2.00	8,000	15,000	22,000	37,000
Over 3 hours (Morecambe)	3.00	2,000	4,500	7,000	11,000
Up to 5 hours (Lancaster)	3.50	900	2,000	3,000	5,200
Over 5 hours (Lancaster)	6.00	350	700	1,100	1,800
Evenings	1.00	800	1,600	2,400	4,000
Other Car Parks –					
Up to 4 hours*	0.80	1,500	3,000	4,500	6,000
Over 4 hours*	1.20	200	400	500	700
Up to 24 hrs**	0.50	200	400	500	700

Please note the above figures allow for reduced sales due to customer resistance to tariff increases and overpayments.

* These tariffs are for Coastal Road and Battery Breakwater in Morecambe and Heysham Village car park.

**This tariff is for Back Brighton Terrace Car Park in Morecambe.

3.2 Public Permits

Public permits are still sold at a substantial discount with the Lancaster and Morecambe General Permit sold at approximately 43% compared with the daily cost of parking all day on a Long Stay car park in Lancaster. Last year public permits were increased by 5% and lower sales have been experienced and this is partly due to the privately owned car park on Alfred Street in Lancaster. This car park is due to close in December 2008 following a planning appeal decision.

The following table illustrates the additional income that could be generated but includes resistance factors as indicated:-

Permit Type	Present Charge	5% increase rounded	10% increase rounded	15% increase rounded	20% increase rounded
Reduced Sales		Same	- 5.0%	-7.5%	-12.5%
General	£770	£810	£845	£885	£925
Additional Income		8,800	8,300	12,200	11,800

Morecambe	£475	£500	£525	£545	£570
Additional Income		800	800	1,200	1,000
Specific	£1230	£1290	£1,350	£1,415	£1,475
Additional Income		1,800	1,300	1,900	2,300
Totals		11,400	10,400	15,300	15,100

3.3 Staff and Member Permits

Minute No 26 refers to Cabinet's consideration in July 2008 of a report on Employee and Elected Member Parking Permits where the following was resolved:

- (1) That the Employee, Member and Public permit renewal dates be realigned to ensure that all parking charges be determined and introduced at the same time, namely 1st April.
- (2) That charges for permits of each type be increased with effect from the 1st April 2009 by a percentage no higher than the rate of inflation since the previous setting of the charge for that permit.
- (3) That with an implementation date of 1st April 2009, an option of a separately priced 5-day permit [i.e. 24-5] be introduced for all permit holders [at a lower cost than the equivalent 24-7 permit].
- (4) That charges for the eight month period from 1 August 2008 to 31 March 2009 should be at the same monthly rate as for the permits expiring on 31 July that they replace.

3.4 Evening Pay and Display Charges

The income generated from evening parking has been rising steadily since the charge was introduced and the estimated income in the current financial year is projected at £68,000. There are no proposals within this report to increase or extend these charges and it is suggested the additional £1,600 included in next year's budget is covered by increases to day-time pay and display and permit charges.

3.5 On-Street Pay and Display Charges

The principle of on-street and off-street charges is that on-street charges should be higher than off-street charges to encourage use of off-street car parks and to leave on-street spaces for those willing to pay a premium for the location. Any proposals to increase the off-street Up to 1 hour charge to £1.00 requires the on-street pay and display charges to be reviewed to ensure the tariff differential is maintained.

4.0 **Details of Consultation**

- 4.1 The local Chambers of Commerce and of Trade have been consulted over the preferred pay and display and public permit option included in the report and their comments will be made available at the meeting.

On-Street pay and display charges are the responsibility of Lancashire County Council and discussions have already been held with County representatives and an 'in principle' agreement to the proposals included in this report has been given.

5.0 Options and Options Analysis (including risk assessment)

The following options for pay and display and public permits have been put forward for consideration. The temporary benefit of the reduced standard rate of VAT from 1st April to 31st December 2009 as outlined in paragraph 2.3 has been taken into account in the Financial Implications section of the report.

5.1 Option 1 a

This option is aimed at minimal price increases and achieving the budgetary commitments, but only after allowing for the VAT increase:

Pay and Display

Tariff Description	Current Tariff	Proposed Tariff	Additional Income
Increase Up to 1 hour on all car parks	£0.90	£1.00	£23,000

This option limits the price increases as shown above and assumes that 60% of customers already pay £1.00 as per a sample analysis that has been undertaken. The City Council's pay and display machines can be either programmed to accept overpayments and issue a pay and display ticket, or to reject incorrect payments and only accept the correct fee and not print a pay and display ticket. The City Council's machines are programmed to allow the customer to purchase their pay and display ticket.

Total estimated additional income for Option 1 a - £23,000

5.2 Option 1 b

This option is aimed at discouraging long stay parking whilst addressing the budgetary commitments:

Pay and Display

Tariff Description	Current Tariff	Proposed Tariff	Additional Income
Increase Up to 1 hour on all car parks	£0.90	£1.00	£23,000
Long Stay Car Parks			
Increase Up to 3 hours	£2.00	£2.20	£15,000
Increase Over 3 hours (Morecambe)	£3.00	£3.20	£4,500
Increase Up to 5 hours (Lancaster)	£3.50	£3.70	£2,000

Public Permit Charges

Permit Type	Current Tariff	Proposed Tariff	Additional Income
Increase Lancaster and Morecambe General Permit by 15%	£770.00	£885.00	£12,200
Increase Morecambe General Permit by 5% (see Note 1)	£475.00	£500.00	£800
Increase Specific Permit by 15%	£1,230.00	£1,415.00	£1,900

Note 1: The Morecambe permit will not sustain a 15% increase due to the daily cost of all day long stay parking in Morecambe being £3.00 compared with £6.00 in Lancaster.

This option is directly linked to the Parking Strategy in that it discourages long stay parking. Resistance and reduced sales has been allowed for in calculating the estimated income that is outlined in the table at paragraph 3.2

Under this option it is also suggested that officers investigate the introduction of Green Permit options for next year's review. This would potentially allow price reductions for vehicles with low cubic capacity or low emissions but research would have to be undertaken with other Council's to gauge the success of this type of scheme and to see how administrative and enforcement arrangements are dealt with.

Total estimated additional income for Option 1 b - £59,400

5.3 Option 1 c

This option proposes a range of increases across short stay and long stay car parks and increases public permits by approximately inflation.

Pay and Display

Tariff Description	Current Tariff	Proposed Tariff	Additional Income
Increase Up to 1 hour on all car parks	£0.90	£1.00	£23,000
Short Stay Car Parks			
Increase Up to 3 hours	£2.40	£2.50	£7,000
Increase Up to 4 hours	£3.20	£3.40	£6,000
Long Stay Car Parks			
Increase Up to 3 hour charge	£2.00	£2.20	£15,000
Increase Over 3 hours (Morecambe)	£3.00	£3.20	£4,500
Increase Up to 5 hours (Lancaster)	£3.50	£3.70	£2,000

Public Permit Charges

Permit Type	Current Tariff	Proposed Tariff	Additional Income
Increase Lancaster and Morecambe General Permit by 5%	£770.00	£810.00	£8,800
Increase Morecambe General Permit by 5%	£475.00	£500.00	£800
Increase Specific Permit by 5%	£1,230.00	£1,290.00	£1,800

This option recommends a range of inflationary increases for pay and display and public permits and is primarily aimed at achieving the budgetary commitments in 2009/10 and subsequent years.

This option meets some of the aims of the Parking Strategy in that it allows the continuation of making provision for longer stay parking in peripheral car parks and for business users by providing contract parking at a limited number of car parks. However, applying only inflationary increases does not address concerns about the level of commuter parking and the wider aims of reducing long stay parking particularly in Lancaster city centre.

Total estimated additional income for Option 1 c - £68,900

5.4 Staff and Member Permits

Following the review of Employee and Elected Member Parking in July 2008, Cabinet now needs to determine the level of charges in line with the minute outlined at paragraph 3.3.

Option 2 is limited to applying inflation to the current charges for 24-7 permits and Option 3 has several options for determining the charges for 24-5 permits.

5.5 Option 2

Inflation added to Current 24-7 Permit Charges

The current Staff and Member permit charges were set in December 2007. Applying the rate of inflation from this date until the end of October results in proposed 24/7 permit charges from 1st April 2009 as follows:

Permit	Current Charge	Proposed Charge
Staff General	£190.00	£200.00
Staff Specific	£320.00	£330.00
Member	£190.00	£200.00

5.6 Option 3

Options for 24-5 Permits

As previously mentioned Cabinet has already approved the implementation of an option to introduce a separately priced 5-day permit [i.e. 24-5] for all permit holders with effect from 1st April 2009. This was on the basis that the permit would be at a lower cost than the equivalent 24-7 permit.

A number of options are included in the following table for the 24-5 permit ranging from a reduction of 5% to a reduced charge based on 5/7ths of the proposed 24-7 permit.

Option 3	(a)	(b)	(c)	(d)	(e)
Permit Type	Less 5%	Less 10%	Less 15%	Less 20%	5/7 of 24-7
Staff General	£190.00	£180.00	£170.00	£160.00	£145.00
Staff Specific	£315.00	£300.00	£280.00	£265.00	£235.00
Member	£190.00	£180.00	£170.00	£160.00	£145.00

It is extremely difficult to estimate the uptake of the 24-5 permit and therefore the financial implications of each charging option. However, if all permit holders elect to purchase the 24-5 permit at the price detailed under option (e) then it would result in a reduction of income estimated at £13,600 per annum.

Cabinet has since approved the Parking Strategy and the policy documents that inform the strategy support the reduction of commuter and long stay parking in town and city centres. The City Council is also faced with managing the reduction in long stay parking in Lancaster city centre as part of the proposed Canal Corridor redevelopment. In setting the level of discount offered Cabinet needs to consider the impact on both the management of parking and the existing budgetary commitments. Although increasing the level of discount is likely to increase sales and therefore reduce the financial impact, the sustainability and parking management issues are considered to more important in policy terms.

It is therefore recommended that Option 3 (a) is approved for setting the 24-5 permit charges.

5.7 On-Street Pay and Display Charges

As previously outlined at paragraph 3.5 on-street charges should be higher than off-street charges. Under Options 1a, 1b and 1c it is proposed to increase the Up to 1 hour off-street charge from £0.90 to £1.00. The following increased charges are therefore recommended:

Charges	Current	Recommended
Tariff 1 Castle Hill (spaces for TIC)	Up to ½ hour – 50p	Up to ½ hour – 60p
Tariff 2 e.g. Dalton Square/ Church Street	Up to ½ hour – 50p Up to 1 hour - £1.00	Up to ½ hour – 60p Up to 1 hour - £1.20
Tariff 3 e.g. Robert street/ Quarry Road	Up to 1 hour - £1.00	Up to 1 hour - £1.20
Tariff 4 e.g. High Street/ Queen Street	Up to 1 hour - £1.00 Up to 2 hours - £2.00	Up to 1 hour - £1.20 Up to 2 hours - £2.00 (No change)

The recommended charges represent a 20% increase with the exception of the 2 hour charge where no increase is proposed due to the off-street charge being £1.60. These charges are sometimes perceived as the City Council's charges rather than the County Council's charges. However, if approved, further increases would not be required for several years as there would be sufficient headroom for the 1 hour off-street charge to be subsequently increased from £1.00 to £1.10 as part of future annual reviews. It is also expected the proposed charges would re-encourage the use of off-street car parks.

6.0 Officer Preferred Option (and comments)

6.1 The officer preferred options are listed below and are based on the background information and the options and options analysis supplied within this report:

- 1) Option 1b for pay and display and public permit charges as this meets the requirements of the Parking Strategy whilst also exceeding the income requirements.
- 2) Option 2 for the 24-7 Staff and Member Permit charges.
- 3) Option 3 (a) for the 24-5 Staff and Member Permit charges as this meets the requirements of Cabinet's earlier decision whilst also addressing the requirements of the Parking Strategy and minimising any potential financial implications.
- 4) To finalise discussions with Lancashire County Council over increased on-street pay and display charges for 2009/10.

RELATIONSHIP TO POLICY FRAMEWORK

Corporate Plan Medium Term Objective – Ensure cost effective services that give good value for money.

Contributing to the Priority Outcome - Keep the level of Council tax increase to acceptable levels.

District Parking Strategy Aim 5 – To set charges to meet the Council's transportation policy objectives and budget commitments.

CONCLUSION OF IMPACT ASSESSMENT

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

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

FINANCIAL IMPLICATIONS

The financial consequences and risks associated with parking income are included in this report and have also been reported in previous reviews. Inflationary increases totalling £43,900 have been included as part of the 2009/2010 Budget Process.

As detailed in the report under section 2.3 there has been a temporary reduction to the VAT rate from 17.5% to 15% which will affect the first 9 months of the 2009/2010 financial year. The options have been calculated using the standard VAT rate of 17.5% and the anticipated temporary benefit will be in the region of £36,000 but should this be utilised in reaching the inflationary increases set, Members need to be aware that this will affect the base budget and the next annual review will require higher level increases in order to bridge the inflation gap.

With all options it should be noted that these estimates carry an inherent risk due to various assumptions regarding resistance factors and any differing trend will inevitably impact on income raised.

	Option 1a	Option 1b	Option 1c
Budgetary Requirement (Inflation)	(43,900)	(43,900)	(43,900)
Pay & Display Income	(23,000)	(44,500)	(57,500)
Permit Income	-	(14,900)	(11,400)
TOTAL	(23,000)	(59,400)	(68,900)
Budget Shortfall/(Surplus)	20,900	(15,500)	(25,000)
VAT Benefit	(36,000)	(36,000)	(36,000)
Total Budget Shortfall/(Surplus)	(15,100)	(51,500)	(61,000)

As the table suggests, Option 1a is the only option reliant on utilising part of the additional £36,000 receipts generated by the VAT reduction in order to meet the budgetary

requirement. It should be noted that only the inflationary increase has been included within the latest budget projections and that the approved option will require the budget to be updated accordingly.

Options 2 and 3 will impact on each other as it is very difficult to predict the usage rates with the different options provided. Option 3(a) limits the financial risk and option 3(e) provides the greatest risk with a worst case scenario of a £13,600 shortfall. Although unquantifiable it is envisaged the reduction in income for Option 3(a) would not be significant.

Members need to be aware that in making this decision, if they approve anything that does not meet the current draft budget assumptions, then this will impact on the need to make more savings in other areas of activity.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

There are no legal implications arising from this report.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Property Services Working File
2009/10 Draft Budget
Minute 26 Cabinet report on Employee and
Elected Member Parking Permits

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CABINET**Review of Communications & Marketing****20 January 2009****Report of Corporate Director (Regeneration)**

PURPOSE OF REPORT				
This report provides an update on the progress of the communications and marketing review. The review is now at the stage that a clear member view is required if it is to deliver the anticipated efficiencies and savings referred to in the report.				
Key Decision	X	Non-Key Decision		Referral from Cabinet Member
Date Included in Forward Plan	December 2008			
This report is public				

OFFICER RECOMMENDATIONS

- (1) That Cabinet approve in principle the restructuring proposal set out in Option 4 for improving the efficiency and effectiveness of the council's current Communications and Marketing function
- (2) That the financial implications of the restructuring be developed further for inclusion in the 2009/10 budget proposals

1.0 Introduction

1.1 Cabinet asked for a review to be undertaken during 2008/9 of the Communications/Management Team function, with a view to making efficiencies for next year's budget, equivalent to half a post. An initial review of the function identified that there were greater opportunities for more efficient ways of working and greater value for money, by broadening the review to examine the communications and marketing activity across the whole council.

1.2 As a result, work has been undertaken and on 29 September 2008, Corporate Management Team considered the findings arising from the research and staff consultation phase of the Review of Communications and Marketing (see Appendix A for summary of findings). Based on that evidence, there is a clear business case for creating a centralised communications, marketing and consultation unit that would deliver efficiencies and improved value for money.

1.3 This unit, if supported, would be responsible for developing, implementing and evaluating the marketing strategy for the authority and would bring together all related marketing budgets into a central provision.

1.4 The work undertaken so far has been co-ordinated by a cross service project team headed by the Corporate Director (Regeneration). The scope of the project can be summarised under the following headings:

- i) Identification of current types of marketing activity, mapped against customers/markets (internal, local, external)
- ii) Analysis of marketing posts across services using job evaluation findings
- iii) Identification of areas for efficiencies/improvements
- iv) Initial financial headlines
- v) Develop possible structure options

2.0 Proposal Details

2.1 Mapping of activity

Below is a list of the council's main areas of marketing activity. These diverse range of activities cover three key audiences – a) internal, b) local and c) outside of the district, although clearly there can be cross over between each.

Press & PR	Internal communications
Websites and e-marketing	Newsletters
Short lifespan/low quality print	Long life span/high quality publications
Sponsorship	Events/festivals/seminars
Market research	Consultation
Community Engagement	Merchandise/gifts
Photography/image library	Member/civic communications
Advertising – including recruitment, statutory adverts and non statutory	
Relationship marketing/referrals	Monitoring and evaluating

2.2 Findings from initial analysis of posts

The analysis of posts confirmed that:-

- Approximately 40 - 50 staff have some involvement in marketing activities, many with little expertise
- Outside of the current corporate team, there are only a small number of close to full time marketing posts – perhaps five
- A large number of posts appear to have a 20-30% time allocation to marketing.

It is clear from the above that there are opportunities to generate efficiencies and savings by rationalising the way that staff currently provide marketing activity within the Council. The challenge will be translating the potential efficiencies/savings into reality away from the current fragmented arrangements. To deliver these efficiencies/savings, it is clear that localised restructuring will have to be carried out so that the benefits can be realised and to reinvest in order to create the capacity required for an effective centralised team.

Notwithstanding the above, more detailed work with services is still required to check the accuracy of the information referred to above and establish the level of savings and efficiencies that can be achieved over a period of time.

2.3 Areas for efficiencies/improvements

The group has analysed the current main types of marketing activity undertaken across the council, and considered the benefits of a centralised marketing team in terms of efficiency, economy, and effectiveness. The main headlines are set out below but a full analysis is included in Appendix B:-

- A large number of staff, often inexperienced and with a 'day job' to do, are involved in the production of leaflets/adverts/fliers/newsletters, advertising, web, photography, merchandise etc. A centralised, dedicated and experienced team approach could deliver cross cutting benefits including cost savings, efficiencies, better targeted information, greater cross service communication and a rise in quality. This would assist services to focus more on delivering their business plan priorities.
- This approach would also improve the efficiency of the current central team by reducing the time spent on advising and monitoring marketing activity delivered by the services to the corporate agreed standard and quality.
- Centralising the web function, placing it in alongside marketing professionals and having just one council website, would achieve similar efficiencies, as well as adding creativity, flexibility and support to the function. However, to take advantage of the growing and important e-marketing opportunities, this function should be expanded to ensure the council is appropriately equipped. This would not only ensure more effective and targeted marketing but also produce savings in terms of print and distribution costs and officer time (and be more energy efficient).
- Although sponsorship is not a current activity for the council, it is an area being examined by some parts of the council. A corporate approach would offer efficiencies and financial benefits council-wide, rather than simply service by service.

2.4 Budget information

Determining the exact cost of providing the council's current marketing activity has not been possible so far. Consequently, it should be stressed that the financial information provided in the table below, and in appendix C, gives only a 'flavour' of the true marketing spend and must be treated with extreme caution. It should also be noted that marketing budgets are not always clearly identified within services. The headline figure does not include any staff related costs, expenditure which is often 'hidden' within other budgets (e.g. printing and stationery, sundry, etc), or discreet functions. Drilling down to ascertain the full picture for the council will require close working with services to calculate definitive figures.

However, using just the initial headline budget information as currently included in the draft revised and future years' budget for the following areas, it has been possible to identify estimated expenditure for 2008/09 to 2011/12 as summarised in the table below and detailed in appendix C:

	2008/09 Revised £	2009/10 Estimate £	2010/11 Estimate £	2011/12 Estimate £
General Fund	330,800	281,500	286,300	262,200
HRA	22,600	18,200	18,600	18,900
Total GF / HRA	353,400	299,700	304,900	281,100

This includes such budget headings as:-

- Miscellaneous Advertising
- Marketing & Promotion
- Exhibitions
- Employee Related Advertising
- Newsletters
- Photographic Materials
- Brochure Distribution
- Joint Marketing

Please note, particularly under the headings of misc advertising/marketing and promotion, that these will include some areas which also attract grant income (shown elsewhere in the budget) therefore netting off/reducing the expenditure budget mentioned above. These are marked by an asterisk in appendix C.

If Cabinet support the proposal to create a centralised Communications/Marketing team, additional work will be done to provide more accurate financial information and details of anticipated savings/efficiencies.

3.0 Details of Consultation

3.1 The review so far has been carried out under LAMP, the city council's project management process, and includes a cross service project team. In addition all staff involved in communications and marketing activities have been invited to two workshops and a briefing, and given opportunities to send in further feedback. More than 40 have attended in all. The project manager, executive and some project team members have visited three councils who have undertaken similar exercises and research has been carried out with several more councils. In addition the outcomes of a previous independent review of the council's communication and marketing functions have been considered, as well as advice from the IDeA, LGA and the national local government communications professional body.

4.0 Options and Options Analysis (including risk assessment)

4.1 The research with other authorities has already identified the following benefits achieved as a result of a centralised communications and marketing function:-

- Financial savings
- Less duplication and greater value for money
- A unified one council approach to marketing and consultation
- Rise in customer satisfaction levels
- Strategically driven campaigns, projects and consultation aligned to corporate priorities
- Common systems and support and consistent standards
- A strong and consistent brand
- Pooled experience/critical mass of skills
- Enhanced career progression for staff
- Increased staff morale and motivation

Consequently, a range of options for a centralised team have been prepared and a preferred officer recommendation is proposed.

Option 1

This would provide a centralised co-ordinated approach to all council marketing activity – internal, local and external. It is made up of the core team's current areas of work plus:

- Management and co-ordination of all short lifespan leaflets, adverts, fliers, newsletters, together with distribution, monitoring and evaluating
- Management, co-ordination and development of all council website activity, including the development of the council's e-marketing capacity (as described above).
- All council advertising
- All 'external' marketing activity (economic development, tourism, festivals/events)
- Corporate sponsorship
- Member, including civic, communications
- All marketing budgets will be pooled centrally.

This approach requires a core team sufficiently resourced to deliver within agreed time/quality levels, especially where service income targets are affected. A centralised function means a small residual function will still be required within the service to liaise with the corporate team. As is the case with each of the options, evidence demonstrates that a centralised function works most effectively where all officers are co-located.

Advantages	Disadvantages
Most closely mirrors the best practice models identified via the research phase of the review and likely to deliver the benefits the research identified (set out in 4.0 above)	This option must be fully resourced otherwise it risks failing services, in some cases impacting on their bottom line.
Most closely delivers the objectives set out in the review project plan	
Allows greater economies of scale	
Income opportunities via corporate approach to sponsorship	
Increases customer awareness and take up where appropriate	

Option 2

This option sees the centralisation of all marketing functions, as set out in option 1, plus tourism services and the whole festivals and events team.

It sits outside the scope of the original project plan but has arisen out of concerns that separating tourism marketing from the tourism delivery function may be detrimental to the service delivery of that area. Option 2 therefore transfers the whole of those functions – festivals and events team, tourism and the TICs – so avoiding any potential downside caused by splitting the functions.

Advantages	Disadvantages
As in Option 1 – but extends the level of integration further.	Outside the scope of the project mandate
Avoids any potential negative impact that might be caused by splitting marketing away from the tourism/events functions	Potentially more complex and time consuming to deliver
Event management skills and expertise could be shared across the council	

Option 3

This consists of option 2, but would also include Customer Services

Again, it is outside of the scope of the original project plan but has been put forward by the project group in recognition that communications and marketing is interlinked with good customer service. Both are based around identifying our wide range of customers/service users, the information they require, providing that information in the formats and ways that suit them best. They are about ensuring no unnecessary contact, making customers aware of the services available and how to access them and supporting a smooth customer journey, ultimately driving up customer satisfaction. A view from members of the project group is that in examining the most efficient, coherent and corporate strategy for dealing with service users/customers, the review should also consider joining up all functions/sub-functions that interact with them.

Advantages	Disadvantages
As in Option 2 – but achieves the greatest level of integration	Outside the scope of the project mandate
Potentially enables a truly coherent corporate approach to customer communication	Much more work will need to be done to identify how workable this approach is. It will also be much more complex and disruptive to deliver
Gain a better understanding of our customers and their needs. This information can be used to shape future delivery of services council wide	It will take longer to deliver and if the decision is to go straight to option 3 in a non phased way it will delay the ability to bring about quicker benefits identified in options 1, 2 and 4
Supports the council's delivery around the Avoidable Contact National Indicator	

Option 4

This is basically Option 2. However, totally separate to the new Communications and Marketing Unit, the TICs would be managed by Customer Services which is consistent with the Access to Services project.

Advantages	Disadvantages
As in Option 1 and 2.	Effect of splitting TICs away from rest of tourism functions unknown
Avoids any potential negative impact that might be caused by splitting marketing away from the events function	
Event management skills and expertise could be shared across the council	
This option offers opportunities for the greatest efficiencies, equivalent at least to the saving previously required by Cabinet.	

5.0 Officer Preferred Option (and comments)

5.1 Option 4 is the preferred officer recommendation

This would provide a centralised co-ordinated approach to all council marketing activity – internal, local and external, maximise opportunities for efficiencies, and is consistent with the objectives of the current Access to Services project.

The research demonstrates such an approach will achieve significant benefits including financial and greater value for money, reduced duplication, a unified approach to communications, marketing, website and consultation, strategically driven campaigns aligned to the corporate priorities, a stronger brand, a rise in customer satisfaction, pooled expertise and greater career progression, service staff able to get on with the day job, increased staff morale, and more.

6.0 Conclusion

6.1 Officers believe option four will bring about the greatest benefits and efficiencies and recommend Cabinet support this proposal, in principle at this stage, pending further evaluation of the financial savings and efficiencies that would be achieved. The project group will then develop the proposal, to include a breakdown of affected posts and budgets, and report back. In addition the project group will begin discussions with Service Heads to:

- verify time allocations and assess the volume of work and staff numbers for the core team
- identify the true impact and better quantify savings/efficiencies
- clarify outstanding budget issues
- examine the practical implications of splitting marketing from service delivery functions for the relevant functions (Economic Development, Tourism and Festivals and Events)

RELATIONSHIP TO POLICY FRAMEWORK

The delivery of cost-effective services that provide value for money underpins the council's corporate plan priorities. In addition, this proposal would strengthen the council's branding and Every Penny Counts campaign, and assist in raising the profile of the council to increase customer satisfaction ratings.

CONCLUSION OF IMPACT ASSESSMENT

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

A centralised unit would improve communications and marketing across all of these areas. It's anticipated there would be a reduction in the amount of print work and improved partnership working.

FINANCIAL IMPLICATIONS

At this stage the identified costs included in the report and appendices are best estimates pending more detailed work. They do however give a flavour of the direct costs that are readily identifiable, and the potential for efficiencies and savings. Other costs and employee expenditure have not been included at this stage but would be included in the further work proposed.

SECTION 151 OFFICER'S COMMENTS

At this stage, the s151 officer has no further comments to add

LEGAL IMPLICATIONS

Legal Service have been consulted and have no comments to add

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments

BACKGROUND PAPERS

Appendix A – Summary of research
Appendix B – Analysis of marketing activity
Appendix C – Advertising outturn budgets

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Appendix A

Review of Comms and Marketing – project meeting 21 October 2008

Summary to date

Background and drivers to this project

- Corporate priorities & request from Cabinet
- Independent research - MORI and LGA
- Customer feedback - don't feel well informed but want to
- Internally recognise of value of joined up approach
- Gershon
- Government agenda - CAA & links with strong comms, Place agenda, new BV survey
- Local agenda - community leader, LSP, Vision Board

Staff feedback

- How we communicate & who to does & should vary
- Some 'know' audiences well, others less so
- Some areas are specialist/expertise varies
- "Can be an add on to the day job"
- Not always linked to corporate priorities/feedback
- Measuring effectiveness of our work patchy
- Not enough money to do all we want to do
- Best practice - internal & external - could be shared better
- Want to know more about what other services do
- More cross service working or strategic & forward planning
- Opportunities & benefits for joint working with partners
- Develop website/s
- Opportunities to communicate electronically & use new media
- Examine Social marketing techniques
- Develop brand & image
- Promote project and council rather than service
- Plain English across all comms
- Accessibility needs to be explored more fully

Views echo many of those raised by the drivers

Previous Research

- Same issues raised by Independent consultant
- Resources could be used more efficiently/effectively
- Activities could be co-ordinated centrally/strategic approach
- More cost-effective & ensure consistency
- Some areas would benefit from central support
- Others lack expertise or human resources

Case studies

- Centralised units
- Strategically driven campaigns & projects aligned to corporate priorities
- Common systems and support and consistent standards

- Clear brands
- Pooled experience/critical mass of skills
- Enhanced career progression for staff
- Significant savings & rise in value of generated coverage
- Value for money
- Rise in customer satisfaction

What do we want to achieve?

- A unified one council approach to marketing and consultation
- Rise in customer satisfaction levels
- Strategically driven campaigns & projects and consultation aligned to corporate priorities
- Common systems and support and consistent standards
- Strong and consistent brand
- Pooled experience/critical mass of skills
- Enhanced career progression for staff
- Less duplication and greater value for money
- Financial savings
- Increased staff morale and motivation

Approach agreed

CMT have said the council should develop a centralised communications, marketing and consultation unit, responsible for developing and implementing the marketing strategy for the authority. It will be split into several key areas, covering all things communication and marketing. Budgets will also be centralized.

Activities	Efficiencies	Economies	Effectiveness	Comments
Press & PR	Frees up some staff time – reduces checking Reduces duplication		Consistent approach	Some immediate efficiency savings
Websites		Saving from multi-site hosting costs	Consistent approach Develop/share skills	An area with big potential for improvement and efficiency across all areas if it can be resourced . Also enables council to deliver information in formats customers regularly experience and expect
e-marketing	Frees up resources associated with paper distribution	Cross cutting savings across other areas	Improved targeting across other areas	
Newsletters	Freeing staff time for service delivery, reduces duplication	Better procurement and replacement by e-news	Improves quality	Links with both of comments above
High volume, short life print	Freeing staff time for service delivery. May lead to reduction in range of productions, reduces duplication	Wholesale picture of current production and purpose. Enables review of that. Better procurement	Better design/quality Consistent approach. Ensures consistency of corporate branding	Significant efficiency and cost savings, but some budgets may be concealed
High quality, long life print	Reduces duplication Opportunity for more joined up marketing – cross council	Savings achieved from replacement with websites where possible	Review need for this	This is part of options 2 and 3

Creative advertising		Savings achieved from progression to web/e-marketing	e-marketing likely to be more effective	Not widely used
Partnership marketing (shared campaigns)	Pooled creativity and sharing out of resources	Opportunities for cost and resource sharing	Opportunities to achieve more this way	Already have examples where this has delivered good value for money
Information adverts	Freeing staff time for service delivery	Possible savings from more use of e-marketing and other options?	Review need	Council still spends a lot on this activity without monitoring its effectiveness. Often other cheaper, even free routes
Events/festivals	Freeing staff time for service delivery. Shared expertise to support other event activities. Skills can support other marketing activities	Unknown at this stage	Better targeting through e-marketing, and better sponsorship. Facilitates more joined up marketing of appropriate council activities	There is some strong expertise within this section that could benefit council marketing activities as a whole
Sponsorship		Potential income for wide range of council activity and assets	Development of expertise and corporate approach	Would initially require a resource
Consultation	Less duplication and more joined up approach		Consistent approach and development of skills, sharing of knowledge	

Photo library	Would provide a central source of images, reduce officer time spent sourcing	Reduces spend on sourcing	More impact from better quality images	Current problems about storage of council images on personal drives. Photos not held by corporate library. Staff still commissioning and retaining images
Relationship marketing				Relies on contacts/relationships within individual services?
Market research/evaluation	Greater understanding of needs	Potential to change or remove marketing channel	More consistent and effective approach	Barely done at all in some services
Merchandise/gifts	Central knowledge of product and suppliers	Potential procurement opportunities	More consistent and effective approach Strengthens corporate identity	Not a significant activity

Marketing and Advertising Expenditure Type Analysis**GENERAL FUND (GF)**

		2008/09 Revised £	2009/10 Estimate £	2010/11 Forecast £	2011/12 Forecast £	
E0920 - Employee Related Advertising						
B2316	Strand 1 - Dance Project	900	0	0	0	
B2317	Strand 2 - Exercise Referral Project	1,000	0	0	0	
B2902	Playschemes	1,000	1,000	1,000	1,100	
C1000	City Council (Direct) Services - M & A	1,200	0	0	0	
C2030	Three Stream Waste Collection	1,200	0	500	0	
F1000	Financial Services Management & Admin	400	0	0	0	
J1001	Customer Services Mgmt & Admin	600	0	0	0	
L1001	Human Resources Mgt & Admin	15,600	15,800	16,100	16,500	
N1000	Planning Management & Admin	500	0	0	0	
R1000	Revenues Management	500	0	0	0	
R2100	Coun.Tax & Resid.Comm.Charge	400	0	0	0	
T1000	Economic Development Mgt & Admin	300	0	0	0	
		23,600	16,800	17,600	17,600	Recruitment
E3351 - Photographic Materials						
N1000	Planning Management & Admin	1,300	1,300	1,300	1,400	
T2100	Marketing & Promotion	800	800	800	800	
T2103	Tourism Advertising & Publications	1,000	1,000	1,000	1,100	
		3,100	3,100	3,100	3,300	Other
E3502 - Brochure Distribution						
T2103	Tourism Advertising & Publications	7,900	8,000	8,200	8,300	
		7,900	8,000	8,200	8,300	Other
E3605 - Joint Marketing Campaigns						
T2103	Tourism Advertising & Publications	5,400	5,500	5,600	5,700	
		5,400	5,500	5,600	5,700	Other
E3930 - Misc Advertising						
B2100	Salt Ayre Mgt & Admin	10,000	10,200	10,400	10,600	
B2401	Carnforth Swimming Pool	500	500	500	500	
B2901	Dome Complex	18,200	18,500	18,800	19,200	
B2902	Playschemes	1,000	1,000	1,000	1,100	
C1000	City Council (Direct) Services - M & A	1,000	1,000	1,000	1,100	
D1000	Democratic Services Mgt & Admin	3,500	3,600	3,600	3,700	
D2401	Electoral Registration	12,400	8,100	8,300	8,400	
F7109	Marsh Revenue Account	200	200	200	200	
L2000	Hackney Carriage Licences	500	500	500	500	
M2203	Poulton Neighbourhood Management	100	0	0	0	
M2206	West End Neighbourhood Management	500	500	0	0	
M2300	50 Forward	5,000	0	0	0	
N1000	Planning Management & Admin	22,300	22,600	23,100	23,500	
P1000	Property Services Mgmt & Admin	2,100	2,100	2,200	2,200	
P2400	Charter Market Lancaster	2,400	2,400	2,500	2,500	
P2401	Assembly Rooms Market	1,200	1,200	1,200	1,300	
P2402	Lancaster Market	5,100	5,200	5,300	5,400	
P2404	Morecambe Market	11,400	12,400	12,600	12,900	
P2500	Off Street Car Parks	1,200	1,200	1,200	1,300	
T2100	Marketing & Promotion	27,900	26,700	27,200	27,700	
T2103	Tourism Advertising & Publications	6,500	6,600	6,700	6,900	
Z2004	Corporate Management	10,500	10,700	10,900	11,100	
		143,500	135,200	137,200	140,100	Promotion & Publicity
E3933 - Marketing						
A1001	Communications Mgt & Admin	27,700	28,100	28,700	29,200	
B2311	Play - Adventure Out	4,400	4,300	6,600	900	
B2312	Play - Natural Adventure	1,000	1,800	1,800	300	
B2313	Strand 1 - Morecambe HS Comm Use Porject	300	1,000	1,000	800	
B2314	Strand 1 - Regent Park Studios Comm Use	200	1,000	1,000	800	
B2316	Strand 1 - Dance Project	300	900	900	300	
B2317	Strand 2 - Exercise Referral Project	200	300	300	200	
B2600	Organised Events - General	12,800	13,000	13,200	13,500	
B2900	Platform	18,100	18,400	18,700	19,100	
C2030	Three Stream Waste Collection	0	0	2,600	0	
M2201	West End E.P. Delivery Team	2,000	4,000	0	0	
M2203	Poulton Neighbourhood Management	1,100	0	0	0	
M2206	West End Neighbourhood Management	10,000	1,000	0	0	
T2103	Tourism Advertising & Publications	12,000	12,200	12,400	12,700	
T2308	Employment Access Co-Ordinator	1,200	0	0	0	
T2316	Storey Institute Implementation Phase	3,000	0	0	0	
		94,300	86,000	87,200	77,800	Promotion & Publicity
E3934 - Marketing & Promotion						
N2101	Access For The Disabled	500	500	500	500	
N2110	Townscape Heritage Initiative 2	5,000	0	0	0	
R2007	LHA - DWP Funding	10,000	0	0	0	
S3102	LPSA Reward	500	700	900	100	
T2103	Tourism Advertising & Publications	2,500	2,500	2,600	2,600	
T2200	Lancaster T.I.C.	2,000	2,000	2,100	2,100	
T2203	Visitor Information	0	0	0	0	
T2315	Cycling England	17,000	15,000	15,000	0	
T2321	Bike It	12,500	2,200	2,300	0	
		50,000	22,900	23,400	5,300	Promotion & Publicity
E3955 - Exhibitions						
T2103	Tourism Advertising & Publications	3,000	4,000	4,000	4,100	
		3,000	4,000	4,000	4,100	Promotion & Publicity
Total GF Expenditure						
		330,800	281,500	286,300	262,200	
Total GF Expenditure By Type						
		23,600	16,800	17,600	17,600	Recruitment
		16,400	16,600	16,900	17,300	Other
		290,800	248,100	251,800	227,300	Promotion & Publicity
		330,800	281,500	286,300	262,200	
HOUSING REVENUE ACCOUNT (HRA)						
		2008/09 Revised £	2009/10 Estimate £	2010/11 Forecast £	2011/12 Forecast £	
E3311 Newsletters						
H1000	Council Housing Mgt & Admin	8,200	8,300	8,500	8,700	
		8,200	8,300	8,500	8,700	Other
E3930 - Misc Advertising						
H2281	Leasehold For The Elderly	3,400	3,500	3,500	3,600	
		3,400	3,500	3,500	3,600	Promotion & Publicity
E3933 - Marketing						
H1000	Council Housing Mgt & Admin	5,200	2,000	2,100	2,100	
H2290	Central Control	5,800	4,400	4,500	4,500	
		11,000	6,400	6,600	6,600	Promotion & Publicity
Total HRA Expenditure						
		22,600	18,200	18,600	18,900	
Total HRA Expenditure By Type						
		8,200	8,300	8,500	8,700	Other
		14,400	9,900	10,100	10,200	Promotion & Publicity
		22,600	18,200	18,600	18,900	

Note:

1. Recruitment total includes externally funded schemes - £1.9K in 08/09.

2. Promotion & Publicity total includes externally funded schemes - £54.1K in 08/09, £30.5K in 09/10, £28.9K in 10/11 and £ 3.3K in 11/12.

CABINET

**Employee Establishment - Vacancy Authorisation
20 January 2009**

Report of Chief Executive

PURPOSE OF REPORT			
To seek Cabinet's approval to the filling of established vacancies where recommended and to note a decision taken under the Council's urgent business procedure.			
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>
		Referral from Chief Executive	X
Date Included in Forward Plan	N/A		
This report is public with the exception of the Appendix. This is exempt by virtue of Paragraph(s) 1, 2 of Part 1 of Schedule 12A of Local Government Act 1972.			

RECOMMENDATIONS OF THE CHIEF EXECUTIVE

- (1) That Cabinet Members agree that the vacancies recommended for filling by Service Heads are filled as soon as possible.
- (2) That the action taken by the Corporate Director (Finance & Performance) on behalf of the Chief Executive, in consultation with the relevant Cabinet Member and the Chairman of the Overview and Scrutiny Committee in accordance with the Scheme of Delegation, in respect of the following vacancy, be noted:-
 - (a) That the Conditions of Employment of the temporary holder of post EG0091 in Property Services be amended to extend the fixed term contract to 31st December 2008.
 - (b) That the call in be waived in accordance with Overview and Scrutiny Procedure Rule 17 to allow immediate implementation.
- (3) That the Revenue Budget be updated accordingly, for any deleted or deferred posts.

1.0 Introduction

- 1.1 Cabinet, at its meeting on the 12 November 2008, resolved, amongst other things:

That Cabinet

- (2) Notes the responsibility of Cabinet for the funding of the employee establishment and until further notice, determines to withdraw funding in respect of all posts becoming vacant, apart from Refuse Collection or where a service is facing severe disruption where temporary arrangements be put in place. It should be noted that health and safety is a priority and supersedes all other requirements. This is all subject to the outcome of (3) below.
 - (3) Requests that the Chief Executive, upon any post becoming vacant, submits an appropriate form to Cabinet for its consideration to determine if the filling of the post is considered essential for delivering the Council priorities/statutory responsibilities.
 - (4) Requests the Chief Executive to develop the appropriate internal procedures to manage this process.
 - (5) Resolves that this process be reviewed following the next annual Council meeting in May 2009.
 - (7) Authorises the Head of Financial Services to update the Revenue Budgets for any post reductions as a result of 2 and 3 above.
- 1.2 As determined by Cabinet, an appropriate Vacancy Authorisation form has been produced identifying employee vacancies. The form identifies where the post concerned contributes to a Council statutory responsibility, the fulfilment of a Corporate Plan Priority, Service Business Plan objective, income generation/collection or is financed by external funding. The forms will be circulated prior to the meeting.
- 2.0 Proposal Details**
- 2.1 Cabinet is requested to consider the recommendations of Service Heads and comments from the Human Resources Manager and Corporate Directors. Cabinet are advised to identify which Service areas are considered to be a higher priority for the filling of vacancies and, therefore, approving expenditure.
- 3.0 Details of Consultation**
- 3.1 None.
- 4.0 Options and Options Analysis (including risk assessment)**
- 4.1 The information contained within each form provides details related to the risks of not filling the related vacancy. Cabinet has the option of releasing funding on either a time limited or permanent basis or withholding funding. If funding is not released, there will be an impact on Service provision. If funding is time limited, it will be more difficult and possibly more expensive to fill a post.
- 5.0 Officer Preferred Option (and comments)**
- 5.1 To fill those posts as recommended by Service Heads unless Cabinet identifies the work as being of a low priority
- 6.0 Urgent Decision**

- 6.1 The holder of Post No. EG0091 Administration Assistant went on Maternity Leave with effect from 16th June 2008. The post holder is responsible for providing the Parking Service's cash counting, banking and reconciliation operations and approval was given to fill the vacancy on a 6 month fixed term contract. This arrangement was due to terminate on 15th December 2008.
- 6.2 The post holder provides an essential operation within the Parking Service and mid to late December is a critical time for income generation and banking and reconciliation duties. The main post holder had elected to take Annual Leave before returning to work and was due to return on 5th January, 2009. The temporary post holder had agreed to provide further maternity leave cover until 31st December 2008 following consultation with the Line Manager and the Legal and Human Resources Service.
- 6.3 The main post holder had also requested to return to work 20 hours per week rather than 37 hours per week. This request could be accommodated from an operational point of view and savings would be generated in the current and future financial years.
- 6.4 In view of the need to provide effective staffing cover for this key post at an essential time of year the provisions of the Council's urgent business procedure were used to make the decision to extend the temporary contract until 31st December 2008 before the next meeting of Cabinet.

RELATIONSHIP TO POLICY FRAMEWORK

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

CONCLUSION OF IMPACT ASSESSMENT

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

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

FINANCIAL IMPLICATIONS

As set out on each Vacancy Authorisation form.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

There are no legal implications.

MONITORING OFFICER'S COMMENTS	
The Monitoring Officer has been consulted and has no further comments.	
BACKGROUND PAPERS	Contact Officer: Mark Cullinan Telephone: 01524 582011 E-mail: chiefexecutive@lancaster.gov.uk Ref: CE/ES/Ctees/Cabinet/Vacancy Authorisation/20.01.09
Funding of the Employee Establishment Report to Cabinet and Minute from the 12 November 2008.	

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

Document is Restricted