



Committee: CABINET

Date: TUESDAY, 4 OCTOBER 2011

Venue: MORECAMBE TOWN HALL

Time: 10.00 A.M.

A G E N D A

1. Apologies

2. Minutes

To receive as a correct record the minutes of Cabinet held on Tuesday 6 September, 2011 (previously circulated).

3. Items of Urgent Business Authorised by the Leader

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

4. Declarations of Interest

To consider any such declarations.

5. Public Speaking

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

Reports from Overview and Scrutiny

None

Reports

6. Maintaining the public realm (Pages 1 - 14)

(Cabinet Member with Special Responsibility Councillor Smith)

Report of the Head of Environmental Services

7. Festival and Events Report (Pages 15 - 21)

(Cabinet Member with Special Responsibility Councillor Sands)

Report of the Head of Community Engagement

8. **Housing Regeneration Priorities** (Pages 22 - 31)
(Cabinet Members with Special Responsibility Councillors Hanson and Leytham)
Joint Report of the Head of Regeneration & Policy and Head of Health and Housing
9. **Morecambe Area Action Plan - Improving Morecambe's main streets** (Pages 32 - 38)
(Cabinet Member with Special Responsibility Councillor Hanson)
Report of the Head of Regeneration and Policy
10. **Lancaster Square Routes** (Pages 39 - 47)
(Cabinet Member with Special Responsibility Councillor Hanson)
Report of the Head of Regeneration and Policy
11. **West End Local Centre Parking** (Pages 48 - 65)
(Cabinet Member with Special Responsibility Councillor Hanson)
Report of Head of Regeneration and Policy
12. **Shared Services - Memorandum of Understanding** (Pages 66 - 68)
(Cabinet Member with Special Responsibility Councillor Blamire)
Report of the Chief Executive (Appendix to follow)
13. **Shared Services Cabinet Liaison Group** (Pages 69 - 71)
(Cabinet Member with Special Responsibility)
Report of the Chief Executive

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Eileen Blamire (Chairman), Janice Hanson (Vice-Chairman), Jon Barry, Abbott Bryning, Tim Hamilton-Cox, Karen Leytham, Ron Sands and David Smith

(ii) Queries regarding this Agenda

Please contact Liz Bateson, Democratic Services - telephone (01524) 582047, or email ebateson@lancaster.gov.uk.

(iii) Changes to Membership, substitutions or apologies

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

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

Published on 22nd September 2011

CABINET

**Maintaining the Public Realm
4th October 2011**

Report of Head of Environmental Services

PURPOSE OF REPORT			
To provide Cabinet with a number of proposals for how some aspects of the District's public realm could be best maintained			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date Included in Forward Plan		August 2011	
This report is public			

RECOMMENDATIONS OF COUNCILLOR DAVID SMITH

- (1) That Cabinet considers the implications of improving grounds maintenance provision and increasing cleansing provision in Morecambe, in line with seasonal demands.
- (2) Cabinet are requested to indicate whether any of the other potential improvements in relation to grounds maintenance and cleansing be considered as a priority.
- (3) That officers review how the maintenance of Williamson Park is delivered and bring back recommendations to Cabinet.
- (4) That following the assessment and recommendations of the Overview and Scrutiny Committee Cabinet considers how the County Council's commissioning plan approach can be best developed.
- (5) That where required the City Council provides officer time to work with the County Council and community groups to help deliver a number of community led projects within the District.
- (6) That the City Council continues to work in partnership with the Probation Service and that a list of environmental improvement works for 2012/13 is developed by officers and agreed with the relevant Cabinet portfolio holder.

- (7) That in preparing the Street Pride programme for 2012/13 officers also ask for areas of open space to be nominated.
- (8) That officers review current recreational provision for teenagers and bring a further report back to Cabinet. Because of the timescales involved it is expected any financial implications would need to be considered as part of the 2013/14 budget.
- (9) That Cabinet considers the benefits of improving street names plates and directional signs within Lancaster City Centre.
- (10) That as a principle development is seen as an opportunity to improve the public realm and that full account is taken of the ongoing maintenance implications of development.
- (11) That Cabinet considers the information with regard to PCSOs and indicates whether it wishes to consider the funding aspect as part of the development of the 2012/13 budget.

1.0 Introduction

- 1.1 The Council's Corporate Plan 2011-14 includes the aims of-
 - Improving the attractiveness, accessibility and enjoyment of the district's parks and open spaces for visitors.
 - Working with partners to deliver services that keep the streets clean and safe
 - Delivering responsive and efficient statutory services
 - Delivering City and County Council 'public realm' services, making most efficient use of resources and achieving the aim of keeping the streets clean and maintained.
- 1.2 A Cabinet draft priority for 2012/13 it to look at levels of street cleansing and improvement of open spaces.
- 1.3 For the purpose of this report 'the public realm' is defined as any publicly owned streets, pathways, parks, publicly accessible open spaces. The main activities that have an impact on the public realm for the purposes of this report are-
 - Street cleansing
 - Grounds maintenance
 - Planning
 - Street nameplate management

2.0 Proposal Details

- 2.1 **Street Cleansing / Grounds maintenance-** Following an earlier organisational restructure and comprehensive review of service provision these two functional areas are delivered through the same line management structure. This merging of the functions has resulted in improved efficiency

and has led to higher standards of service delivery.

- 2.2 In addition a range of services that were previously undertaken by the County Council are now delivered by City Council as part of a formal 'public realm' agreement. This arrangement is working well and is having a positive impact in all areas of the District.
- 2.3 Operationally work takes place to continue to make best of available resources.
- 2.4 As examples, from September 2011 a total of 5 new posts in grounds maintenance/ cleansing will be established. Post holders will undertake grounds maintenance work in the summer and a combination of grounds maintenance and cleansing posts in the winter. Funding for these posts has been found through reducing the total number of seasonal gardener posts and use of the budget provided by County as part of the formal 'public realm' agreement. Having an increased permanent establishment will allow staff to develop new skills and ultimately result in more effective service delivery. Furthermore, budgets that had previously been used to supplement cleansing through use of agency staff are now being used to provide an equivalent number of permanent directly employed cleansing staff, thus creating additional employment opportunities and increasing the efficiency of the operation.
- 2.5 Overall available resources for these service areas are used effectively and a balance between service delivery, education and enforcement is maintained.
- 2.6 Clearly there are areas that do suffer from littering, fly tipping, and other problems. Efforts are made to address these. Often though the problems are symptoms of poor infrastructure, lack of ownership by householders and wider anti social behaviour issues.
- 2.7 In terms of contribution to delivering the aims of the Corporate Plan and Cabinet's priorities a proposal that would make a significant contribution is to focus on the maintenance of Morecambe promenade. Amending cleansing and grounds maintenance schedules in line with seasonal demands as well as introducing new planting schemes would have a positive impact on the appearance of Morecambe. As an example within existing budgets Lancaster City Council's entry to the RHS Tatton show will in future be replanted in the Promenade and topically themed beds will be planted near the Eric Morecambe statue. For 2012 the theme for these beds will be the Olympics.
- 2.8 There is scope for further improvement. However, additional one off and ongoing expenditure will be required.
- 2.9 Based on a 3 year programme of enhancing the grounds maintenance of the promenade it is estimated that the additional budget requirement will be-

Financial Year	One off additional budget requirement	Ongoing budget requirement
Phase 1-2012/13	£17,000*	£0
Phase 2-2013/14	£17,000	£0
Phase 3-2014/15	£10,000	£0

An outline plan of the programme is included in Appendix 1. As can be seen the one off amounts are required to purchase items like planters. All revenue costs will be managed from within existing budgets including any future renewals and replacement. Officers are also currently in the process of contacting partners and local businesses with a view to them sponsoring some of the City Council flower beds.

*Please note that to deliver Phase 1 in 2012/13 a decision on the financial implications would be required by November 2011 in order for officers to order equipment and plants. The financial implication section of this report shows that Phase 1 could be funded within existing budgets through a virement that could be agreed by Cabinet.

- 2.10 For cleansing the most significant improvement would be to increase cleansing provision in line with seasonal demand. Increasing evening, weekend and bank holiday cleansing provision during the holiday season would have a significant impact on the cleanliness of the promenade and town centre. To achieve this, an ongoing increase in budgetary provision of £12,000 per annum would be required from 2012/13.

2.11 PROPOSAL 1- Cabinet are requested to consider the implications of improving grounds maintenance provision and increasing cleansing provision in Morecambe, in line with seasonal demands. As set out in the financial implications Phase 1 of grounds maintenance improvements could be delivered from within existing budgets, with Cabinet's approval, through a virement in this financial year. Phases 2 and 3 would need to be considered within the context of the overall budget and Cabinet is requested to indicate whether any of the other potential improvements in relation to grounds maintenance and cleansing be considered as potential growth in developing the 2012/13 budget.

- 2.12 Currently a situation exists in Williamson Park where some cleansing and grounds maintenance functions are provided directly by Environmental Services and some by Williamson Park staff. Greater efficiencies could potentially be generated through reviewing how maintenance in the park could be best delivered.

2.13 PROPOSAL 2- That Officers review how the maintenance of Williamson Park is delivered and bring back recommendations to Cabinet
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- 2.14 **Working with other Partners-** The overall appearance and perception of the public realm can clearly be improved by working closely with other partners.

- 2.15 The County Council has a huge impact on the management and maintenance of the District's public realm. From this year the County Council has produced a public realm commissioning plan. The plan details County public realm services and resources allocations in the District for 2011/12. At this stage the main stakeholders involved in the development of the plan have been County Councillors informed by relevant County Environment Directorate Officers.

- 2.16 The intention is that the document is constantly developed through ongoing consultation with County Councillors, District Councillors, Parish Councils and County and District Officers.

- 2.17 The County intend to use the proposed 3 Tier Forum as the main way of consulting with stakeholders and thus developing the commissioning plan.

- 2.18 From a City Council perspective feeding into the development of this plan provides a real opportunity to put forward public realm priorities within the District.
- 2.19 The City Council already works closely with the County Council in delivering public realm services. There is also the opportunity to use this plan as a way of joining up County / City Council / Parish Council public realm activity. This would help ensure that we are delivering joined up public realm services and in way that our residents would want us to.
- 2.20 The Council's Overview and Scrutiny Committee has been requested to consider the opportunities the commissioning approach provides and make recommendations to Cabinet in the future.

2.21 **PROPOSAL 3-** that following the assessment and recommendations of the Overview and Scrutiny Committee Cabinet considers how the County Council's commissioning plan approach can be best developed.

- 2.22 In addition the County Council are also working with City Council officers on a number of community led projects within the District. These are attached at Appendix 2.

2.23 **PROPOSAL 4-** that where required the City Council provides officer time to work with the County Council and community groups to help deliver these community led projects.

- 2.24 The Council's use of the Community Payback scheme to improve the appearance of the District has to date worked well. Currently the Council contributes £24,000 to the Probation Service to part fund the cost of a Probation Service supervisor, vehicle and tools. In turn the Probation Service undertake a list of environmental works provided by the Council.

2.25 **PROPOSAL 5-** that the City Council continues to work in partnership with the Probation Service and that a list of environmental improvement works for 2012/13 is developed by officers and agreed with the relevant Cabinet portfolio holder.

- 2.26 The Council's Street Pride initiative has been a further success in terms of working with partners and improving the appearance of the District. A suggested refinement for 2012/13 is that calling for streets to be nominated we also call for areas of open space to be nominated.

2.27 **PROPOSAL 6-** that in preparing the Street Pride programme for 2012/13 officers also ask for areas of open space to be nominated

- 2.28 **Street Name Plates-** The City Council has a statutory duty to provide and maintain street name plates within the whole of the District. The annual budget provided for this service is £13,200. In order to improve the experience for both residents and visitors to our City Centre work has taken place to assess the state of the existing signage in Lancaster City centre. To ensure that the City Centre is clearly signed with name plates that are appropriate to a conservation area would require a one off amount of £16,000 to cover the cost of either repainting or replacing. Samples of work previously undertaken are shown in appendix 3. In addition a further £4,000 would be required to provide directional signage to places to visit (eg VIC, Roman

Baths). The financial implication section of this report shows that Phase 1 could be funded within existing budgets through a virement that could be agreed by Cabinet.

2.29 **PROPOSAL 7-** that Cabinet consider the benefits of improving street name plates and directional signs within Lancaster City Centre. Subject to this Cabinet approves the £20,000 virement required to fund the works.

2.30 **Development led improvement-** Many of the environmental issues that the Council deals with are symptoms of bigger and more expensive problems related to existing infrastructure. As an example some parts of the City Centre are very difficult to cleanse because of types of surface, street furniture etc. The Square Routes project in the City Centre and the Morecambe Action Plan present an ideal opportunity to ensure that ongoing maintenance is considered at the design stage. The proposals that develop from these are likely to have positive implications for the management and maintenance of the public realm in Lancaster and Morecambe. The plans when delivered have had the input of managers who will be responsible for maintaining them and as such there is confidence that this development will lead to sustained improvements. In the past this joined up approach has not always happened and developments have taken place without full consideration of the future maintenance or consideration of how section 106 monies could be best used.

2.31 **PROPOSAL 8-** that development is seen as an opportunity to improve the public realm and that full account is taken of the ongoing maintenance implications of development.

2.32 **Recreational Facilities-** the Council has in place a strategy for playground provision that has seen significant improvements to play provision within the District and this approach has been successful at attracting external funding. Feedback suggests that whilst play provision for younger children is catered for there could be more play facilities for teenagers. At this stage the evidence for this is largely anecdotal and furthermore planning of provision of facilities for teenagers needs to take into account what teenagers would actually want and the views of surrounding communities.

2.33 **PROPOSAL 9-** that Officers review current recreational provision for teenagers and bring a further report back to Cabinet. Because of the timescales involved it is expected any financial implications would need to be considered as part of the 2013/14 budget.

2.34 **PCSOs-** Cabinet have requested further information on the position with regards to funding of PCSOs in 2012/13 and clearly PCSOs do make a contribution towards maintenance of the public realm.

2.35 In 2011 The Home Office agreed that they will for the next two years continue to provide the 2/3 funding that they currently contribute towards PCSOs if someone else contributes the other 1/3. No further information is available as to the detail of PCSO funding beyond April 2013.

2.36 For 2011/12 the LDLSP has provided the majority of the contribution to 9 PCSOs within this District. At this stage it seems unlikely that the LDLSP will have the funding to be able to make this contribution in 2012/13.

2.37 In order to maintain the level of PCSOs currently funded by the LDLSP a contribution of £99,000 would be required in 2012/13.

2.38 **PROPOSAL 10-** that Cabinet considers the information provided with regards to PCSOs and indicates whether it wishes to consider their funding further as part of the development of 2012/13 budget.

3.0 Details of Consultation

3.1 If Cabinet wishes to explore some of these proposals further then appropriate consultation will take place.

4.0 Options and Options Analysis (including risk assessment)

4.1 This outline report is provided to allow Cabinet to consider at an early stage what options exist with regard to maintaining the public realm. Cabinet are requested to consider each of the proposals and if required add further. This will provide officers with the direction required to develop the relevant parts of the corporate plan, for later consideration by Members.

5.0 Conclusion

5.1 The report sets out proposals for the maintenance of the public realm that are in line with the Corporate Plan and Cabinet priorities.

RELATIONSHIP TO POLICY FRAMEWORK

The Council's Corporate Plan 2011-14 includes the aims of-

- Improving the attractiveness, accessibility and enjoyment of the district's parks and open spaces for visitors.
- Working with partners to deliver services that keep the streets clean and safe
- Delivering responsive and efficient statutory services
- Delivering City and County Council 'public realm' services, making most efficient use of resources and achieving the aim of keeping the streets clean and maintained.

A Cabinet priority for 2012/13 it to look at levels of street cleansing and improvement of open spaces.

CONCLUSION OF IMPACT ASSESSMENT

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

The proposals outlines will impact on the maintenance of the Public Realm in the District as a whole.

There is a positive linkage between a well maintained environment and community safety.

It is important that the ongoing maintenance of the public realm is factored into developments and this is set out within the report.

LEGAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

Proposal 1 – seeks a 3 year phased programme of grounds maintenance works on Morecambe promenade estimated at £17,000 per annum. As reported through the PRT process, the Grounds Maintenance function currently has 2 vacant posts which it is currently recruiting to. The latest position regarding the turnover savings is currently in excess of £21,000 plus oncosts. It is therefore possible that should Members choose to support Phase 1 then the £17,000 funding needed could be met through the virement scheme which at these levels requires Cabinet's authorisation. With regard to Phases 2 & 3 of the improvements these would need to be considered as a growth item within the forthcoming 2012/13 budget process. For information further salary savings are anticipated due to the delayed recruitment of the posts detailed in section 2.4 estimated in excess of £11,000 plus oncosts.

Proposal 2 – there are no direct financial implications at this point in time but it is hoped that by combining working practices could ultimately generate efficiency savings through taking advantage of economies of scale available plus reduced management and operational costs. Any future savings identified will be built into the revenue budget as part of the budget process.

Proposal 3 - there are no direct financial implications at this point in time.

Proposal 4 – providing officer time will be met from existing budgets.

Proposal 5 – the 2011/12 approved revenue budget assumes a continuation of the partnership with the Probation Service.

Proposal 6 - there are no direct financial implications at this point in time.

Proposal 7 – seeks one-off funding of £16,000 to repaint or replace existing signage in Lancaster City Centre plus £4,000 to provide additional directional signage. Again, as reported through the PRT process, salary savings to date of £50,000 have been achieved within the Waste Collection function through re-evaluating and streamlining working practices. Following the review, 5 posts have now been identified for deletion equating to ongoing annual savings of £108,000 which will be built into the forthcoming budget process. It is therefore possible to utilise £20,000 of the savings to fund this proposal through the virement scheme which again at this level requires Cabinet's authorisation.

Proposal 8 – there are no direct financial implications at this point in time. The implications of ongoing maintenance of future developments should be considered at the design stage and reported as necessary.

Proposal 9 - there are no direct financial implications at this point in time. Providing officer time will be met from existing budgets.

Proposal 10 – as detailed in the report, Cabinet requested further information on the future position of the PCSOs. It is highly probable that the LDLSP will not be able to continue to provide the £99,000 required to fund one third of their overall costs in 2012/13, and Members need to be mindful of this situation.

OTHER RESOURCE IMPLICATIONS

Human Resources:

None

Information Services:

None

Property:

None

Open Spaces:

As outlined in the report

SECTION 151 OFFICER'S COMMENTS

As highlighted in the report, the use of the virement scheme would allow progress to be made in this year in various proposed priority areas. In considering such virements, Cabinet should be mindful that they would result in lower savings in the current year, resulting in less balances being available to meet savings targets, or to be spent on other needs or priorities. This assumes that there will continue to be a net underspending against the budget in this year, which seems reasonable based on current trends.

With regards to potential growth for future years, consideration as part of the budget process is in line with the Council's Medium Term Financial Strategy. It ensures that all such growth bids can be considered alongside each other in context of the Council's proposed priorities and other spending needs or requests, and what is affordable. At present the Council's financial outlook shows that it needs to make financial savings, and this need would increase in order to provide any scope for growth.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Contact Officer: Mark Davies
Telephone: 01524 58
E-mail: mdavies@lancaster.gov.uk
Ref:

APPENDIX 1- Prom improvements

Phase 1 – Scalestone Point to Morecambe Town Hall

Scalestone point grassed area – seaward side

Make new flower bed and plant out with annual bedding twice per year

- *Should instantly create a favourable impression with visitors arriving in Morecambe from the north. It will also compliment the “Welcome To Morecambe” sign.*
- *Should leave a lasting impression with those vacating the resort.*

Landsdowne Rd to Broadway – Central road reservations

Supply & install 30no rectangular flower planters evenly spaced along this section. Planters would be bedded out twice per year.

- *This is an area of the promenade that currently has no horticultural feature.*
- *The introduction of bespoke planters would instantly soften the concrete and asphalt nature of this environment.*
- *It would enhance visitors perception of Morecambe as a clean & green place.*
- *The increased popularity of Happy Mount Park has meant that many pedestrians walk along this stretch of promenade and thus the addition of planters would create a more pleasant and softer feel to the area.*

Former Shelter & Toilet Block Opposite Happy Mount Park

Install 2no bench seats and a central planter.

- *It would create a viewing point on the promenade*
- *It would be a focal point for the many pedestrians and cyclists who use this route*
- *It would compliment the planters that would be placed on the central reservations.*

TOTAL COST OF PHASE 1	2012/13	£17,000.00
TOTAL COST OF PHASE 2 (M/C T Hall to Midland)	2013/14	£17,000.00
TOTAL COST OF PHASE 3 (Midland to Battery)	2014/15	£10,000.00

Key  Current Project Potential Emerging Project

Supporting Community Led Projects

Lancaster	Ward/s (LSOU)	IMD (2010)	Contribution to Directorate and local priorities	Desired Project outcomes/outputs	Resources required/available	Duration of Project/Activity	Desirable Outputs 2011/12
Hala Burrowbeck Park	E01025143	3	Develop design and deliver landscape and access improvements, supporting people and communities. Sustaining our wider environment , local priority providing play provision (delivery in partnership with Lancaster City Council/landowner)	Provision of quality green space, with easy sustainable access, providing health and well being benefits, and uplift for local community. Increased participation of local communities.	Staff time (£8,500 capital contribution secured in 2010, community design completed in 2010/11), LEF and Changing Spaces Lottery grant secured	Phased project (phase 1 2011 delivery, phase 2 2011/12 delivery)	Implementation of first phase, and delivery developed for the rest of the site. Shared playable space created and access improved to increase user numbers, particularly for play and recreation.
Highfield Recreation Ground	E01025095	7	Refurbish derelict recreation facility 10 min from Lancaster City Centre. The facility is owned by Lancaster City Council and was closed in the mid 90s due to lack of funding (two derelict double tennis courts, pavilion, two bowling greens, mature trees/woodland). A community group came together in 2007 wishing to refurbish the site and take on its management. Supporting people and communities , sustaining our wider environment, local priority (see playing pitch strategy), enable young people to develop and contribute positively to their communities through participation in sport etc	Provision of quality recreational green space, with easy sustainable access, providing health and well being benefits through the promotion of sport, and uplift for local community. Increased participation of local communities and eventual community association ownership.	Significant officer time (sport strategy, develop funding bids for Sport England and Football Foundation, consultation, steering group support. £5,000 to cover professional fees (arboricultural report, some detailed design work and wider masterplanning, analysis), £1,000 to support residents survey	Major sports bids are currently being prepared. If successful the main scheme can be delivered in 2012/13. Alternatively delivery is anticipated for 2013/14. Wider partnership projects (outside of the footprint of the HRG site) can be developed/delivered as standalone (over a period of 3-4 years).	Masterplan for wider site agreed with community and stakeholders
Yealand Redmayne Meadows Redevelopment	E01025148	9	Redesign and deliver improvements to Yealand Redmayne village green. Supporting people and communities, sustaining our wider environment , AONB priorities	Improved access to recreation and natural environment, better use of existing site for all ages groups, reduce parking and access problems, improved landscaping and play providing health and well being benefits, and provision of quality green space.	Staff time to support the Parish Council with the consultation and priority setting (complicated/sometimes conflicting). Detailed design/ specs (in the region of £800). £4,000 matchfunding contribution in 2010/2011 budget. LEF bid submitted and AONB bid to be submitted.	Currently unclear; community objectives not agreed.	Plan for site agreed and delivery plan in place, AONB bid submitted.
Slyne with Hest Parish Council Recreation Field	E01025158	9	Develop design, consultation, fundraising with the view to deliver improvements to Slyne with Hest Recreation Ground. Supporting people and communities , sustaining wider environment, local priority (new play provision).	Provision of quality recreational green space, providing health and well being benefits through the promotion of sport, improving access to recreation and play.	Staff time, professional fees (in 2010 budget)	Phase project over two or three years	Implementation of first phase, and increased use of the site.
Forest of Bowland AONB Traditional Boundaries Programme			Priority for the AONB Business Plan	In accordance with business plan	In accordance with business plan	continuous	In accordance with business plan
Lune Valley Tree and Woodland Project	E01025108 E01025109 E01025131	8 8 6	Support Halton Parish Council to carry out a Parish Tree and Woodland Survey to identify potential (and support requirements) for new tree planting schemes. Bring forward new schemes. Directorate Priority Sustaining our wider environment, supporting people and communities	Promote the implementation of tree planting schemes throughout the parish, improving access to the natural environment through the provision of quality green space.	Some staff time, £200 to purchase online survey licence?	Long term project	Opportunities to work with landowners identified.
Halton Parish Walks	E01025108 E01025109 E01025131	8 8 6	Parish/Local Community project to establish Halton as a gateway to the Lune Valley. Supporting people and communities, sustaining our wider environment .	Improved visitor economy.	Officer time	currently unclear, subject to parish Council resources	Action plan prepared and agreed with Parish Council.
Galgate new community centre external area	E01025106	8	Support with design, fundraising and implementation of external area (to complement construction of new community centre). Supporting people and communities, making Lancashire communities safer and stronger .	Provision of quality green space, with easy sustainable access, providing health and well being benefits, and uplift for local community. Creating a high quality public place with increased participation of local communities.	Could be fairly substantial for a limited time	likely to be phased over two years	Delivery, phasing and funding plan established, masterplan and sports development plan completed by Parish Council.
Regents Park, Morecambe	E01025113	4	Key green space and gateway site to West End of Morecambe, which is under utilised. Supporting people and communities, sustaining our wider environment .	To be developed.	Officer time potentially to lead project.	long term project potentially over 2 years.	Delivery, phasing and funding plan established. Community/stakeholder group established, objectives agreed.
Galgate Pedestrian Link	E01025106	8	New zebra crossing to improve pedestrian access. Supporting people and communities, sustaining our wider environment. Making Lancashire communities safer and stronger .	Improving safety and sustainability of access	via LTP	complete in 2011/12	New crossing
Lancaster Castle Green	E01025099	4	Creating a new community park in the centre of Lancaster, contributing to city centre regeneration, as part of the Square Roots programme. Supporting People and Communities, Protecting and Improving our Assets, Promoting Sustainable Economic Growth , Health Inequalities and Vulnerable Communities, Regenerating our Towns and Growing Business, Sustaining the Wider Environment.	Increase visitor number in Lancaster City Centre supporting economic growth.	Project not yet defined (project delivered in partnership with Lancaster City Council)	Likely to have a long in, and potentially phased.	Community/stakeholder group established, objectives agreed.

Regeneration Projects

Lancaster	Ward/s (LSOU)	IMD (2010)	Contribution to Directorate and local priorities	Desired Project outcomes/outputs	Resources required/available	Duration of Project/Activity	Desirable Outputs 2011/12
Lancaster City Gate Ways and Green Spaces	E01025093 E01025094 E01025099 E01025102 E01025104 E01025125 E01025128 E01025129 E01025147	4 4 4 6 6 7 5 6 7	Identify programme of small 'grot spots' and low capital solutions how sites can be improved (tidy/ work with Community Pay Back, maybe planting schemes, other?). Meets Directorate Priorities - Supporting people and communities , Environmental Services	Increased participation and ownership of local communities.	Officer time to work with community groups and city council, possibly some revenue/ match funding for bids.	Likely to be over a number of years.	One key public realm/green space improved.
Ryelands Park Regeneration	E01025151	1	Masterplan for improvements to Ryelands Park; community links and appropriate programmes. Supporting people and communities , health of Lancashire's residents, focussing on vulnerable communities, neighbourhoods (where people live) - natural environment and the importance of our countryside and green spaces behaviour (helping people to make informed choices)"	Provision of quality green space, with easy sustainable access, providing health and well being benefits, and uplift for local community. Increased participation of local communities. New play equipment and landscaping to create a high quality public place.	Would be a fairly major project (substantial officer time, design consultation, possibly match funding)	Not yet	Medium - could be a Big Lottery Reaching Communities Project (up to £500,000 for marginalised communities)

Morecambe Town Centre Regeneration	Morecambe Average	3.9	Green space improvements and support to business to aid Morecambe Town Centre regeneration. Supporting People and Communities, Protecting and Improving our Assets, Promoting Sustainable Economic Growth, Health Inequalities and Vulnerable Communities, Regenerating our Towns and Growing Business, Sustaining the Wider Environment.	Wide range of outcomes for Morecambe, essentially getting people to spend more time in the town centre.	Officer time to work with Lancaster Regen officers and community partners	Long term project	Action plan agreed with stakeholders.
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Sustainable Travel / Access Projects

Lancaster	Ward/s (LSOU)	IMD (2010)	Contribution to Directorate and local priorities	Desired Project outcomes/outputs	Resources required/available	Duration of Project/Activity	Desirable Outputs 2011/12
Bowland Experience Tramper project			Part of a county wide project to provide opportunities for less able people to access the countryside and to support local businesses. Supporting People and Communities, Health inequalities and Vulnerable Communities.	Improved health and well being for less able people. Local businesses opportunities maximised and businesses sustained.	Officer input to work with businesses and organise events and develop promoted routes information. Funding to improve access infrastructure on the ground.	continuous	Sustained or increased access to the countryside for less able people, and sustained or increased private sector involvement.
Forest of Bowland AONB Strategic Access Work			Priority for the AONB Business Plan	In accordance with business plan	In accordance with business plan	continuous	In accordance with business plan
Arnsdale and Silverdale AONB Strategic Access			Priority for the AONB Business Plan	In accordance with business plan	In accordance with business plan	continuous	In accordance with business plan
Lune Bridge East	E01025109 E01025133	8 9	Renovation of bridge (or other options) to reinstate key multi-user route (RLMP), Protecting and improving our assets, Supporting people and communities, sustaining our wider environment, promoting access to our natural environment.	Improving safety and sustainability of access, increased participation of local communities, providing health and well being benefits with improved access to recreation and natural environment.	Officer time required to lead on bids to third party funding.	Implementation required no later than 2014, earlier if possible.	Assessment of external grant funds, and criteria.
Roeburndale Valley concessionary footpath	E01025132	5	Strategic route for leisure in the PROW Improvement Plan that will support the visitor economy and provide better access to the countryside. Protecting and Improving our Assets, Sustaining the Wider Environment.	Improved health and well being. Local businesses opportunities maximised and businesses sustained. Visitor economy opportunities maximised.	Officer time required to work up delivery plans and secure funding.	Likely to be phased implementation over a number of years	Delivery, phasing and funding plan established

Fuel Poverty and Energy Efficiency

Lancaster	Ward/s (LSOU)	IMD (2010)	Contribution to Directorate and local priorities	Desired Project outcomes/outputs	Resources required/available	Duration of Project/Activity	Desirable Outputs 2011/12
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Renewable Energy

Lancaster	Ward/s (LSOU)	IMD (2010)	Contribution to Directorate and local priorities	Desired Project outcomes/outputs	Resources required/available	Duration of Project/Activity	Desirable Outputs 2011/12
LARF (Lancaster Area Renewables Fund) PV Solar Project	All		Support new community enterprise to set up Renewables Investment fund; increase amount of renewable energy generated in Lancaster District through installation of solar roofs (estimated value £800,000). Directorate Priority promote sustainable economic growth, supporting people and communities; Directorate cross-cutting priorities 'managing the energy agenda'.	Increased renewable capacity (MW) Reduced carbon emissions. Reduced energy bills, new local enterprise set up.	Officer time to support community group (LESS).	Implementation is essential this year if FIT's to be secured at current rate	roofs selected, contractors secured and work complete.

Env Grants, Land Management, Stewardship

Lancaster	Ward/s (LSOU)	IMD (2010)	Contribution to Directorate and local priorities	Desired Project outcomes/outputs	Resources required/available	Duration of Project/Activity	Desirable Outputs 2011/12
Green Partnership Awards	All		LCC Grant scheme to enable community groups to undertake small scale environmental improvements in their local area. Supporting People and Communities, Protecting and Improving our Assets, Health inequalities and Vulnerable Communities, Sustaining the wider Environment.	People and communities taking initiative to improve and look after their local environment, leading to improved health and well-being.	Officer time to administer the grant scheme, and to assess projects for suitability. Funding for the grants.	continuous	Wide range of env improvements delivered by community groups
Advice and Expertise	All		Advice to landowners, businesses, schools, community groups and individuals on making a difference and managing assets. Supporting People and Communities, Protecting and Improving our Assets, Health inequalities and Vulnerable Communities, Managing the Energy Agenda, Sustaining the Wider Environment.	People taking an initiative to improve their environment; biodiversity, renewable energy, sustainability, and improve the quality of access.	Officer time to respond to requests, visit people and sites and assist with grant applications. Possible funding for other grant schemes or to match up on one off applications.	continuous	Wide range of env improvements delivered by community groups, land owners, farmers and businesses. Land managed to deliver biodiversity targets.
Parish Lengthsmen	All		<i>Copy Wyre and move</i>				

Env Education

Lancaster	Ward/s (LSOU)	IMD (2010)	Contribution to Directorate and local priorities	Desired Project outcomes/outputs	Resources required/available	Duration of Project/Activity	Desirable Outputs 2011/12
Awareness Campaign for Community Groups - Morecambe	Morecambe Average	3.9	Campaign to stimulate more groups and communities to make environmental improvements and advise on how to do it. Supporting People and Communities.	More groups getting involved with local environmental issues.	Officer time to lead campaign and organise event(s).	completed in 2011/12	Community groups coming forward with ideas/proposals

PROW Reactive Maintenance

Lancaster	Ward/s (LSOU)	IMD (2010)	Contribution to Directorate and local priorities	Desired Project outcomes/outputs	Resources required/available	Duration of Project/Activity	Desirable Outputs 2011/12
PROW Maintenance Programme	All		Statutory Function. Protecting and Improving our Assets, Health inequalities and Vulnerable Communities, Sustaining the Wider Environment.	Maintaining the asset and improving access to the countryside for all users.	Officer time targeted to deal with reported issues on the network, and to identify potential improvements. Maintenance funded from PROW budget.	Yes	High priority reports dealt with in accordance with standard response times.

Reclaiming / Improving Brownfield Land

Lancaster	Ward/s (LSOU)	IMD (2010)	Contribution to Directorate and local priorities	Desired Project outcomes/outputs	Resources required/available	Duration of Project/Activity	Desirable Outputs 2011/12
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2011/08/09



2011/09/01



CABINET

Festivals and Events Update 2011

Report of Head of Community Engagement

PURPOSE OF REPORT				
To update members on the 2011 festivals and events programme, update on the income achieved and seek approval of plans for 2012.				
Key Decision	X	Non-Key Decision		Referral from Cabinet Member
Date Included in Forward Plan		September 2011		
This report is public				

RECOMMENDATIONS OF HEAD OF COMMUNITY ENGAGEMENT

- (1) That Cabinet notes the update on the 2011 events programme
- (2) That Cabinet agrees the revenue budget be updated to reflect the additional income and expenditure for the 2011 festivals and events programme
- (3) Cabinet approves the planned approach for 2012 and 2013, unless the Council’s financial position and changing priorities warrants a review for the 2013/14 budget, and further agrees that the revenue budget be updated to reflect any additional income received to support the festivals and events in those years, to supplement the Council’s investment in the programme, rather than taking any savings.

1.0 Introduction

- 1.1 The council has a tradition of supporting festivals and events which directly support two council priorities:
 - Economic Regeneration – Visitor Economy
 - Partnership Working and Community Leadership
- 1.2 Festivals and events have a direct impact, attracting more visitors to a destination, raising the profile of a place, creating a sense of wellbeing,

providing a platform to raise awareness and communicate positive messages, and can help attract residents and investment.

- 1.3 This year's festivals and events budget is £44,400 (net) and is being used to support the following events:
 - 2011 Sandcastle Festival
 - 2011 Seaside Festival
 - 2011 Fireworks Spectacular
 - 2011 Summer Concert Series of Bands in the Park (Happy Mount Park)
 - Within the total festivals and events budget available, an allocation of £2,000 has also been provided to More Music for the Catch the Wind Kite Festival.
- 1.4 Evaluation by Lancashire and Blackpool Tourist Board of the 2010 festivals demonstrated a significant percentage of visitors from outside the district including many first time visitors which were there specifically for the event. In addition the evaluation reports were able to provide an estimate of the economic impact of visitors (non Lancaster/Morecambe residents) for the events by using the visitor profile and the data from a NWDA North West Staying Visitor Survey.

2010 Sandcastle Festival > 66% of those surveyed were classed as visitors which contributed an estimated £417,000 in tourism value to the area.

2010 Seaside Festival (We do like to be beside the sea) > 32% of those surveyed were classed as visitors (sample size for this festival was too low for providing a reliable economic impact estimate).

2010 Fireworks Spectacular > 27% of those surveyed were classed as visitors which contributed an estimated £413,000 in tourism value to the area.
- 1.5 Initial analysis of this year's Sandcastle Festival has indicated that 51% of those surveyed were visitors. Feedback from the 2011 Seaside Festival is still coming in. Analysis of feedback so far shows a 50:50 split.
- 1.6 In terms of destination profile raising, the events attracted enormous amounts of PR coverage regionally. Print and particularly digital marketing is creating further awareness nationally as well for the district.
- 1.7 This report is being written immediately following the Seaside Festival so no statistics are available but despite the weather and cancellation of the Red Arrows the event attracted thousands of people over the two days. Detailed analysis regarding the economic impact of the event will be provided.
- 1.8 The Tourism Marketing and Events function of the council is co-ordinating the development of new relationships with a range of local public, private and charitable status bodies in order to enhance partnership working and this is assisting in the joined up delivery of an even greater range of festivals and events and cross marketing that will raise the district's profile as a place where there are events of interest to visit but at no extra cost to the authority.
- 1.9 There is a separate festivals and events marketing budget, as part of the overall marketing budget. More effective use of marketing channels have reduced marketing spend compared to previous years and marketing spend

on festivals and events has reduced by £3,000 last year (taken as part of the overall marketing budget 2010/2011 savings)

2.0 Proposal details

2.1 In November last year Cabinet received a report updating them on the 2010 festivals and events and the council's approach to festivals and events generally. It also set out plans for 2011 and beyond within the framework of the medium term financial strategy and Corporate Plan objectives

2.2 Cabinet agreed to the 2011 Events Programme and requested further work be undertaken on the funding of those festivals, in particular to maximise income to those festivals and events.

2.3 This report updates members on the 2011 events progress to date, funding secured to maximise sponsorship income to those festivals and plans for 2012.

2.4 To date three events have been held. Income for those events has been obtained from a variety of sources:

Direct income from sponsorship for Sandcastle Festival, Seaside Festival and the Bands in the Park - £3,400.

Sponsorship in terms of non-cash contributions (estimated value in excess of £5,000) include Poulton Children's Centre, water bowsers, sand, giveaways, volunteer stewards, refreshments for stewards.

2.5 In order to expand the Seaside event into a major weekend destination festival incorporating a live outdoor stage, fireworks spectacular and air show (including the Red Arrows), a further £20,000 was sought and secured from Morecambe Town Council. With the cancellation of the Red Arrows MTC will be entitled to either a refund towards their £5,000 contribution or agreement as to how else the money be used to support Morecambe events. Discussions will be held with MTC on this matter.

2.6 Income from concessions has been minimal (approximately £1,000 to date) due to a deliberate approach to enable local businesses to trade on the promenade side, for which take up was low. This has a knock on effect in terms of income to subsidise the cost of the event and the enjoyment factor for visitors and therefore a review of the council's approach to concessions at events is being undertaken.

2.7 Sponsorship, income opportunities and in-kind support for the 2011 Fireworks Spectacular are currently being sought.

2.9. Equivalent advertising rate as a result of the profile the events have received is valued at tens of thousands of pounds (Media and marketing analysis is undertaken for each event).

2.8 The budgets for the council's festivals are however extremely tight, and deliver incredible good value for money. The quality, attractiveness, safety and ultimately success of the events are only possible thanks to the sponsorship and other income generating opportunities. In addition, members should note that the delivery of the festivals are also heavily supported by

staff across all services.

- 2.9 Under the council's financial regulations, as the additional sponsorship falls outside of the current budget framework, there is a requirement to seek formal approval from members to update the 2011/12 budget.
- 2.10 2012 - By necessity the process to ensure the effective planning and marketing of festivals and events in future years has already begun. Marketing materials for the visitor market are already being developed. Approaching potential sponsors to generate income towards 2012 events also needs to be undertaken as soon as practically possible. It is requested as part of the planning for the 2012 events that the budgets be updated to take account of any sponsorship/contributions that are secured towards these events.
- 2.11 Partners such as Morecambe Town Council, More Music in Morecambe, the Lancaster Retail Sector and Bay Tourism Association are already planning for 2012 and beyond and are seeking information about council events and approaches.
- 2.12 Having reviewed this year's events, and led discussions with partners, the overall events programme for the district will be much stronger with the council's anticipated co-ordination of the programme and own events a major contribution.. The council's festivals and events plan for 2012 is set out below:

City council core events:

- Sandcastle Festival
- Seaside Festival
- Fireworks Spectacular
- Summer – Bands in Happy Mount Park

Within and around these events there will be some changes and adjustments to reflect the feedback and findings to maximise the potential of each.

In addition, 2012 promises to be a major year for events with the:

- Olympics
- Diamond Jubilee
- 400 anniversary of the Pendle Witch trials

City council funded events:

Catch the Wind Kite Festival

Partnership working

In order to repeat the scale and success of this year's Seaside Festival, a partnership approach with Morecambe Town Council will again be sought.

The Tourism Marketing and Events function has also supported a variety of other partnership events including those organised by Lancaster City Centre Retail Sector, Lancaster Unlocked and Lancaster Music Festival. This support is 'in kind', such as advice on event management issues, marketing, ticketing, props etc. This work will continue.

The council is also leading work with a wide range of partners to develop events programmes and a marketing plan to attract visitors for 2012 and beyond.

3.0 Details of Consultation

3.1 Surveys with businesses, festival-goers, feedback generally and liaison with partners.

4.0 Options and Options Analysis (including risk assessment)

<p>Option 1: Notes the update, agrees revenue budget be updated and commits funding now to allow progress towards festivals and events for 2012 and 2013.</p>	<p>Option 2: Notes the update but does not to agree budget update and delay any decision until budget council in March 2012.</p>	<p>Option 3; Notes update but decides to reduce funding in light of the current budgetary position facing the Council.</p>
<p>Advantages</p>		
<p>Enables council to work with partners to develop a co-ordinated plan towards event delivery for 2012, take advantage of major regional, national and international events and explore sponsorship opportunities</p>	<p>Council is able to make decision as part of wider budget setting context</p>	<p>Makes a contribution towards the savings targets required by Council following on from the recent Comprehensive Spending Review</p>
<p>Supports the council's priorities and a significant element of the council's Visitor Marketing Plan</p>		
<p>Opportunity to develop a joined up marketing plan for visitors and local people (reducing the plethora of separate marketing approaches and ensuring no event clashes)</p>		
<p>Disadvantages</p>		
<p>Decision taken ahead of</p>	<p>Prevents the council</p>	<p>Uncertainty amongst</p>

wider budget setting context	working with partners to develop a co-ordinated plan towards event delivery for 2012 and risks an uncoordinated and less effective series of events.	businesses and the media, leading to potential damaging publicity not just locally but further afield
	Less likely to achieve sponsorship and therefore income towards 2012 events	
	Uncertainty amongst businesses and the media, leading to potential damaging publicity not just locally but further afield	

5.0 Officer Preferred Option (and comments)

5.1 There is no preferred option

6.0 Conclusion

6.1 Cabinet needs to take a decision with regard to the Council's future commitments to festivals and events for 2012.

RELATIONSHIP TO POLICY FRAMEWORK

Corporate Plan priorities -

- Economic Regeneration – Visitor Economy
- Partnership Working and Community Leadership

CONCLUSION OF IMPACT ASSESSMENT

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

None - all events run directly by or supported by the Council will be in accordance with its policies in respect of Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing

LEGAL IMPLICATIONS

There are no legal implications directly arising from this report.

FINANCIAL IMPLICATIONS

If approved the 2011/12 budgets for festivals and events will be updated (within the existing net budget of £44,400) to take into account the additional expenditure and income from sponsorship and other contributions.

The festivals and events budgets for 2012/13 (£45,300) form part of the Council's current budget projections and as such confirmation of these budgets does not have any additional spending implications. It is recommended that expenditure and income budgets are updated

as and when any sponsorship and concessions income is agreed. However it should be pointed out that if these budgets were agreed before the 2012/13 budget process was completed, it would remove the possibility of making savings from these budgets and would therefore require savings to be made from other areas.

OTHER RESOURCE IMPLICATIONS

Human Resources:

None

Information Services:

None

Property:

None

Open Spaces:

The districts parks, open spaces and beaches form the backdrop to these festivals and events

SECTION 151 OFFICER'S COMMENTS

Operationally, it makes sense to make early decisions regarding any festivals and events and as the proposals are within the existing budget and policy framework, it is within Cabinet's remit to authorise progress.

That said, Cabinet is advised to consider carefully whether, in the context of the Medium Term Financial Strategy as well as its developing priorities, it is in a position to guarantee the affordability of the existing festivals and events programme over the next two years.

Alternatively, if it is considered that this should be an area for making savings, then an early decision is also advisable.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

None

Contact Officer: Gill Haigh

Telephone: 01524 582178

E-mail: ghaigh@lancaster.gov.uk

Ref:

CABINET

Housing Regeneration Priorities

4th October 2011

Joint Report of Head of Regeneration & Policy and Head of Health and Housing

PURPOSE OF REPORT			
This report seeks approval for the preferred direction for strategic housing and regeneration priorities in light of the current financial climate, existing housing regeneration commitments and the introduction of self financing for council housing.			
Key Decision	X	Non-Key Decision	
			Referral from Cabinet Member
Date Included in Forward Plan	August 2011		
The report is public			

RECOMMENDATIONS OF COUNCILLORS JANICE HANSON AND KAREN LEYTHAM

1. That Members reaffirm that the strategic housing regeneration priorities for the foreseeable future are:
 - a) To increase the supply and delivery of affordable housing schemes.
 - b) To complete existing unfinished schemes in the West End.
 - c) To bring empty properties back into use.

2. If Members reaffirm the above priorities further reports be prepared for Cabinet to consider examining the potential of affordable housing provision for each of the above categories through:
 - a) Allocating land in the Local Development Framework and securing contributions from Section 106 agreement and eventually through Community Infrastructure Levy.
 - b) The self financed Housing Revenue Account coming into effect from April 2012.
 - c) Options for the completion of outstanding housing regeneration projects at Chatsworth Gardens and Marlborough Road/Bold Street
 - d) The provision of a Lend a Hand mortgage support scheme

1 Introduction

- 1.1 Cabinet, at its meeting on 15th February 2011, considered its 2011/12 budget proposals and Council's wish to include housing regeneration as a priority, alongside other priorities in the Corporate Plan. In particular, it resolved to:
- make no changes to its budget proposals for 2011/12 but draw on existing housing related activity to inform development of the draft Corporate Plan; and
 - requested the regeneration and housing Portfolio Holders to work jointly on proposals for consideration as part of the 2012/13 budget exercise, taking into account affordability and the Council's financial prospects.
- 1.2 This decision was informed by a briefing from the Head of Regeneration and Policy which provided information to help Members consider and define the scope of their aspirations. Furthermore, it took account of the financial challenges facing the Council.
- 1.3 More recently, Cabinet agreed that some areas of activity be fed into the corporate planning and budget process and the ones that relate to housing are :
- Increased provision for social housing (including the possibility of council housing new build)
Housing Regeneration
Council housing opportunities – new regulations
- 1.4 If Members are also to pursue their aspirations for housing regeneration in the same form that they agreed in February 2011 and more recently at Cabinet in September this year they will have to find the means to fund capital schemes to potentially acquire and refurbish empty homes, or direct officers to concentrate on using enforcement powers against owners of empty properties and to help fund the delivery of affordable housing either by subsidising housing associations to provide them or to build social housing schemes themselves. There will also continue to be opportunities available through the emerging Land Allocations and Development Management documents under the Local Development Framework to secure affordable housing from the private sector either by requiring on site provision through planning permissions or securing contributions to off site provision under Section 106 Agreement or eventually Community Infrastructure Levy.
- 1.5 Although traditionally the term “affordable housing” has been used to describe housing delivered by either registered social landlords for rent or discounted housing for sale provided by developers, usually under a section 106 agreement, it is important to acknowledge the role of the council's own housing stock in providing affordable housing for rent for our citizens. The council housing stock of approximately 3,800 properties provides a range of good quality, very affordable homes for rent for our residents, many of whom could not afford any other property in the district and many are reliant on housing benefit to assist with their housing costs.
- 1.6 The welfare reforms around housing benefit restrictions and the move to universal credit may mean that some households may be unable to access private rented accommodation in the district thus increasing the pressure on social housing and potentially leading to an increase in homelessness. The council may be able to look at some of the flexibilities proposed in the Localism Bill to ensure that social housing is provided to those in greatest need. The Council could consider implementing a

'Lend a Hand' mortgage support scheme. Such a scheme is intended to help first time buyers by reducing the deposit required by most mortgage lenders, with the difference being guaranteed by the local authority; thereby making the housing market more accessible to more people in the area. It may also free up social housing for the more vulnerable and reduce slightly the payments to private landlords for more expensive short-term accommodation.

- 1.7 The council currently spends approximately £7 million every year on maintaining and improving its own stock. Officers are investigating the opportunities available under self financing to use the capital monies more creatively to help promote and manage sustainable communities through environmental and community focussed regeneration alongside the traditional investment in the building fabric. This may involve street warden type schemes, housing related support or handyperson schemes and gives opportunities to improve the look and feel of a whole area instead of solely concentrating on improving individual properties.
- 1.8 In addition, there is the need to determine the way forward for housing regeneration projects in the West End of Morecambe, which had been commenced under previous funding schemes supported by the Homes and Communities Agency.
- 1.9 There are principally two schemes in which the Council has already invested significant Officer and Member time, where properties have already been acquired and in some cases refurbished. These are the Chatsworth Gardens Exemplar scheme and the Bold Street/Marlborough Road regeneration projects. Background to these projects contained in Cabinet reports August 2010 and February 2011 briefing note.
- 1.10 Sources of external finance to assist in the delivery of projects have now dried up following the Comprehensive spending review. If the Council wants to engage in proactive housing regeneration alongside that which takes place through private sector delivery, it will have to find its own sources of finance to do this, and those means will have to be affordable.

2 Potential Sources of Finance for Housing Regeneration

The traditional means by which new housing is provided is through private house builders constructing new homes facilitated by planning permissions. Homes are also constructed by Housing Associations or other private bodies, or occasionally (in recent years) new homes constructed by local authorities. With emerging problems nationally about affordability, the supply of regulated affordable homes has generally been achieved through planning restrictions on private developments such as requiring equity share, social housing, or a market subsidy on sale costs for a proportion of the new homes approved. Alternatively off site contributions have been made to enable councils to assist in making their own provision by helping to fund housing associations. Provision of new homes by Housing Associations and in rare cases by councils have also been within the affordable category.

- 2.1 With the recent collapse of the private sector housing market the overall level of new homes being constructed has reduced drastically and alongside this there has been a subsequent reduction in new affordable homes. In the same climate the demand for new homes has coincided with one of the most radical changes in tenure aspirations in the post war period. It is clear that new households in the generations now requiring housing will see renting as their most accessible option rather than home ownership. In response to these conditions the council could simply let the

recovering private sector respond to the challenge of new homes provision. It could also be appropriate however to consider taking whatever steps it can to engage in proactive housing provision itself. This section of the report considers ways in which it could do this.

New Homes Bonus

- 2.2 The Government has introduced a direct grant to local authorities to encourage them to support the provision of new homes. The grant is called New Homes Bonus and matches the council tax raised by new homes and those returned into use with an extra sum for affordable homes for six years. It is not ring fenced and treasury guidance makes it clear that it can be used to assist with general service delivery. The lack of ring fencing of this grant is not uniformly acknowledged in Government circles as the Home and Communities Agency tend to refer to it as if it were a usable pot of funding for local authorities to use housing schemes instead of external regeneration monies. This is not the actual position.
- 2.3 **Assessment:** New Homes Bonus has been introduced by taking money out of the formula grant settlement, and therefore rather than being new funding, it may be regarded as an adjustment to the way in which grant support is distributed across authorities. It is also designed to be flexible, in that “local authorities can decide how to spend the funding in line with local community wishes.” As such, in setting the 2011/12 budget and future years’ projections, the New Homes Bonus has been built in to support the delivery of Council services generally. In line with this approach, the Council’s Medium Term Financial Strategy (MTFS) states that the use of any such general grants will be considered as part of the budget process. This ensures that such funds are considered in context of all the Council’s priorities and spending needs. There is therefore no flexibility available to Cabinet, to consider earmarking the New Homes Bonus directly for housing investment. Instead, and in line with the resolution of Cabinet at its February meeting, any funding bids for progressing housing regeneration proposals will need to be considered as growth, as part of the 2012/13 budget process.
- 2.4 As well as there being no prospect of HCA funding, other capital funding sources have also been withdrawn since Cabinet approved a 3 year spending plan using Regional Housing Pot funds, in June 2010, which assumed funding projections relating to prioritised projects in the West End, Bold Street and Marlborough Road, whilst also addressing the liabilities expected from the councils involvement in Adactus led schemes. Following the Comprehensive Spending Review and abolition of regional agencies, however, it is apparent there will be no further funding via RHP beyond the 2010/11 allocation.
- 2.5 Essentially, the points above mean that the Council needs to re-appraise what its affordable and deliverable housing regeneration priorities actually are, to determine the way forward for stalled schemes and future projects. Furthermore it will need to allocate funds to deal with any existing unavoidable liabilities.

City Council General Fund/Capital Programme

- 2.6 The mechanism for financing priority housing schemes, as with any major capital regeneration scheme, would ordinarily be via the council’s capital programme. Members will be aware of the current pressure on capital programme funds and the difficulty of financing its current project portfolio while balancing the council’s budget. For example, if the council were to borrow to help progress capital

investment, it needs to be able to afford the borrowing costs, which would impact on the revenue budget. Until certain matters are resolved or developed further, however, it is not possible to present to Members a full picture of the money that could be available via the capital programme to fund council priorities, including Chatsworth Gardens and Bold Street. Matters which need to be addressed include (amongst others):

- Outcome of anticipated capital receipts (including South Lancaster "Booths" site)
- Outcome of Luneside East lands tribunal and proposed site transfer
- More generally, reassessment of what is affordable in terms of capital investment taking account of council tax targets, next year's grant settlement and updated revenue budget forecasts, including progress made against current savings targets.

The available resources must then be considered in the light of the funding officers suggest would be required to bring forward viable housing regeneration schemes as against the financing of other council priorities.

- 2.7 **Assessment:** For schemes like Chatsworth Gardens and Bold Street/Marlborough Road for example this option would mean that Members would examine a range of worked up options for bringing properties back into use on a phased basis, probably undertaking renovation of short phases of properties then selling them on before commencing restoration of the next block. Initial funding for building works and gap funding for the difference between regeneration cost and sale income would have to come from the Capital Programme and would inevitably involve a medium to long term commitment. For more ambitious schemes such as building new homes on council land there would be an equally long ongoing commitment to phased development over the years. The council would be seen to be having a continuing commitment to housing regeneration and would begin to make a gradual change to the condition of properties in the West End of Morecambe. There is a degree of uncertainty about the financing available for capital investment and inevitably a scheme such as this might have to be funded at the expense of a variety of other worthy projects or essential maintenance schemes not being undertaken, or indeed it may ultimately prove to be simply unaffordable. It is also inevitable that a programme of this length would have to be carried out as a set of medium to long term projects. This would mean that its funding would be a long term commitment for the capital programme.

Affordable Rented Housing

- 2.8 The council was asked by HCA if Affordable Rented Housing (ARH) could assist in realising a successful outcome for Chatsworth Gardens and Bold Street. Launched in February 2011, HCA's Affordable Homes Programme framework sets out its model for achieving 150,000 new affordable homes between 2011 and 2015. At present HCA grant for new build ARH is circa £60k per dwelling, but will be reduced in future to £25-30K. However, RSLs will be able to set rents at up to 80% of the market rent in each district, bridging the gap created by the reduced grant levels.
- 2.9 **Assessment:** Officers held discussions with Adactus who subsequently submitted a bid to deliver four ARH schemes in Lancaster district, two of which related to new build on Bold Street and Chatsworth Gardens. It was recently announced that Adactus were successful in receiving 70% of their bid funding and, therefore, only one scheme in the West End is likely to be affordable. Adactus's preference is to

progress plans for an ARH scheme on Bold Street, given its close proximity to their existing new development at Marlborough Road. However, a potential ARH scheme is only one option for Bold Street.

Housing Revenue Account - Self-Financing

- 2.10 The Government is implementing reform of council housing finance and Local authorities are currently planning the transition from the long standing, outdated, subsidy system to the new arrangements under which the HRA will become self financing. The Localism Bill contains provisions that will bring in the new self-financing system from April 2012 and abolish the current annual subsidy system.
- 2.11 The Government are basing the debt reallocation on a 30-year notional business plan of income and expenditure for each landlord. A payment to or from each council will then be made to reflect the difference between the value of the business and the housing debt currently supported under the HRA. The income assumptions built into the valuation will be based on the existing social rent policy for councils that their rents should 'converge' with standard housing association rents in 2015/16.
- 2.12 The indicative additional debt settlement figure for Lancaster is £30M, plus the existing HRA debt of £15M, a total £45M actual HRA debt. Councils will be capped on overall housing borrowing and further work will still remain to be done once the final debt allocations are published.
- 2.13 The benefits that can potentially be offered by self-financing are the opportunity for business planning to be guided by local priorities, rather than central government rules and the long term rewards of control, flexibility and planning to enable more spend on council housing.
- 2.14 **Assessment:** Early indications are that investment opportunities may be available under the new self financed HRA, which can be utilised to deliver some of the Councils strategic housing priorities. However, the final self-financing determination is due to be published in January 2012 and until then uncertainty will remain as to the level of opportunity the self-financed HRA will afford.

3 Options and Options Analysis (including risk assessment)

- 3.2 The council potentially has two main options to consider in the current circumstances, although should new funding become available in the future it could revise its options.
- 3.3 **Option 1: To do nothing and rely on the private sector to engage in housing supply. As a result to dispose of the properties already bought (within Chatsworth Gardens and Bold Street/Marlborough Road) and undertake no regeneration.**

This option would mean that the council would seek to minimise its risk by avoiding engaging in further regeneration work. It has acquired 56 properties using external funding and would seek to dispose of them on the open market to remove liabilities amounting to just over £100,000 per annum which arise from securing and maintaining the properties. It would be highly unlikely that any element of profits from sales would be achieved, and more likely that sales would result in a notional financial loss. The only level of affordable housing provision the council would then influence would be through restrictions on planning decisions requiring private sector provision.

Advantages: Removal of liabilities from continuing to own the properties, and avoiding the need to spend further monies to undertake refurbishment as part of a regeneration programme.

Disadvantages: The council would not be engaging in housing regeneration. It would be placing a further burden on the local housing stock by adding a significant number of unfit properties onto the market and it would fail to add value to the money already spent by public funding to make greater use of the existing housing stock to provide good quality new homes.

3.4 **Option 2: To work up a means of engaging in housing provision targeted towards affordable housing using a variety of methods.**

This will consist of a variety of means including: a) allocating land in the Local Development Framework and securing contributions from Section 106 agreements and eventually through Community Infrastructure levy, b) opportunities arising from the self financed Housing Revenue Account coming into effect from April 2012, c) examining options for the completion of outstanding housing regeneration projects at Chatsworth Gardens and Marlborough Road/ Bold Street and d) the provision of the Lend a Hand mortgage support scheme. If as indicative figures show, the HRA business plan can viably support and contribute to the regeneration and provision of additional council homes, it may also be worth considering it as an alternative solution to finance the refurbishment of the empty properties in current regeneration schemes, bringing other empty properties back into use, and to construct new homes on council land.

Advantages: Such a move would introduce greater certainty into the outcome of housing regeneration projects as there is likely to be a more assured rental income from rents. It would also provide the council as a landlord with a much wider variety of properties to offer for rent to address the changing demands from society for affordable housing.

Disadvantages: There may be resistance within communities to the provision of council housing in this manner as it could be perceived that the council will be concentrating social rented properties in areas which already experience high levels of deprivation.

4 **Officer Preferred Option**

- 4.1 The officer recommendation is to pursue option 2. It affords the council the opportunity in these very difficult economic times to engage proactively in housing regeneration whilst balancing its exposure to financial risk from investing high levels of capital in housing which may not be capable of achieving adequate returns for that investment through sales on the open market. It also allows the council to rise to the new challenge by the government for councils to demonstrate that they are worthy providers of social and affordable housing, in a market where the private sector is currently stifled.

5 **Conclusions**

- 5.1 The council clearly wants to engage in housing regeneration even in what is unarguably the toughest economic conditions for decades. To do so maintains its credibility as a forward looking authority but it has to try and do this in an affordable manner. There can be no safer method available at the present time than to do this with a guaranteed end user available. If Members choose Option 2 Officers will prepare further reports for cabinet on the opportunities to create affordable homes through the LDF and planning decisions, options arising from the revised rules

governing the HRA, and a comprehensive options appraisal for the Chatsworth Gardens scheme, to give Members the choice of how to match their aspirations to the budget which could be available to them.

RELATIONSHIP TO POLICY FRAMEWORK

In January 2011 council resolved that housing regeneration be included in its corporate priorities noting that these projects required significant funding. The Chatsworth Gardens Project is a key element of the West End Masterplan and was ranked as a high priority by Cabinet as part of review and refresh exercise carried out on the Masterplan in 2009. The Council has been working with the Homes and Communities Agency (HCA), formerly known (prior to December 2008) as English Partnerships, to deliver the Chatsworth Gardens Housing Exemplar scheme. The objectives of the proposal are as follows:

- Attract families and long-term residents to live and work in and near the town
- Create a more balanced community
- Reverse the negative perception of Morecambe's West End as a place to live
- Reduce the number of HMOs (Houses in Multiple Occupation)
- Kick-starting public/private investment in the area;
- Creating confidence in the market – to show that family housing is possible and have a catalytic effect (along with the other interventions)
- Deliver quality housing stock to Code for Sustainable Homes Level 3
- Address crime and social conditions in the area
- Act as a demonstration to the market in terms of the standard and quality of housing that should be delivered in the Masterplan area

Bold Street is identified in the Masterplan as an area for high intervention. The progressed schemes for Marlborough Road and the odd numbered side of Bold Street are a partial solution for this area. The remainder of Bold Street (even numbered side) exhibits some of the poorest property conditions in the district. The Masterplan recommends a housing remodelling and improvement project to acquire and demolish the even numbered side of Bold Street and back Winterdyne Terrace to develop new private housing.

As 40% of the districts homelessness derives from failed private sector tenancies in the West End, these schemes would help reduce homelessness as the housing supply imbalances are corrected and the transient nature of the community is stabilised.

On the other hand, the Council has a target to raise its council tax by no more than 2% year on year, and in order to achieve this it is expected that significant savings will need to be made. Furthermore, the Council's capital funding streams are much lower from the current year onwards. Whilst there may be opportunities that arise in future, the overall reductions in public spending have a major bearing on what may be affordable.

The council housing services business plan sets out the council's purposes:

- To provide decent homes within decent neighbourhoods, and to deliver an efficient and effective repair and maintenance service.

There are no current aims and objectives which promote an intention to build new council homes. However, given the latest analysis of housing needs, it is clear that an increased stock of suitable type would contribute to the key service aim and objective of:

- To maximise the use of existing Council Housing stock and to ensure that any imbalances between supply and demand are addressed

CONCLUSION OF IMPACT ASSESSMENT

(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)The West End Masterplan has carefully considered issues of sustainability and is based drafted on sustainable principles. The scheme will be designed and built in accordance with specifications/standards which ensure high quality urban design, including safer by design and life time homes standards as well as high environmental standards. Human rights and diversity issues are given special consideration as owner interests are acquired.

LEGAL IMPLICATIONS

Legal Services have been consulted and their general comments inserted within the body of the report where appropriate. If Option2 is pursued, specific legal advice will be provided as and when the further reports are presented to Cabinet.

FINANCIAL IMPLICATIONS

Option 1 is effectively the do nothing/minimum option. Currently costs of approximately £100K p.a. are incurred on property management, although these are currently being met from recycled receipts from the sale of properties within Chatsworth Gardens and Bold Street/Marlborough Street, and so they do not impact directly on the Council's budget. This is not a long term position as property is deteriorating and the external grant funding situation is not likely to improve in the short and medium term.

In purely financial terms, the least risk comes from withdrawal from the scheme and disposal of all properties, which would also mean that the £100K p.a. property management costs would cease to be a liability. Further sale receipts from properties would be taken as clawback by HCA against funds already invested although the council's eligible disposal costs would be covered.

Option 2, will require further reports to be prepared for Cabinet with detailed financial appraisals on each of the potential sources of funding available for affordable housing provision.

OTHER RESOURCE IMPLICATIONS

Human Resources:

Internal human resources will be needed to deliver any projects in future and although these are principally from Regeneration and Policy other services support is required, including Financial, Property and Legal.

Information Services:

No Information Service implications.

Property:

Some projects may involve the acquisition, disposal and management of residential and some commercial property. They may also involve the sale of refurbished property and marketing of development plots. The progression of projects would require significant input from the council's property services staff resource in conjunction with Regeneration & Policy staff leading the project.

Open Spaces:

No Open Space implications.

SECTION 151 OFFICER'S COMMENTS

Depending on Cabinet's views regarding its proposed priorities, any potential growth areas identified would be considered as part of the budget process for the relevant year. This is in line with the Council's current Medium Term Financial Strategy. It ensures that all such growth bids can be considered alongside each other in context of the Council's proposed priorities and other spending needs or requests, and what is affordable. At present the Council's financial outlook shows that it needs to make financial savings, however, and this need would increase in order to provide any scope for growth (including the financing costs attached to capital growth). There is always the risk therefore that even if growth proposals are to be considered further, they will ultimately prove unaffordable given other spending pressures. Expectations of stakeholders therefore require careful management.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments

BACKGROUND PAPERS

ARUP Housing Exemplar Options Feasibility Study (exempt under paragraph 3 of Schedule 12A to the Local Government Act 1972.

Winning Back Morecambe's West End Masterplan

Morecambe Action Plan 2002

Lancaster District Housing Strategy 2004/08

Contact Officer: Andrew Dobson/
Suzanne Lodge

Telephone: 01524 582303

E-mail: adobson@lancaster.gov.uk

Ref: C96

CABINET

**Morecambe Area Action Plan - Improving
Morecambe's main streets
4 October 2011**

Report of Head of Regeneration and Policy

PURPOSE OF REPORT				
To propose a further initiative to improve main streets and spaces in and around Morecambe's established centre as part of work to support delivery of the emerging Morecambe Area Action Plan.				
Key Decision	X	Non-Key Decision		Referral from Cabinet Member
Date Included in Forward Plan	29 August 2011			
This report is public				

RECOMMENDATIONS OF COUNCILLOR HANSON

- (1) That the Head of Regeneration and Policy work up outline proposals and cost estimates to improve New Town Square and Euston Road and, as part of preparing its budget recommendations, Cabinet uses these as a basis to consider whether appropriate budget provision be included in its General Fund Capital Programme for 2012/13.

1.0 Introduction

- 1.1 The 2011-14 Corporate Plan sets Economic Regeneration as one of the council's four corporate priorities and the Lancaster District Core Strategy, adopted in 2008, makes central Morecambe the regeneration priority in spatial terms.
- 1.2 Reflecting for this the council is preparing the Morecambe Area Action Plan (MAAP). Officers report on progress with this to the Planning Policy Cabinet Liasion Group. This autumn officers are bringing forward outline plan options as a precursor to the more formal stages of plan-making next year.
- 1.3 In work to prepare the plan, evidence and extensive consultations to date makes clear that whatever plan options the council ultimately decides on the need to support the established commercial centre of the town in and around Euston Road, the Arndale and Victoria Street will be common.

1.4 This report proposes one initiative by which the council can further help support the centre into the future and which it is timely to consider now in order that decisions on this can inform action plan delivery in the next few years.

1.5 The report is brought forward at the request of the portfolio holder.

2.0 Proposal Details

2.1 The action plan work affirms what many already know - that Morecambe's established centre is underperforming and its offer deficient. Most town centres are variously struggling in these difficult economic times and in the face of changing trends including the migration to online shopping. If established centres are valued it is imperative to support these.

2.2 The MAAP will bring forward many proposals but it is readily apparent that one element must be physical improvements to the main streets and spaces that are the setting for business activity including retailing. Unless the main streets and spaces are easy and legible to walk, pleasant and safe to be in and therefore attractive to residents and visitors alike the established centre will not offer what people expect of it and will not compete into the future.

2.3 Public initiative is essential to drive and coordinate improvements to streets and spaces. The established centre has seen very little investment in public realm for several years and work emerging through the MAAP will evidence just how tired and sub standard many parts are. The council though has begun to address this. It secured an upgrade to part of Euston Road as part of the new Travellodge development and this points the way to what can be done.

2.4 The council has already made budget provision for the second Morecambe Townscape Heritage Initiative – 'A View for Eric' (THI2) which will commence at the beginning of the new year. This will enable the council to deliver a major improvement of the Market Street, Victoria Street and Euston Road area funded by a combination of public and private investment (including council). A lot of work will however be required to work this project up including public engagement and detailed highway planning. This will take some time and therefore officers do not propose delivery until at least 2013 /14.

2.5 Euston Road through to New Town Square is the part of Morecambe centre that presents to many visitors coming from the promenade and is critical to supporting trading in the Arndale. Although benefitting from being pedestrianised, Euston Road presents poorly to Marine Road and in its present design New Town Square is inadequate as a public place and serves to both obstruct and obscure pedestrian movement to and from what is the best used entrance to the Arndale. As the main street and public space respectively in the established centre these are very tired.

2.6 A project to improve the design and layout of these would make for a logical

phase of work to connect with the THI2 public realm works. The works secured via the Travelodge development, what is now proposed and that programmed through THI2, taken together would transform the main streets and spaces in and around the established centre within three years. This should underpin other actions to come forward through the area action plan and help position the established centre to be competitive into the future and greatly help make the centre a fitting and integral element in the town's offer as a visitor destination.

- 2.7 In particular, the proposal should help drive increased footfall and trading both on Euston Road and into the Arndale (where footfall is steadily declining) and through to Morecambe Library. The emerging action plan will include complementary proposals to support and sustain the Arndale and the Library and these will of course be assisted by the works to public realm through THI2.
- 2.8 Officers therefore propose that as part of its budget proposals for 2012/13 Cabinet consider making provision for project works in that year to New Town Square and Euston Road. The sum of £200k is proposed to provide a robust budget framework. It is estimated that this will provide for a quality result that makes New Town Square and Euston Road quite special. The works should include new street surfacing, street furniture, new lighting and artworks – possibly incorporating in an appropriate way the existing mosaic in new Town Square.
- 2.9 As stated the works programmed through THI2 for the Victoria Street area will be funded by a combination of public and private monies. Such a partnership approach is right and officers would approach the local business community with a view to securing private contributions to works to New Town Square and Euston Road, should they ultimately progress. The amount the council ultimately invests in the work might then be net to these.

3.0 Details of Consultation

- 3.1 The Morecambe Area Action Plan will be a Local Development framework Document. Continuing work to prepare the Plan involves very extensive statutory and non-statutory consultations and community engagement by officers, as did that to prepare THI 2 and secure funding for this. The engagement work is on-going but to date has included community and school workshops, drop-in events, topic papers, presentations and stakeholder meetings. Further information can be found at www.lancaster.gov.uk/morecambeaap. Into the future aspects will be progressed as partnership projects including with private developer partners as appropriate.
- 3.2 To take forward the option 2 proposal forward officers led from the Regeneration and Policy Service would prepare outline proposals and cost estimates. Subsequently the Service should consult on these with a view to reporting back to the portfolio holder as appropriate. Consultations with relevant groups would include the local business community and the Morecambe Town Council.

4.0 Options and Options Analysis (including risk assessment)

4.1 Option 1 – To rely on the private sector for any investment to improve New Town Square and Euston Road in line with the emerging Morecambe Area Action Plan.

4.2 This option would mean that the council would not take a lead in effecting improvements in with and to support delivery of the emerging Morecambe Area Action Plan. It would mean not undertaking outline design work and preparing budget estimates and not seeking to bring forward considered proposals via appropriate community engagement. It would not necessarily mean that nothing happens but the council would be entirely reliant on the private sector to achieve improvements. Recent history evidences relatively low levels of private sector investment in Morecambe centre but the recent Travellodge development shows that it can be instrumental in effecting improvements to public realm. In addition the option would still permit the council to directly bring forward improvements to public realm as possible as part of “A View for Eric”, the second Morecambe Townscape Heritage Initiative (THI) 2. These must be within the area of the THI and will likely be focused on Victoria Street and Market Street.

4.3 The **advantages** are that the option will lead to no additional demands on the General Capital Fund and reliance on the private sector to fund extra investment and improvements is in principle appropriate in circumstances where the public sector cannot afford to commit resources.

4.4 The **disadvantages** are that given national and local economic circumstances and that Morecambe evidences generally limited levels of private sector investment no assurance can be given that New Town Square and Euston Road can be improved within any timescale.

4.5 The **risks** are that without a delivery lead from the council the private sector will not fill the gap and improvements cannot be achieved within at least the short to medium term meaning the town centre is not positioned well and competitively for the future. In this event this option would not support the trajectory of the emerging Morecambe Area Action Plan.

4.6 Option 2 – The Head of Regeneration and Policy work up outline proposals and cost estimates to improve New Town Square and Euston Road and, as part of preparing its budget recommendations, Cabinet uses these as a basis to consider whether appropriate budget provision be included in its draft General Fund Capital Programme for 2012/13.

4.7 This option would mean the council takes a lead to vision what improvements may be possible. At minimum it would make for preparation of outline proposals that should fit to the emerging Morecambe Area Action Plan and might set a template for the council and others to work to into the future. Further, the option provides that as part of the budget process and preparing its recommendations to council Cabinet might consider whether the council might also take a funding lead and direct and programme implementation.

- 4.8 This option would by no means preclude the council from working to secure private sector funding contributions to the improvements and contributions that if secured might mean the council can reduce its outturn expenditure.
- 4.9 The **advantages** include that improvement of New Town Square and Euston Road will likely be integral to any options brought forward through the emerging Morecambe Area Action Plan and Option 2 is therefore likely to be highly supportive of plan delivery.
- 4.10 Works to New Town Square and Euston Road would make for an environment fitting to its functions, a place more active, pleasant and safe to spend time in. This should add significantly to the attraction of the established centre to the benefit of business trading and its general competitiveness in difficult economic conditions. Taken together with works to public realm anticipated via THI2, this should be quite transformative for the main streets and spaces in and around Morecambe's established commercial centre.
- 4.11 Option 2 provides for partnership working and for securing funding contributions from the private sector. Even if a funding lead by the council proves unaffordable for the council to vision what might be achieved should encourage the private sector to step forward. Further, should the council prove able to provide a funding lead private contributions as can be secured should make for reductions in net outturn expenditure by the council.
- 4.12 The main **disadvantage** of option 2 as compared to option 1 is that this option requires more commitment of officer time in bringing forward outline proposals and in due course and, subject to the budget process might have cost implications via an additional demand on the General Fund Capital Programme.
- 4.13 Turning to **risks** one is that option 2 will unduly raise stakeholder and community expectations only for these not to be met if it proves unaffordable for the council for it to take a funding lead. A further risk identified is that the desired regeneration will not happen because the net affect of wider adverse factors e.g the decline of established small centres in the face of changing consumer trends and competition proves stronger.
- 4.14 **Officer Preferred Option**
- 4.15 Option 2 is preferred as it will inform Cabinet, in preparing its recommendations to council as part of the budget process, in considering an important aspect of how the council might provide support to the performance of Morecambe's established centre, very likely to be an early priority for the emerging Morecambe Area Action Plan. Taken together with works to other public realm via THI2 improvement of New Town Square and Euston Road should make for a coherent programme of phased works to streets and spaces over three years.

5.0 Conclusion

- 5.1 The report sets out options for securing further improvement of the main streets and spaces in the established commercial centre. This fits to the emerging understanding and analysis of the issues affecting central Morecambe as part of preparation of the Morecambe Area Action Plan. The hope is that main streets in and around the centre might be transformed within three years to the benefit of the competitiveness of the centre and its attraction to residents and visitors alike.

RELATIONSHIP TO POLICY FRAMEWORK

The 2010-2014 Corporate Plan sets Economic Regeneration Priority as one of four priorities for the council and the second Morecambe THI is identified as one of the actions under "Visitor Economy". In spatial terms the Lancaster District Core Strategy, 2003-2021 adopted 2008 makes central Morecambe the regeneration priority for the council and the community (Policy ER2). Work on the Morecambe Area Action Plan reflects these priorities and is central to achieving on them. The proposals now made will be integral to plan options likely to be brought forward.

The September 2011 Cabinet meeting considered a report on a Priorities Review that detailed on a number of areas of activity that cabinet members had requested be considered in more detail. This is to be fed into the corporate plan and budget process (Minute 34). As an established spatial planning and regeneration priority this proposal might reasonably be considered as part of the corporate plan and budget considerations.

CONCLUSION OF IMPACT ASSESSMENT

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

Option 2 would contribute to diversity objectives by enhancing streets and spaces for multiple uses. It contributes indirectly to positive Human Rights objectives and there are no adverse Human Rights implications. It contributes directly to meeting community safety objectives by providing an improved quality of environment that is more attractive and safer to be in by virtue of streets and spaces such New Town Square being more active and in more beneficial use including into the evenings. By adding to the vitality of the established town centre it supports sustainable patterns of travel and consumption. There are no rural implications.

LEGAL IMPLICATIONS

There are no direct legal implications arising from this report.

FINANCIAL IMPLICATIONS

Option 2 has no funding available at present. As an example an additional £200K of Council capital investment would have an annual revenue impact of around £10K in minimum repayment provision (MRP) and a further £9K in interest payments (although this could be reduced if internal cash was used rather than taking on loans). The proposal, including more costed details of the works proposed, would need to be assessed against competing schemes as part of the budget process.

Improvements to public realm can have cost implications both capital and revenue in

management and maintenance and this would need to be considered in the design process and in subsequent budgeting as appropriate.

OTHER RESOURCE IMPLICATIONS

Human Resources:

None

Information Services:

None

Property:

None

Open Spaces:

The project is to improve main public spaces in the town. Improvements may have implications for management and maintenance and cost implications would require consideration at design stages.

SECTION 151 OFFICER'S COMMENTS

The s151 Officer has been consulted and would highlight that consideration of such potential growth as part of the budget process is in line with the Council's Medium Term Financial Strategy. It ensures that all such growth bids can be considered alongside each other in context of the Council's proposed priorities and other spending needs or requests, and what is affordable. At present the Council's financial outlook shows that it needs to make financial savings, however, and this need would increase in order to provide any scope for growth. There is always the risk that even if growth proposals are to be considered further, they will ultimately prove unaffordable given other spending pressures. Expectations of stakeholders require careful management, therefore.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Regeneration and Policy Service files.
Report to Cabinet 7 October 2008 (Minute 66).

Contact Officer: Julian Inman, Senior Planner (Regeneration)

Telephone: 01524 582336

E-mail: jinman@lancaster.gov.uk

Ref: MAAP-03

CABINET

**Lancaster Square Routes
4 October 2011**

Report of Head of Regeneration and Policy

PURPOSE OF REPORT			
To update on this initiative and to propose how the Council might continue to support implementation including making available additional resources via a capital growth proposal in the forthcoming budget.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date Included in Forward Plan		29 August 2011	
This report is public			

RECOMMENDATIONS OF COUNCILLOR HANSON

That Cabinet

- (1) Notes progress in delivering first phases of improvements as part of Lancaster Square Routes including in Market Square.
- (2) Note that officers will in due course report to the appropriate portfolio holders on the future layout of the outdoor market, potentials for a street café(s) in Market Square and how the existing Traffic Regulation Order for the city centre pedestrian zone might best be revised and subsequently enforced.
- (3) Notes that officers will report to the portfolio holder on any need or potential to support the county council in works to remedy the surface condition of Penny Street and Horseshoe Corner in a way that is consistent with the Lancaster square routes design visions and that the anticipated balance of funds in the city centre investment after the first phase of works in Market Square fund for Lancaster Square Routes be reserved for this purpose pending further reporting.
- (4) That in preparing its proposals for the 2012/13 General Fund Capital Programme as part of the budget process, Cabinet considers including an additional £300K contribution to the city centre investment fund for Lancaster Square Routes in order to provide for a second phase of works in Market Square.

1.0 Introduction

- 1.1 The report to Cabinet of 5 October 2010 (Minute 51) on Lancaster Square Routes and preceding reports on the subject as referred to therein provide full context and briefing on this initiative.
- 1.2 Lancaster Square Routes is identified under the Economic Regeneration priority in the 2011-14 Corporate Plan and is an ongoing programme of project activity managed in accordance with the council's project management procedures.
- 1.3 Cabinet at its meeting on 5 October 2010 decided to contribute £220k towards a new city centre investment fund with a view to considering the possibility of further contributions in subsequent years, depending on the success of the initial tranche to attract external investment. This contribution was confirmed by Council on 2 March 2011.
- 1.4 This report updates on progress and suggests that the council make an additional contribution to the investment fund to facilitate onward delivery in priority locations from April 2012.
- 1.5 The report is brought forward at the request of the portfolio holder.

2.0 Proposal Details

Improvements presently being brought forward

- 2.1 Over the year since last October officers led from the Regeneration and Policy Service have undertaken a considerable amount of work to bring forward and latterly start to deliver the improvements needed with a main focus on the top priority location - Market Square.
- 2.2 For the Square the broad aim is to make it fitting as the civic centre of the city, a place more pleasant and enjoyable for people to spend time in and one capable of being used much better for a range of activities. Key to the thinking is that the better use of the Square should extend well into the evening and will help bear down on anti-social activities.
- 2.3 As reported to Cabinet last month a first phase of works to the Square is planned for this autumn. As reported this includes for removal of the fountain, surfacing to set the template for the new layout, new improved street lighting extending also to the length of Market Street and illumination of the front façade of the Old Town Hall.
- 2.4 The first phase works to Market Square are to be financed from the 220 k investment fund for Lancaster Square Routes.
- 2.5 Officers are also working:

- to devise a better layout for the outdoor market from delivery of the Market Square first phase.
- to bring forward a proposal to make available a part of the Square for use as a street café - initially for a trial period. Officers are liaising closely on this with the Lancashire Constabulary.
- with officers at the county council to consider how the City Centre Traffic Regulation Order might best be revised and subsequently enforced to facilitate improved future management of vehicular access to the pedestrian zone to the benefit of the general amenity and public safety.

- 2.6 Officers will report on the above to the portfolio holders in due course.
- 2.7 The other project now being prepared for implementation in the early new year is new lighting and surfacing for Ffrances Passage, presently an unsatisfactory yet key pedestrian connection between the pedestrianised centre and the main car parking areas to the east.
- 2.8 The works in Ffrances Passage are to be financed from a £73,400 private contribution to Lancaster Square Routes that is specific to Ffrances Passage, - secured via agreement under S106 of the Town and Country Planning Act. This contribution is additional financing to the £220 k contribution.
- 2.9 The private contribution evidences how the council is able to secure private financing to Lancaster Square Routes and officers had hoped to accrue more contributions to date by this means. That this has not happened to date is really a function of the development market continuing to be weak with little new private investment and development coming forward via which contributions might be secured. Officers continue to work on securing such contributions and anticipate success in this as development proposals come through over time.
- 2.10 Further, integral to the council's present work to improve the centre and support its performance is working with the owners of properties to encourage improvements to the condition and appearance of buildings where required and to promote good standards of maintenance and repair. The council has recourse if necessary to use its powers under Section 215 of the Planning Act (1990) to ensure that such improvements are undertaken.
- 2.11 The verified capital costs to the council of the first phase of works in Market Square and Ffrances Passage, excluding for contingency allowances, are broadly as follows:

<u>Works</u>	<u>Market Square (Phase 1)</u>	<u>Ffrances Passage</u>
<u>Streetworks (surfacing etc)</u>	<u>90 k</u>	<u>40 k</u>
<u>Street lighting</u>	<u>23 k</u>	<u>9 k</u>

<u>Amenity illumination</u>	<u>30 k</u>	<u>10 k</u>
<u>Sub Total</u>	<u>£143 k</u>	<u>£59 k</u>

- 2.12 The costs summary excludes for significant costs the county will meet in providing the new street lighting. The county is meeting the costs of the lanterns meaning the city is required to finance only the installation and fixing. The county will meet all subsequent maintenance and running costs. The city council will maintain the lighting to the Old Town Hall and meet the subsequent running costs from its established operational budgets.

Possible next project phases

- 2.13 A second phase of works in Market Square in 2012/13 could provide the multi-purpose feature / art “platform” in place of the fountain, new surfacing for the periphery of the Square and new street furniture, signage and interpretation.
- 2.14 This would effectively complete what should be a transformation notwithstanding any works to the immediate curtilage of the Old Town Hall that are otherwise subject to proposals for the future use of this building that the council might bring forward.
- 2.15 With such a second phase the Square will a fitting civic focus and as fit for purpose as possible for its use for the outdoor market and as a place for performance and possibly to accommodate a street café (s).
- 2.16 A rejuvenated Market Square is important to maintain the attraction of the established commercial centre and to position it well to benefit from possible change such as to the use of the Castle and proposals such as any Canal Corridor redevelopment.
- 2.17 In considering the next steps officers also want to inform members of a further matter. The County Council as highway authority may undertake works to highway standards later this year or very early next to Penny Street / Horseshoe Corner to rectify surfacing material failures resulting from past poor specifications. The material failures are now very obvious and mean that these streets now appear increasingly in a very bad way.
- 2.18 As part of its partnership working with the county council members may wish to consider whether they want to reserve the ability for the city council to top up what is likely to be an otherwise standard highway specification as far as possible to give a finish on these streets that is complementary with the design approaches being sought through Lancaster Square Routes. This would enable elements of the Square Routes design vision to be achieved in an efficient and relatively low cost way.

Financing possible next project phases

- 2.19 The first phases of Lancaster Square Routes reported on above will likely leave a balance of just under £80K in the investment fund (including for the assumption that the whole of the £73,400 private contribution will be committed).
- 2.20 The significant work required of officers to prepare a second phase of work for Market Square can only be justified if there is certainty that funding to deliver is available. Unfortunately no certainty is available on timescales coming through planning contributions towards Lancaster Square Routes. Further, it is too early to anticipate the outcome of the process to possibly establish a Business Improvement District (BID) and in any event it might be anticipated that there will be other demands on what may prove to be relatively small sums of monies.
- 2.21 The only way of delivering a second phase of work in Market Square soon after the first is therefore if the council allocates additional funding to effectively underwrite the costs. Subsequently, should private contributions come forward to the level hoped for the council contribution might then be lowered and / or more projects delivered..
- 2.22 At this stage officers consider that £300k is a reasonable outline estimate of costs for a second phase of works in Market Square, reflecting for the considerable cost efficiencies that officers are confident they can secure as compared to the original estimates provided by Gillespies. This should cover for the new “platform”, extensive surfacing works, new street furniture and potentially, some costs in the layout of the upgraded outdoor market.
- 2.23 If the likely balance in the investment fund after Market Square phase 1 is applied in line with the established delivery priorities for Lancaster Square Routes then the additional sum required to meet the estimate for a second phase is £220 k.
- 2.24 Should members also want to have the facility to enhance any works by the county council to Penny St / Horseshoe Corner, notwithstanding that Market Square is otherwise the priority, officers advise that the costs could be met from within what is likely to be the balance in the investment fund after the Market Street first phase. Accordingly, this balance might be reserved for the purpose, meaning it is an additional £300 k of funding that would be required from the council if it is to be able to fund the second phase of work to Market Square soon after the first.

3.0 Details of Consultation

- 3.1 Consultation relating specifically to the Square Routes initiative was reported to Cabinet in June 2009 (minute 23) and December 2009 (minute 95). It involved extensive public and stakeholder engagement. Further to this, the detailed designs were presented to the Overview and Scrutiny Committee at

its meeting on 8 September 2010.

- 3.2 Continuing engagement and consultations includes with the Highway Authority, the Chamber of Commerce, the Charter Market, the Lancashire Constabulary and with businesses close to the project locations.

4.0 Options and Options Analysis (including risk assessment)

- 4.1 **Option 1 - As per the established project priority for Lancaster Square Routes to reserve the balance of funding likely remaining in the investment fund after Market Square phase 1 towards a second phase of work in Market Square and in addition, in preparing its General Capital Fund budget proposals for 2012/13, Cabinet to consider recommending an additional £220k contribution to the Fund.**

- 4.2 This option has the **advantages** of positioning the council to undertake a second phase of works to Market Square if it wishes to achieve the Square Routes design vision and also does not preclude the council securing further private contributions to Lancaster Square Routes and actually might assist this by adding further credibility as to delivery.

- 4.3 The main **disadvantages** are that the balance of funding likely to be remaining in the investment fund after completing a first phase of works to Market Square is of itself insufficient to fund a worthwhile second phase and insufficient to complete works to the Square. Also that this option does not position the council to be able to enhance the specification of highway works to Penny Street and Horsehoe Corner in a way consistent with the Square Routes design visions.

- 4.4 The option presents no real **risks**.

- 4.5 **Option 2- After completing the first phase of works to Market Square, reserving the balance of council funding likely remaining in the Investment Fund for Lancaster Square Routes fund to enhance the specification of any highway works to Penny Street and Horsehoe Corner and, in preparing its General Capital Fund budget proposals for 2012/13, Cabinet considers including an additional contribution estimated at £300k to the fund in order to facilitate a second phase of works to Market Square.**

- 4.6 This option has the **advantages** of both positioning the council to undertake a second phase of works to Market Square to achieve the Square Routes and permitting the council to take an opportunity to secure improvements to Penny Street and Horseshoe Corner consistent with the design visions for Lancaster Square Routes. Further, it both does not preclude the council securing further private contributions to Lancaster Square Routes and actually might assist this by adding further credibility as to delivery.

- 4.7 The only **disadvantage** is that reserving the balance of approved funding for Penny Street / Horseshoe Corner means that should Cabinet wish to recommend to council as part of the budget process that it should allocate additional funding to undertake a second phase of works to Market Square the call on additional council resources will be higher than it would were this funding not so reserved.
- 4.8 The option presents no real **risks**.
- 4.9 **Option 3 – As per the established project priority for Lancaster Square Routes to reserve the balance of funding likely remaining in the investment fund after Market Square phase 1 towards a second phase of work in Market Square and await sufficient private contributions before proceeding with a second phase of works to the Square**
- 4.10 This option has the **advantages** of retaining the ability for the council to draw in further private contributions and of making no additional demand on the council's capital funding resources.
- 4.11 However it has the **disadvantages** of meaning the council will not have any ability to influence the timing by which it can bring forward a second phase of works to complete improvements to Market Square.
- 4.12 Consequently it **risks** that the council cannot bring forward a second phase in a timely manner if at all, albeit that officers are hopeful that over time contributions will be secured and these may in time aggregate to the level of sum required.

Officer Preferred Option

- 4.13 Options 1 and 2 both provide that as part of the budget process Cabinet can consider recommending that the council make an additional contribution to the investment fund for Lancaster Square Routes towards a second phase of works to Market Square. Option 3 does not provide for this and places reliance on the council securing private contributions to a level sufficient to fund the works. This means there can be no certainty to delivery with this option.
- 4.14 By a second phase of works to Market Square the council can look to complete a transformation for the public benefit, providing:
- An environment fitting to the Square's role as the civic centre of the city
 - A place more active, pleasant and safe to spend time in
 - An improved layout for the outdoor market
 - An environment fitting and complementary to the Old Town Hall and the council's ambitions for use of this building
 - An improved setting and staging for events and performance
- 4.15 This should add to the attraction of the city to the benefit of business trading,

much needed in difficult economic conditions

4.16 Option 2 in addition gives the council the flexibility to enhance any highways works to Penny St / Horseshoe Corner consistent with the Lancaster Square Routes design visions. This should optimise the efficiency and benefits of public investment whether via the city or county councils. Neither options 1 or 3 provide for this. On balance therefore taking the relative merits of each option into account option 2 is preferred if this can be afforded.

4.17 **Officer preferred option – option 2**

5.0 Conclusion

5.1 In the context of previous decisions by Cabinet authorising the Lancaster Square Routes initiative the report sets out options for continuing delivery of the programme of work required.

RELATIONSHIP TO POLICY FRAMEWORK

The 2010-2014 Corporate Plan identifies Square Routes under the Economic Regeneration Priority and Lancaster Square Routes is identified as one of the actions under “Visitor Economy”. The Indicators for success in implementing the plan include if: the number of visitors to the district is increased and improved; the profile of the district as a visitor destination is improved; the retail offer and built environment in the city centre is improved; the economic impact of festivals and events is improved and an improved future for the district’s museums is improved. The project contributes to all these. In addition, its importance is clearly identified in the new Lancaster District Cultural Heritage Strategy.

The September 2011 Cabinet meeting considered a report on a Priorities Review that detailed on a number of areas of activity that cabinet members had requested be considered in more detail. This is to be fed into the corporate plan and budget process (Minute 34). As an existing priority Lancaster Square Routes should be considered as part of the corporate plan and budget considerations.

CONCLUSION OF IMPACT ASSESSMENT

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

Implementation of Lancaster Square Routes contributes to diversity objectives by enhancing streets and spaces for multiple uses. It contributes indirectly to positive Human Rights objectives and there are no adverse Human Rights implications. It contributes directly to meeting community safety objectives by providing an improved quality of environment that is more attractive and safer to be in by virtue of streets and spaces such as Market Square being more active and in more beneficial use into the evenings. By adding to the vitality of the city centre it supports sustainable patterns of travel and consumption. There are no rural implications.

LEGAL IMPLICATIONS

There are no direct legal implications arising from this report.

FINANCIAL IMPLICATIONS

£220 k of funding is identified in the council's General Fund Capital Programme for 2011/12 and the costs of the first phase of works in Market Square can be met from this leaving a balance of likely just under £80 k for future expenditures. £73,400 is available via a private contribution through a planning agreement specifically towards the costs of works in Frances Passage. Additional financing for any next phases of Lancaster Square Routes delivery is subject to consideration in the budget round for 2012/13 and future years. Cabinet's decision on this report should inform its budget recommendations to council in the upcoming budget round.

Improvement works will have management and maintenance implications and these must be factored for in design and specification and the cost implications considered.

OTHER RESOURCE IMPLICATIONS

Human Resources:

These will be met from within existing officer resources committed to the Square Routes programme of work.

Information Services:

None

Property:

None direct

Open Spaces:

None (Lancaster Square Routes adds to the public value and amenity of streets and spaces).

SECTION 151 OFFICER'S COMMENTS

The budget needed to complete Phase 1 of Market Square is now lower than that reported verbally to the September Cabinet meeting; at that time it was expected that the full £220K would be required. This presents Cabinet with options around the remaining funds available (approaching £80K).

More generally, the s151 Officer would highlight that consideration of potential growth as part of the budget process is in line with the Council's Medium Term Financial Strategy. It ensures that all such growth bids can be considered alongside each other in context of the Council's proposed priorities and other spending needs or requests, and what is affordable. At present the Council's financial outlook shows that it needs to make financial savings, however, and this need would increase in order to provide any scope for growth. There is always the risk that even if growth proposals are to be considered further, they will ultimately prove unaffordable given other spending pressures. Expectations of stakeholders therefore require careful management.

MONITORING OFFICER'S COMMENTS

The Deputy Monitoring officer has been consulted and has no further comments.

BACKGROUND PAPERS

Regeneration and Policy Service files
Cabinet decision of 5 October 2010 (minute 51)

Contact Officer: Julian Inman , Senior Planner (Regeneration)
Telephone: 01524 582336
E-mail: jinman@lancaster.gov.uk
Ref: LSR-03

CABINET**West End Local Centre Parking
Cabinet 4th October 2011****Report of Head of Regeneration and Policy**

PURPOSE OF REPORT				
To enable Members to consider the need for additional parking provision in the West End to serve the local centre's retail businesses and the potential re-use of the former Parliament Street play area for car parking.				
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>	Referral from Cabinet Member
				X
Date Included in Forward Plan	[Click here and type date included in Forward Plan]			
This report is public				

RECOMMENDATIONS OF COUNCILLOR JANICE HANSON

- (1) That Option 3 the provision of a Low Cost Temporary Parking Area is approved to enable demand for a permanent car parking facility to be demonstrated.
- (2) That an appropriate form of control is determined.
- (3) That the temporary period for the car park be for 12 months.
- (4) That the £22K unspent Empty Shops Funding be allocated to meet the cost of providing the temporary car park and the revenue budget be updated accordingly.

1.0 Introduction

- 1.1 The West End local centre predominantly consists of small retail units centred on Regent Road and Yorkshire Street, as well as on Albert Road and Claremont Road. The on-street parking that serves the retail businesses and residents is subject to control through a residents parking scheme that allows time limited parking for 1 and 2 hours.

During and following the improvements to Yorkshire Street in 2008 there was growing pressure to provide off-street car parking. However, the highly built up nature of the West End limits opportunities to create off street parking without the costly acquisition and demolition of existing buildings. The most suitable location for provision of an off street car park is the open space / former play area on Parliament Street. This area was created by clearing

housing and workshops during the Area Renewal Programme in the mid-nineties.

The updated publication of Planning Policy Guidance 17 (PPG17) that assessed the provision and access to open space critically now takes account of the significant improvements made to both Regent Park and West End Gardens that serve the locality well for both children's play and general recreation. Under this assessment the Parliament Street play area is not necessarily required. Parliament Street play area was in quite poor condition and had suffered considerable and persistent vandalism and as the equipment had come to the end of its serviceable life it was removed in 2010 following a review of play areas. Pictured below is a representation of the existing layout of the open space between Parliament and East Street.



Existing Parliament Street site arrangement / Children's play area - Source: Taylor Young, 2010

2.0 Proposal Details

2.1 Parking Demand

Obviously local traders are very supportive of additional car parking that is well signed and close to the shops. Furthermore, the traders themselves also require parking as the residents' parking scheme and 1 and 2 hour restrictions can make running a business, especially as a sole trader, difficult.

The changes to Yorkshire Street have improved the public realm and pedestrian's ease of crossing the street. The areas dedicated to crossing points, tree planting and seating and the traffic calming chicanes were provided at the expense of parking spaces. This, in the opinion of the traders, has been detrimental to trade as it is their belief that the ease of parking is a major factor in customer's shopping there.

In September 2009 the council undertook a number plate parking survey to

measure parking space occupancy, vacancy levels and turnover. Listed on the following page is a table showing the headline results. Please note that the second figure in brackets shows data only for the Saturday average to distinguish the greater levels of retail activity that occur on Saturdays.

Data Set	Principal Retail Streets	Side Streets	All Streets Combined
Parking Capacity	30	94	124
Average Number of Occupied Spaces	22 (23)	44 (55)	66 (78)
Average Number of Vacant Spaces	9 (6)	50 (40)	58 (47)
Average % Occupancy of Spaces	73% (78%)	47% (58%)	53% (63%)
Greatest % Occupancy of Spaces	87% (87%)	52% (60%)	60% (64%)
Lowest % Occupancy of Spaces	57% (70%)	37% (57%)	40% (60%)

Principal Retail Streets = Regent Road and Yorkshire Street

Side Streets = East Street, Devonshire Road, Parliament Street and West Street.

The Principal Retail streets of Yorkshire Street and Regent Road experience the highest levels of parking space occupancy. On the Principal Retail streets at peak occupancy of 87% there were 4 free parking spaces. Saturdays exhibit a higher level of parking occupancy as this is both a popular shopping day and also when the residential streets have more parked cars as the majority of residents are not at work.

Even at peak times the Side Streets offer considerable numbers of vacant spaces. On the Side Streets the fewest parking spaces available during the survey were 39.

The table below shows the percentage occupancy of the car parking spaces on the individual streets and again the Saturday averages are shown in brackets.

Data Set	Yorkshire Street	Regent Road	West Street	Parliament Street	East Street	Devonshire Road
Parking Capacity	19	11	11	43	32	8
Average % Occupancy of Spaces	63% (79%)	78% (80%)	41% (38%)	41% (56%)	59% (64%)	50% (63%)
Greatest % Occupancy of Spaces	95% (89%)	100% (91%)	73% (45%)	43% (55%)	78% (75%)	88% (63%)
Lowest % Occupancy of Spaces	37% (58%)	55% (64%)	9% (57%)	25% (50%)	44% (69%)	25% (63%)

Regent Road experiences the only 100% occupancy rate. This reflects the fact that this is the main route through the retail area and that parking is always in demand.

Peak occupancy on Yorkshire Street of 95% was recorded at midday on Thursday 17th September when there was only one free parking space. Interestingly the lowest level of occupancy of 37% occurs just one hour later on the same day when there were 12 free spaces. The peak occupancy on West Street of 73% occurred at the same time and date as that of Yorkshire Street and this suggests that this street is the obvious alternative for shoppers parking when Yorkshire Street is at its busiest.

On average Parliament Street has a considerable number of vacant spaces and even at peak occupancy on Saturday 10th October there were 19 vacant spaces.

The data for East Street is slightly skewed due to the semi-permanent nature of the parking bays opposite Regent Garage and the informal parking behind More Music that is nearly always fully occupied. The top of East Street nearest to Regent Road has a bay of 20 spaces controlled by a 2 hour parking no return restriction and at the maximum recorded occupancy of 78% there were 7 vacant spaces.

Both the Principal Retail streets (Regent Road and Yorkshire Street) exhibit strong demand for parking, but there is always available on street parking on the Side Streets. However, the signage on these streets is believed by traders to be a little misleading, that it discourages shoppers to use the on street parking as they think it is for residents only.

On street signage has to meet the Department of Transport Traffic Signs Regulations and General Directions 2002 and the prescribed signs can sometimes be unhelpful or the wording of them unclear. It is suggested that County are approached to see if the signs can be amended within the regulations to emphasise the limited waiting aspect and to see whether further additional highway signage to direct drivers to the streets with capacity would be possible.

At the request of local traders and the West End Partnership signage was installed in 2010 to direct shoppers to the available on street parking and also the Yorkshire Street shops.

Local trader's response to the results of the parking survey were mixed and they felt that part of the problem was that the council had driven customers away when the street was closed to enable the improvement works, hence the parking space availability on Parliament and East Street. Local traders find the parking restrictions hinder operation of their business and a desire has been expressed for provision of parking for traders.

The aim to bring Centenary House, the former Co-Op Department Store, on Regent Road back into productive economic use adds future demand for parking in the locality. The development of a car park on Parliament Street could also serve regeneration of Centenary House. However, the end use is not yet defined for Centenary House and firm proposals are 12 months away. Therefore the likely future parking requirement or any potential financial

contribution is not yet known.

2.2 LCC Parking Strategy

In 2003 Cabinet resolved to consider parking priorities strategically in order to establish a clear parking hierarchy as follows:

- Residents
- Visitors, shoppers and local business needs
- Commuters

Since the hierarchy was established, it became clear that shoppers and local businesses are crucial to the local economy and their status is now viewed as approaching equal first within the hierarchy with commuters being the last priority.

The Parking Strategy recognises that where Supplementary Planning Guidance (SPG) exists this strengthens the policy issues for these areas. The West End Masterplan was adopted by Cabinet as an SPG in February 2005. The West End Masterplan contains a public realm and movement strategy to support the wider housing and regeneration interventions that stated: *“The strategy includes for the construction of two car parks, primarily to serve the retail/commercial area, and the provision of some visitor car parking at the Battery... The car parks serving the retail/commercial areas should be provided to cater for short-stay car parking only during the working day, though any associated charging regime should be carefully structured in an attempt to reduce the level of parking in adjacent residential areas. Appropriate directional signing to the car parks will also be required.”* Moreover, the provision of car parking improvements was considered vital to foster investment to revitalise the local centre’s retail offer.

The location of the second car park in the West End was envisaged by the Masterplan to be on the Regent Road frontage of Central Park, but this project proposal has been formally removed from the Masterplan due to funding constraints. However, the Parliament Street play area is located within the bounds of where Central Park was proposed and is one of the few clearance areas within the densely developed West End. Furthermore Parliament Street’s proximity to two of the local centre’s main retail streets; Regent Road and Yorkshire Street underlines the potential to support the retail businesses.

The Parking Strategy details further relevant aims:

- Parking Provision for Residents
- Aim 2 To make provision for residents to park in central areas
- Aim 3 To control the supply and demand for parking in residential areas adjacent to the centres of Lancaster and Morecambe
- Aim 4 To balance the needs of businesses, visitors and shoppers by providing short stay parking spaces in central areas and longer stay parking spaces in peripheral car parks

The West End residents parking scheme was introduced in 1997 and covers a relatively small area including Parliament Street, East Street and parts of

Devonshire Road and West Street. The on street parking arrangements are limited waiting spaces of 1 or 2 hours with an exemption for resident permit holders. This allows residents living within the zone who have purchased a residents' permit to use the spaces 24/7. This is the only parking scheme in the district that has this type of parking throughout the zone and this was designed to give priority to residents whilst allowing visitors and shoppers to also use the spaces.

The needs of visitors and shoppers are provided in the form of on street short stay limited waiting bays. Long stay parking spaces are provided in the form of unrestricted parking on most of Marine Road West, Clarendon Road (south side) and Alexandra Road. Off-street parking is provided at the Battery Breakwater car park but this is very much on the edge of the area to conveniently serve the retail businesses. There is currently no off street parking permit that traders can use unless the Morecambe General Permit that is valid on the Battery Breakwater car park is included.

2.3 Parliament Street Play Area

Following a report to Cabinet reviewing play provision in April 2010 the play equipment was removed as can be seen in the photo below. As a result the space now only provides informal recreation and amenity. The two small open spaces between Alexander Road and West Street only a short distance away already offer informal recreation space.



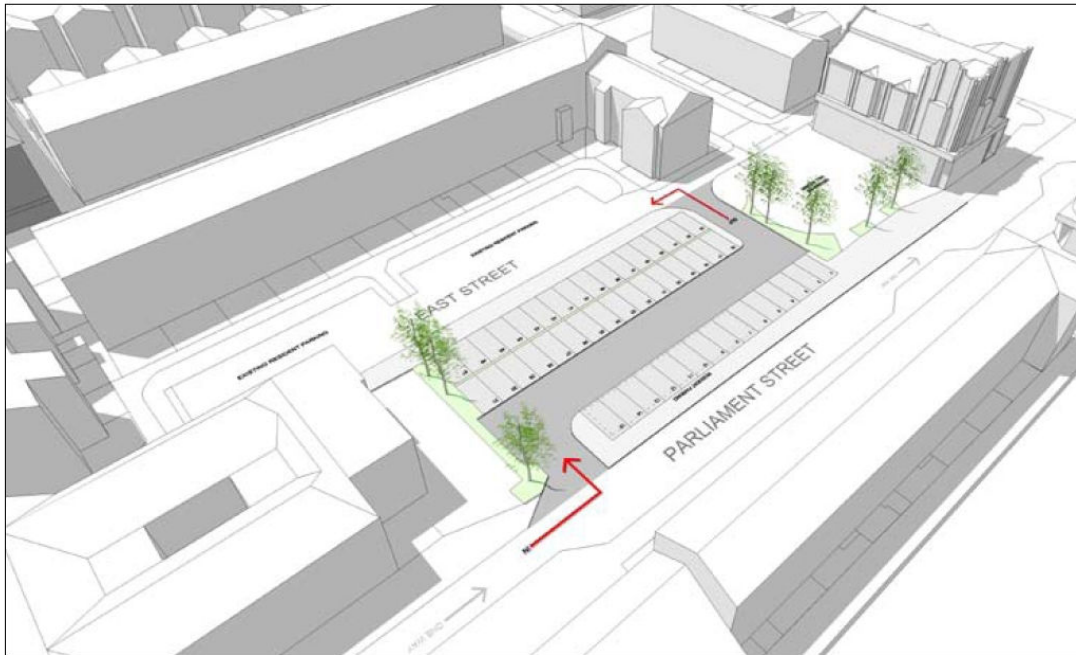
2.4 Do Nothing (Option 1)

The Do Nothing option would leave the former play area and open space

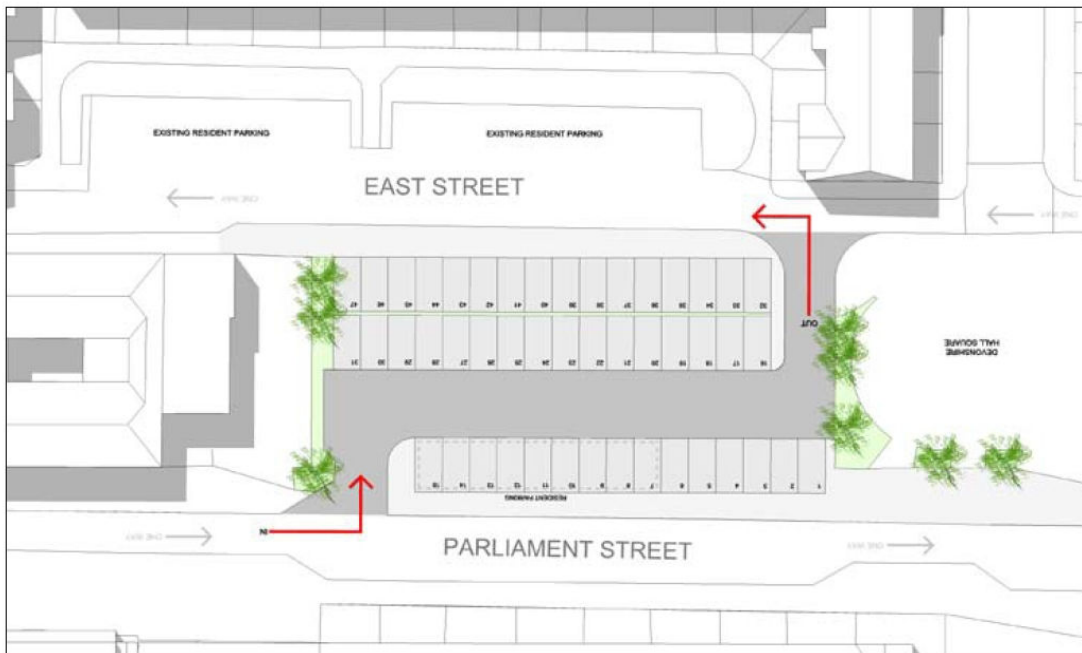
unchanged and make no new car parking provision.

2.5 Formal Car Park (Option 2)

A number of initial design options have been drawn up offering different solutions with their own advantages and disadvantages. The most recent was designed as part of the feasibility study for the re-use of Centenary House (the former Co-Op Department store on Regent Road) by Taylor Young.



Proposed Parliament Street site arrangement / car park - Source: Taylor Young, 2010



Proposed Parliament Street site arrangement / car park - Source: Taylor Young, 2010

The Taylor Young design appears to offer the best solution in terms of

providing the greatest number of additional parking spaces. This design would incorporate 9 existing bays and provide an additional 38 car parking spaces. Of the 47 spaces 31 would be accessed directly from the street and the remaining 16 would be true off street parking spaces.

The sketch of the car park indicates the loss of approximately 14 trees and these would need to be replaced as per the council policy three for every one removed. Given the value offered to the area's amenity by the trees it would be beneficial to draw up a final design that seeks to retain as many trees as possible.

2.6 Cost of Formal Car Park

Utilising recent tendered costs for the construction of small car parks the estimated capital cost to provide a facility such as the Taylor Young sketch scheme is in the order of £60K.

The creation of a formal car park would require an amendment to the Off Street Parking Places Order if parking charges and enforcement were required. The estimated cost of an Amendment Order is £5K. Amendment Orders are normally only made when a number of substantive changes are required.

The parking spaces on the southern side of Parliament Street facing the former play area are included in an on-street traffic regulation order and any proposed variation in the use of these spaces would need to be discussed with the County Council.

Due to the small size of the car park its operation would need to be subsidised, i.e. the revenue raised would be insufficient to cover costs of daily emptying the meter and servicing. The level of subsidy is difficult to estimate at this stage and would be dependant on the level of fees and charges and the income generated. One of the risks of introducing a charging regime is that drivers would seek to use free parking in the vicinity. Operating costs would include enforcement, cash collection, NNDR and repair and maintenance etc. The level of subsidy could be in the region of £10K per annum for council car parks to manage it.

The area already requires maintenance and inspection as an open space and the change to a car park would be comparable from a grounds maintenance perspective.

The cost estimate assumes that the final design can work around all or as many of the existing trees as possible. For each tree that can't be retained three replacements will need to be planted and these would most probably be off-site.

The total capital costs of providing a formal car park is £60K with revenue costs of £5K in the year of construction and ongoing revenue costs of £10K per annum.

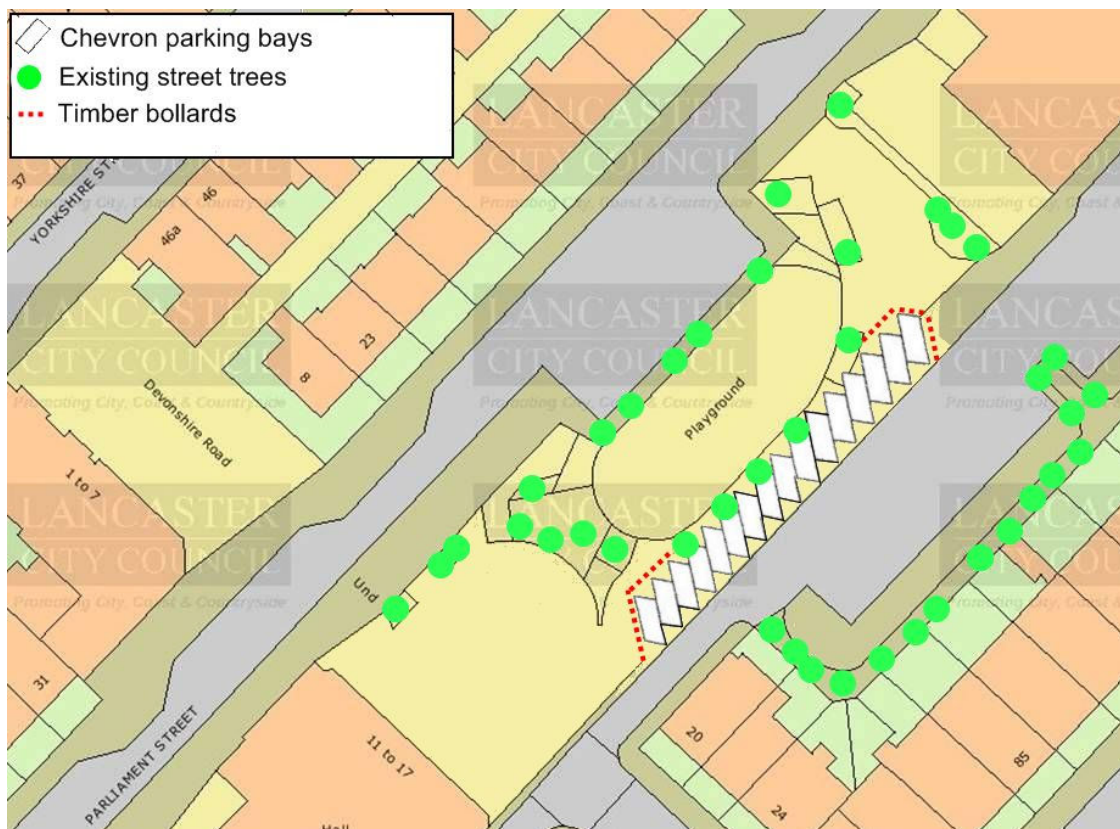
2.7 Option for a Very Low Cost Temporary Parking Area (Option3)

The creation of a temporary car parking area for 12 months offers additional

parking in the area and will enable demand and need for parking to be assessed. The very low cost option provides the least parking spaces and makes the fewest alterations to the site. Through the removal of bollards along the edge of the carriageway on East Street this option would open up the adjacent hard-surfaced area up to the existing wall around the former play area. The parking spaces would need to be marked out and vehicles controlled through the installation of bollards. Pictured below is a simple sketch of the Very Low Cost Temporary car park that would provide approximately 14-17 spaces. The number of spaces is dependent on how the layout works round the four existing trees. This design necessitates such a small amount of change that costs are estimated to be £5K, due to this small amount this would not be capitalised and would become a one off revenue cost.

This layout would lose the existing footway, however there are existing alternative routes through the play area or on the other side of East Street.

Access to the additional parking would be from East Street which is one way and runs from West Street to Regent Road. Shoppers who were unable to park on Yorkshire Street are already directed to this street by the signage installed in 2010.



To reduce cost pay and display meters have been omitted from the Very Low Cost Temporary Car Park, but without some form of control there is a risk of abuse. If the car parking is intended to serve shoppers then there needs to be a time restriction on the duration of stay to encourage turnover. A two hour maximum stay would seem to offer the greatest benefit to shoppers and the retail businesses.

To provide enforceable parking controls an amendment to the Off Street Parking Places Order would be necessary at an estimated cost of £5K. This revenue cost would have to be charged to the scheme as there is no specific budget available.

Similarly an Off Street Parking Places Order would be required if car parking is to be charged for and this would also require the additional revenue costs to empty and service the meters required by the formal car park.

An alternative to pay and display charging that would assist traders could be through the inclusion of the Morecambe General Permit to be valid for this area as this would effectively provide for traders to park all day.

There is also a risk that uncontrolled or unrestricted parking bays could be a disincentive to obtaining a residents parking permit and that the spaces become occupied by residents avoiding the cost of buying a permit.

The total revenue cost of providing a Very Low Cost Temporary Car Park is £10K with no capital costs.

The picture below shows the area that is proposed for temporary car parking.



2.8 Temporary Car Park (Option 4)

Utilising more of the space occupied by the former play area would offer a greater number of car parking spaces. This would see the removal of the majority of the existing boundary wall to the play area and all of the play safety surfacing being replaced with tarmac. This would provide a much

larger area for parking increasing the number of spaces to 33. This car park would be accessed from Parliament Street with the exit onto East Street. A sketch showing a temporary car park is shown below.



The initial sketch indicates that this option could work around and retain nearly all of the existing street trees. One tree is indicated as being removed and would need to be replaced off site with the planting of three new trees. If the desire for one further parking space is greater than the desire to retain a tree a further space could be provided in the chevron bays through the removal of a second tree and the subsequent off site mitigation.

The additional alterations and works to provide a larger parking area increase capital costs to £19K.

The provision of a temporary car park is significantly cheaper than the £60K for a formal car park because it does not include a number of costly items such as Sustainable Urban Drainage Systems, Pay and Display meter, height restriction barriers, boundary treatment, lifting of block paving and replacing with tarmac etc. However, if the temporary car park is shown to be needed and retained it would require all the costly items to bring it up to the standard of a formal permanent car park.

To reduce cost pay and display meters have been omitted from the Temporary Car, but without some form of control there is a risk of abuse. If the car parking is intended to serve shoppers then there needs to be a time restriction on the duration of stay to encourage turnover. A two hour maximum stay would seem to offer the greatest benefit to shoppers and the retail businesses.

To provide enforceable parking controls an amendment to the Off Street Parking Places Order would be necessary at an estimated cost of £5K. This revenue cost would have to be charged to the scheme as there is no specific budget available.

Similarly an Off Street Parking Places Order would be required if car parking is to be charged for and this would also require the additional revenue costs to empty and service the meters required by the formal car park.

An alternative to pay and display charging that would assist traders could be through the inclusion of the Morecambe General Permit to be valid for this area as this would effectively provide for traders to park all day.

There is also a risk that uncontrolled or unrestricted parking bays could be a disincentive to obtaining a residents parking permit and that the spaces become occupied by residents avoiding the cost of buying a permit.

The total capital cost of providing a Temporary Car Park is £19K with revenue costs of £5K.

2.9 Funding

In late 2009 the Council received funding from the Secretary of State for Communities and Local Government to help support the retail industry through the recession, and in particular those communities particularly hard hit by shop closures. It is aimed to help council try out new approaches to boost retail areas. The 'unringfenced' funding award of £52,631 gives the council discretion on when and how best to spend it.

At Cabinet 19th January 2010 it was resolved to split the funding between Lancaster £22K, Morecambe £22K and Carnforth £8K *for initiatives to support the temporary re-use of vacant shops and other retail support measures*. The allocation was to be split between two initiatives comprising a rent grant scheme to support re-use of vacant shop premises, plus a second scheme to provide promotional events. Detailed approvals were to be delegated to the relevant portfolio holder.

The Morecambe and District Chamber of Trade and Commerce has been approached by the West End Partnership to utilise the funding to contribute towards a new car parking facility and this has been favourably received. The Chamber has informed the council that they support car parking in the West End of Morecambe. However, utilising the funding for car parking does not fall within the uses previously agreed by Cabinet. Cabinet would need to formally re-allocate the £22K Empty Shops Funding to car parking.

3.0 Details of Consultation

3.1 The West End Partnership has been consulted on these proposals and raised a number of points listed below.

The WEP queried why charge for parking? The Parking Strategy aims to control parking by restricting length of stay and the charge levied. Furthermore the Masterplan recommends that any car park to support the retail businesses should be short stay parking during the working day and the

charging regime structured to reduce displacement to adjacent residential areas. However, the issue of charging for parking is complicated by the amount of available free on street 1 and 2 hour stay car parking on Parliament and East Street as indicated by the survey data. In this context unless the car park offers something different to the free on street parking there is no incentive to pay to park.

The WEP want the car park to be managed to prevent misuse and anti-social behaviour. If no charge is levied there will need to be a time restriction on the length of stay during working hours to prevent long stay or even semi-permanent parking. There is also the risk that residents living in the parking controlled areas will take advantage of any unrestricted spaces and that these will not be available to visiting shoppers. Similarly it may discourage residents entitled to buy a parking permit not to do so. Enforceable parking controls would require an amendment to the Off Street Parking Places Order at an estimated cost of £5K, as previously mentioned in sections 2.7 and 2.8.

The WEP raised the issue of potential financial support from the Empty Shops Funding and Morecambe Town Council. Local traders, the Morecambe Chamber and the WEP support the Empty Shops funding being used to provide car parking.

The WEP enquired about community consultation with residents and whether planning permission would be required. Both a temporary and permanent car park would require planning permission and community consultation.

- 3.2** If a temporary or permanent car park is selected in addition to the statutory consultation required for a planning application the council would undertake further consultation with local residents and traders.

4.0 Options and Options Analysis (including risk assessment)

	Advantages	Disadvantages	Risks
Option 1: Do Nothing	No additional costs. Evidence indicates that existing on street parking capacity is sufficient to meet short stay shopper's parking.	No additional car parking. Remnants of play area remain detracting from quality of open space and boundary wall continues to provide cover for nefarious activities	Missed opportunity to evaluate need for car park.
Option 2: Formal Pay & Display Car Park	This option provides 38 additional parking spaces (but this might not necessarily be an advantage, as evidence indicates sufficient capacity exists already). The creation of off-street parking areas could help the regeneration of the West End.	Significant costs of £65K capital and £10K revenue annually is greater than the funds potentially available. Survey data does not indicate a need for additional off street parking. Unless they can be incorporated this proposal would see the loss of 9 mature trees	Invest proves to be a waste of resources in absence of demand. Pay and Display charges may lead to car park being unused as vacant free short stay on street parking is utilised instead.

	Formal off street parking can be promoted and signed.	that provide amenity value.	
Option 3: Low Cost Temporary Car Parking Area	<p>Lower capital and revenue cost that could be met by available Empty Shops Funding. Provides 14-17 additional parking spaces (As with option 2, however, the above points might not necessarily be advantages, as evidence indicates sufficient capacity exists already). Enables demand from shoppers and traders to be confirmed, albeit at a cost – subject to results this could lead to consideration of establishing a permanent car park. Retains all the street trees.</p> <p>Positive action to promote the retail area through the use of Empty Shops Funding.</p>	<p>14-17 parking spaces may be viewed as too few by traders. Temporary car parks often become permanent and it would, in time, require some of the features and associated costs of a more formal permanent car park. Boundary wall remains in place and will continue to provide cover for nefarious activities.</p>	<p>Investment proves to be a waste of resources in absence of demand. If proved to be needed, no guarantee that council could find resources to formalise car park. It would be hard to manage expectations once temporary car park has been provided. Without parking controls it may be abused. It may also discourage purchase of residents' parking permits. Residents not entitled to a permit Clarendon Road may also take advantage of these spaces.</p>
Option 4: Temporary Car Park	<p>Lower capital and revenue cost than a formal car park. Provides an additional 33 parking spaces. Again though, these may not prove to be advantageous. Parliament Street entrance to car park makes for easy access to a car park from Regent Road. Positive action to promote retail area through use of Empty Shops Funding. Minimises the loss of street trees.</p>	<p>Temporary car parks often become permanent and it would, in time, require the features and associated costs of a more formal permanent car park and therefore presents a future cost liability. Higher capital cost means that it would not be possible to include a means of control to the parking with the available funding.</p>	<p>Investment a waste of resources in absence of demand. If proved to be needed no guarantee that council could find resources to formalise car park. It would be hard to manage expectations once temporary car park has been provided. Without parking controls it may be abused. It may also discourage purchase of residents' parking permits. Residents not entitled to a permit Clarendon Road may also take advantage of these spaces. Future costs to formalise car park if proven to be needed.</p>

5.0 Conclusion

5.1 Utilising the Empty Shops Funding to provide a temporary car park is a positive action to promote retail businesses in the West End and meets the objects of this external funding that aimed to support struggling retail businesses in the recession. Option 3 the Low Cost Temporary Parking Area is the only affordable option that will provide additional parking in the locality and include a suitable and enforceable means of control.

Although the lack of demand means there is a risk that the investment in a car parking is a waste of resources, local consultation shows that there is strong support for additional car parking. Therefore it is recommended that:

- Option 3 the provision of a Low Cost Temporary Parking Area is approved to enable demand for a permanent car parking facility to be assessed by further parking surveys over the course of the temporary period.
- That an appropriate means of control is determined.
- That the temporary period for the car park be for 12 months.
- That the £22K unspent Empty Shops Funding be allocated to meet the cost of providing the temporary parking facility.

RELATIONSHIP TO POLICY FRAMEWORK

The proposals accord with the Park Strategy and the West End Masterplan.

CONCLUSION OF IMPACT ASSESSMENT

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

Presently there are some problems with anti-social behaviour associated with the open space around Parliament Street. The removal of the 1.2 metre high boundary wall to the former play area proposed in Option 2 and 4 will increase lines of sight and natural surveillance and therefore have a positive impact on anti-social behaviour. Options 2, 3 and 4 would all increase natural surveillance as there will be more people using the space as they park and go to the shops.

LEGAL IMPLICATIONS

Enforcement of parking restrictions will require statutory process to be followed.

FINANCIAL IMPLICATIONS

There is a question of whether the results of the survey (as reported in section 2.1), make a strong enough case to support the proposals in this report at this time. If, in 12 months time a decision has been made regarding the future use of Centenary House, the demand for parking in this area may be liable to change, but then it may be possible to secure a financial contribution to help develop permanent parking at that time.

That said, the table below summarises the 4 options outlined in this report

	Do Nothing	Formal Car Park	Low Cost Temporary Car Park	Temporary Car Park
	Option 1	Option 2	Option 3	Option 4
	£'000	£'000	£'000	£'000
CAPITAL :				
Initial Outlay	0	60	0	19
REVENUE:				
One-off costs	0	5	10	5
On-going costs per annum	0	10	0	0
EXIT COSTS				
If successful			15	43
If unsuccessful			2	2

Options 2 and 4 would involve capital investment. Under the Medium Term Financial Strategy, unplanned/unbudgeted options for capital investment (that require council financing) will normally be appraised as part of the budget process to meet the requirements of the Prudential Code – it would require a Council decision to do otherwise. Accordingly, financing of capital from earmarked reserves can only be approved by Cabinet where such capital investment proposals match with the approved use of such reserves.

In short, such controls exist to make sure that any new, unbudgeted spending ideas are considered alongside each other, to help ensure that any available resources are allocated to the highest priority areas that can be expected to deliver good value for money. This is very important – and crucially so when funding is reducing.

Should Cabinet wish to take forward options 2 or 4 therefore, Cabinet is advised that this would be best done as part of the budget process.

Should Members wish to take forward option 2, 3 or 4 it is proposed that the financing be met (or met in part) from the £22K Vacant Shops Fund allocated to Morecambe, subject to Council approval. Such approval is necessary because the utilisation of the £22K Vacant Shops funding for car parking does not fall within the uses previously agreed at Cabinet 19th January 2010. It was specifically resolved to split the allocation between *a small grants scheme to support the creative temporary re-use of vacant retail premises and funding for a small number of special events and festivals to promote the main retail centres.*

As parking enforcement already operates in the area where this car park is being proposed, it is anticipated that there would be no additional enforcement costs other than the cost of amending the Off Street Parking Places Order included in the revenue costs above. The additional on-going revenue costs associated with Option 2 relate to the emptying and servicing of the pay and display meter. As it is not intended for pay and display to operate under Options 3 or 4 there would be no additional revenue costs associated with these options – but it is highlighted that this would mean that there would be no quantitative information available on which to base any future assessment of the use of any temporary car park.

In addition, the exit costs shown relate to costs that will be incurred after the 12 month period ends. If the car park was proven not to be required there would be costs of removal estimated at £2K to remove the line marking paint and signage in addition to removal and relocation of bollards.

If however the car park was proven to be successful, there would be additional costs for Option 3 to provide sustainable urban drainage systems totalling £15K. For Option 4 the additional costs to upgrade it to the standard of a permanent car park that would include Sustainable Urban Drainage Systems, Pay and Display meter, height restriction barriers, boundary treatment, lifting of block paving and replacing with tarmac etc, totals £43K. In this scenario formalising Option 4 the Temporary Car Park results in a £2K higher cost than Option 2 Formal Car Park. Any such costs would be incorporated into future investment proposals to develop a permanent car park.

The capital costs for Options 2, 3 and 4 are based on recent works, tenders and quotations and have been produced in house as there is no budget to undertake detailed development work at this stage. Therefore there is a risk that the estimated costs for the options above may be subject to change.

OTHER RESOURCE IMPLICATIONS

Human Resources:

No significant human resource implications are envisaged.

Information Services:

If ticket machines were used they would require mobile phone SIMS for remote machine management.

Property:

Property Services have been consulted and their comments incorporated into the report.

Open Spaces:

The proposal has considered the value of the open space at Parliament Street in the context of the results of the PPG17 study. With the substantial improvements made to both Regent Park and West End Gardens this area of the West End is well provided for. However, options 2, 3 and 4 would still retain some open space, seating and trees that provide amenity to the area.

The tree policy states a replacement ratio of 3:1 (3x new trees for each tree removed); generally effort should be made to incorporate the new trees into the design of any proposed development. Only if the site cannot accommodate this quantity of trees then sites elsewhere should be identified where the new trees could be planted. For Option 2, 3 or 4 every effort will be made in the detailed design process to work around and retain as many of the existing trees as possible.

SECTION 151 OFFICER'S COMMENTS

Based on the information provided in this report, the s151 Officer is concerned that available evidence indicates that there is no demand for additional parking at this time and therefore any investment could prove to be wasteful. Furthermore, the recommended option would not provide any quantitative evidence on which to base any future potential investment proposals. Stakeholder expectations regarding the possibility and affordability of any future investment would also need to be managed.

MONITORING OFFICER'S COMMENTS

There are no further comments.

BACKGROUND PAPERS

Lancaster District PPG17 Study Open Space, Sport and Recreation Facilities.

Contact Officer: Tom Brown

Telephone: 01524 582326

E-mail: tbrown@lancaster.gov.uk

<p><u>LCC District Parking Strategy</u> <u>West End Masterplan</u> <u>Empty Shops Cabinet report 19.01.2010</u> <u>Empty Shops Cabinet Minute (109)</u> <u>19.01.2010</u></p>	<p>Ref:</p>
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CABINET

**Shared Services Programme – Memorandum of Understanding
4 October 2011**

Report of Chief Executive

PURPOSE OF REPORT				
To report to Cabinet on the signing of a Memorandum of Understanding between the City Council and Lancashire County Council setting out the intention to work together in partnership with OneConnect Limited, the strategic partnership established between Lancashire County Council and BT.				
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>	Referral from Officers
	<input type="checkbox"/>		<input checked="" type="checkbox"/>	X
Date Included in Forward Plan		N/A		
This report is public				

OFFICER RECOMMENDATIONS:

- 1 That Cabinet notes the signing of the Memorandum of Understanding between the City Council and Lancashire County Council as a commitment between the two Authorities to work towards a partnership to deliver the shared services as identified in the Memorandum of Understanding

REPORT

- 1 At its meeting on the 26 July 2011, Cabinet was informed that, Lancashire County Council and BT have jointly formed a company called OneConnect Limited to undertake the work of the Strategic Partnership.
2. As reported to Cabinet on the 19 April, the benefits from the Strategic Partnership could be significant and, therefore, Lancaster City Council had previously agreed to add its name to the OJEU notice.
3. The meeting in July was advised that the services currently being progressed by the City Council through OneConnect Limited are ICT, Customer Access and an HR/Payroll system. The HR/Payroll system has dropped out of the draft and will be pursued in other ways.

4. A Memorandum of Understanding (**Appendix A**) has been produced which, whilst not legally binding, has been signed by the Chief Executives of Lancaster City Council and Lancashire County Council to demonstrate the commitment between the two Authorities to work together through the Strategic Partnership to deliver the services identified in 3. above.
5. Cabinet are asked to note the signing of the Memorandum of Understanding.

2.0 Options and Options Analysis (including risk analysis)

To note the progress being made in respect of service areas identified in the Memorandum of Understanding and to receive reports back to Cabinet as appropriate to meet any decision-making deadlines and to ensure that any service improvements and efficiencies are considered as part of the budget exercise

RELATIONSHIP TO POLICY FRAMEWORK

The efficiencies delivered from developing a shared service programme will greatly assist in achieving the outcomes of the council's savings and efficiency programme and targets included in the Medium Term Financial Strategy.

It will also support the council's Corporate Plan priorities for working closely with other partner organisations to deliver improved benefits for the Lancaster district community.

CONCLUSION OF IMPACT ASSESSMENT

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

The use of business cases to develop options will ensure that benefits identified for introducing shared services will be sustainable and achievable.

FINANCIAL IMPLICATIONS

There are no direct financial implications arising at this stage, although the progression of the shared service programme seeks to deliver further service efficiencies and/or cashable savings in future. Details of the financial implications and any savings will need to be appraised and reported to Cabinet prior to it taking any final decisions on entering any formal, legally binding arrangement, however.

OTHER RESOURCE IMPLICATIONS

Human Resources:

N/A

Information Services:

N/A

Property:

N/A

Open Spaces:

N/A

SECTION 151 OFFICER'S COMMENTS

At the time of commenting on this report, the Memorandum of Understanding had not been finalised. Wording has been suggested, however, that would ensure the resource / financial implications and future cost reduction strategy information is available in good time to support final decision-making.

LEGAL IMPLICATIONS

Legal Services have been consulted and there are no legal implications directly arising from this report.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted.

BACKGROUND PAPERS

Previous Shared Services Programme
Cabinet Reports and Minutes

Contact Officer: Chief Executive

Telephone: 01524 582011

E-mail: chiefexecutive@lancaster.gov.uk

Ref:CE/ES/Committee/Cabinet/Shared
Services/04.10.11

CABINET

**Shared Services Cabinet Liaison Group
4 October 2011**

Report of Chief Executive

PURPOSE OF REPORT			
This report establishes a Shared Services Cabinet Liaison Group with appropriate terms of reference as requested by Cabinet at its meeting on the 26 July 2011.			
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>
		Officer Referral	<input checked="" type="checkbox"/>
Date Included in Forward Plan	N/A		
This report is public			

OFFICER RECOMMENDATION:

(1) That in accordance with a previous resolution of Cabinet, a Shared Services Cabinet Liaison Group be established to oversee progress with the development of shared service partnership opportunities in respect of the Council's Shared Services Programme.

(2) That Cabinet consider the draft terms of reference for the Group, included as Appendix A.

1.0 Introduction

1.1 Cabinet, at its meeting on the 26 July 2011, resolved amongst other things that a Shared Services Cabinet Liaison Group be established. Establishing a Cabinet Liaison Group will enable members to get more involved in the details in respect of delivering the Council's Shared Services Programme.

2.0 Proposal Details

2.1 Whilst all Cabinet Members have responsibility for shared services developed within their portfolio areas, it would seem most appropriate that this new Cabinet Liaison Group, be chaired by the Leader of the Council.

2.2 Participants of Cabinet Liaison Groups are by invitation of the Chairman, as set out in the Cabinet Procedure Rule 2.9 in Part 4, Section 4 of the Council's Constitution.

2.3 Members are reminded that Cabinet Liaison Groups may also be made up of

- Other Members of the Cabinet
- Other Members of the Council not on Cabinet
- Others from outside the Council
- Council officers

2.4 Cabinet are requested to set the terms of reference for the new Group. Draft terms of reference are provided at Appendix A for Cabinet to discuss.

RELATIONSHIP TO POLICY FRAMEWORK

The efficiencies delivered from developing a shared service programme will greatly assist in achieving the outcomes of the council's savings and efficiency programme and targets included in the Medium Term Financial Strategy.

It will also support the council's Corporate Plan priorities for working closely with other partner organisations to deliver improved benefits for the Lancaster district community.

CONCLUSION OF IMPACT ASSESSMENT

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

The use of business cases to develop options will ensure that benefits identified for introducing shared services will be sustainable and achievable.

FINANCIAL IMPLICATIONS

There are no financial implications arising as a result of establishing this Cabinet Liaison Group and agreeing a set of Terms of Reference.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

There are no Legal implications arising directly from this report.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Agenda and minutes of the Cabinet meeting held on the 26 July 2011

Contact Officer: Mark Cullinan

Telephone: 01524 582011

E-mail: chief executive@lancaster.gov.uk

Ref: CE/ES/Committee/Cabinet/Shared Services/4.10.11

Shared Services Cabinet Liaison Group
(Draft Terms of Reference)

The Shared Services Cabinet Liaison Group (SSCLG) will

- be chaired by the Leader of the Council;
- consider progress being made in respect of those areas already included in the Council's Shared Services Programme;
- meet as required.
- be required to routinely report to Cabinet with updates on the progress of the Council's Shared Services Programme.