



**Committee: CABINET**

**Date: TUESDAY, 29 MAY 2012**

**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, 17 April 2012 (previously circulated).

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

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

**4. Declarations of Interest**

To consider any such declarations.

**5. Public Speaking**

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

Reports from Overview and Scrutiny

None

**Reports**

**6. Cabinet Liaison Groups and Appointments to Outside Bodies, Partnerships and Boards (Pages 1 - 13)**

**(Cabinet Member with Special Responsibility Councillor Blamire)**

Report of the Chief Executive

**7. Second Homes Funding 2012 - 2013 (Pages 14 - 20)**

**(Cabinet Member with Special Responsibility Councillor Blamire)**

Report of the Head of Community Engagement

8. **Silverdale Hoard** (Pages 21 - 23)  
**(Cabinet Member with Special Responsibility Councillor Sands)**

Report of the Head of Community Engagement

9. **Highways Maintenance** (Pages 24 - 31)  
**(Cabinet Member with Special Responsibility Councillor Smith)**

Report of the Head of Environmental Services

10. **Funding for West End Housing Projects** (Pages 32 - 36)  
**(Cabinet Member with Special Responsibility Councillor Hanson)**

Report of Head of Regeneration and Planning

11. **Lancaster Square Routes** (Pages 37 - 58)  
**(Cabinet Member with Special Responsibility Councillor Hanson)**

Report of Head of Regeneration and Planning

12. **Shared Services Programme - One Connect Limited** (Pages 59 - 61)  
**(Cabinet Member with Special Responsibility Councillor Blamire)**

Report of the Chief Executive

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

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

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

“That, in accordance with Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business, on the grounds that they could involve the possible disclosure of exempt information as defined in paragraph 3 of Schedule 12A of that Act.”

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

14. **Heysham Mossgate Community and Sports Facilities** (Pages 62 - 84)  
**(Cabinet Member with Special Responsibility Councillor Hamilton-Cox)**

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](mailto:ebateson@lancaster.gov.uk).

### **(iii) Apologies**

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

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

Published on Thursday, 17 May 2012.

**CABINET**

**Cabinet Liaison Groups and Appointments to Outside Bodies, Partnerships and Boards  
29 May 2012**

**Report of Chief Executive**

<b>PURPOSE OF REPORT</b>			
To consider the Cabinet Liaison Groups currently constituted and Cabinet appointments to Outside Bodies, Partnerships and Boards.			
<b>Key Decision</b>		<b>Non-Key Decision</b>	<b>X Referral from Cabinet Member</b>
<b>Date Included in Forward Plan</b>		n/a	
<b>This report is public</b>			

**OFFICER RECOMMENDATIONS**

- (1) That Cabinet considers whether to re-constitute the Cabinet Liaison Groups previously constituted, as set out in Appendix B to the report.
- (2) That Cabinet considers whether any additional Liaison Groups are required and, if so, agrees their Terms of Reference.
- (3) That the Lead Cabinet Member of each Cabinet Liaison Group be requested to inform the Chief Executive of the participants he/she wishes to invite to such meetings.
- (4) That Cabinet considers the appointments to Outside Bodies, Partnerships and Boards as set out in Appendix C to the report.

**1.0 Cabinet Liaison Groups**

- 1.1 In accordance with Part 4 Section 4 of the City Council’s Constitution (extract attached at Appendix A) Members are requested to consider membership of Cabinet Liaison Groups.
- 1.2 Set out at Appendix B to the report are the Cabinet Liaison Groups currently constituted for consideration as part of recommendation (1) above.

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

- 2.1 The options regarding Cabinet Liaison Groups are:
  - 2.1.1 To note existing arrangements and make no amendments.
  - 2.1.2 To consider and approve, where appropriate, any proposals from Cabinet Members.

**3.0 Outside Bodies, Partnerships and Boards**

- 3.1 Members are asked to consider the appointments to outside bodies, partnerships and boards.
- 3.2 Members are reminded that Members nominated to outside bodies, partnerships and boards by Cabinet are representing the views of Cabinet in such positions, rather than any views they might hold as individuals.
- 3.3 Attached at Appendix C is a list of organisations to which Cabinet makes appointments on the basis of Portfolio responsibilities.
- 3.4 Appendix C also contains a list of appointments to be made following the dissolution of the Lancaster District Local Strategic Partnership (LDLSP) for consideration as well as an appointment to the Lancaster and District Vision Board. The lists show the basis of appointment.

**4.0 Options and Options Analysis**

- 4.1 With regard to Outside Bodies, Partnerships and Boards, Cabinet is requested to make appointments, as set out in Appendix C to this report.

**5.0 Officer preferred Option and Comments**

- 5.1 It is recommended that appointments be aligned as closely as possible to individual Cabinet Members' portfolios.

<p><b>RELATIONSHIP TO POLICY FRAMEWORK</b></p> <p>The establishment of Cabinet Committees and Cabinet Liaison Groups assists the Cabinet in the discharge of executive functions. Representation on Outside Bodies is part of the City Council's community leadership role.</p>
<p><b>CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)</b></p> <p>The proposals provide clear focus, transparency, accessibility and inclusiveness in the Council's Executive decision-making processes.</p>
<p><b>LEGAL IMPLICATIONS</b></p> <p>Cabinet Liaison Groups are established in accordance with the City Council's Constitution.</p>

**FINANCIAL IMPLICATIONS**

There are no significant financial implications with regard to the recommendations. Resources are available to provide the necessary level of support. Members of outside bodies are entitled to travel expenses which are currently being funded from within existing budgets.

**OTHER RESOURCE IMPLICATIONS**

**Human Resources:**

None arising from this report.

**Information Services:**

None arising from this report.

**Property:**

None arising from this report.

**Open Spaces:**

None arising from this report.

**SECTION 151 OFFICER'S COMMENTS**

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

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

**Contact Officer:** Liz Bateson  
**Telephone:** 01524 582047  
**E-mail:** [ebateson@lancaster.gov.uk](mailto:ebateson@lancaster.gov.uk)

**CONSTITUTION – CABINET PROCEDURE RULES EXTRACT**

**Part 4, Section 4**

**Cabinet Liaison Groups**

- (a) Cabinet Liaison Groups are not an essential body but may be created to take forward business. However, they are purely consultative and not decision-making. They will be chaired by a member of Cabinet and there is no restriction on size although the group must be limited to what is manageable and effective for their purpose. They may be time limited or of longer standing, again depending on their purpose.
- (b) The participants in the Group will be by invitation of the Chairman and can be made up from any or all of the following:
  - Other members of Cabinet
  - Others from outside the Council
  - Other members of Council not on Cabinet
  - Council officers
- (c) *Terms of Reference*: Their Terms of Reference are to share information about a particular topic, e.g. e-government and develop effective consultation and communication links with community groups and other bodies with an interest in the subject area. In this way, individual Cabinet members will have a wider information and advisory platform to inform executive decision-making and policy effectiveness.
- (d) Specific outcomes from their meetings may generate requests for pieces of work to be undertaken by officers or partner bodies. Alternatively, it could be a request to Overview and Scrutiny to set up a Task Group to undertake a specific piece of work. There could also be specific reports to Cabinet, Committees of Cabinet, individual Cabinet members, or other Committees of Council recommending action for determination.
- (e) Each Liaison Group will have their terms of reference and expected outputs approved by Cabinet before they meet.

**APPENDIX B**

**CABINET LIAISON GROUPS**

**BUSINESS CABINET LIAISON GROUP**

**Cabinet Members with Responsibility for:**

- The Economy

**Terms of Reference:**

- (1) To enable the City Council and representatives from business organisations in the district to liaise and consider items affecting the local economy.

**Cabinet Minute No 126, 16 February 2010 Refers**

Frequency: Quarterly.



**CANAL CORRIDOR CABINET LIAISON GROUP**

**Chairman:**

- Cabinet Member with Special Responsibility for Economic Regeneration

**Terms of Reference:**

- (1) That a Cabinet Liaison Group be created to consider the development proposals for the Canal Corridor site.
- (2) The purpose of the Liaison Group is to provide a forum prior to the submission of a planning application where:
  - information on the detailed studies undertaken to support the planning application can be shared as it becomes available;
  - details of the form, design and uses within the proposed development can be shared as it develops.

**Cabinet Minute No 8, 3rd June 2008 & Cabinet Minute 91, 18 January 2011  
Refers**

Frequency: As required

**CLIMATE CHANGE CABINET LIAISON GROUP**

**Cabinet Members with Responsibility for:**

- Climate Change

**Terms of Reference:**

- (1) To establish a comprehensive Council wide 5 year Climate Change Strategy.
- (2) This year, to establish and implement a series of actions which can be implemented within existing budgets available and that will have positive outcomes in terms of adapting to and /or mitigating the impacts of climate change.
- (3) To advise and monitor the delivery of outcomes and targets set out the Council's Corporate Plan. i.e.
  - To reduce the amount of energy used by both the Council and households across the district.
  - To undertake all works in the City Council's Energy Management Action Plan.
  - Energy efficiency measures at Salt Ayre Sports Centre.
  - Implement national/EU sustainability policies through planning policy and planning decisions and the implementation of Building Regulations to be undertaken this year.
  - Reduce overall energy use in City Council buildings from 6,563,842kwh (05/06) to 5,328,114kwh in 08/09.
  - Reduce CO2 emissions from City Council buildings from 0.0666 (05/06) to 0.057 in 08/09).
  - Increase the % of energy the City Council uses from sustainable sources from 9.90% in 05/06 to 60% in 08/09.

**Cabinet Minute No 26, 24th July 2007 Refers**

Frequency: As required

**DISTRICT WIDE TENANTS LIAISON GROUP**

**Cabinet Member with Responsibility for:**

- Housing

**Composition:**

Councillors sit as non-voting members of the Forum. Councillor representation comprises the Cabinet Member with responsibility for Housing plus 5 other Councillors invited by the Cabinet Member.

**Terms of Reference:**

- To promote the interests of all council tenants of the district, and to assist in maintaining good relations between all members of the community.
- To promote council tenants' rights and the maintenance and improvement of housing conditions, amenities, and the environment.
- To ensure that all tenants have effective opportunities to participate in the management of their homes and neighbourhoods.
- To promote change in response to tenants' needs and aspirations.
- To act as a consultative group on all issues concerning tenants at district wide level.
- To work towards the elimination of all forms of discrimination within the community by encouraging all tenants to participate in the management of their homes and neighbourhoods.

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

Frequency: Minimum of four times a year

**LANCASTER MARKET CABINET LIAISON GROUP**

**Cabinet Member with Responsibility for:**

- Markets

**Terms of Reference: (To be Reviewed)**

The working group will be required to report to Cabinet at key points.

**Cabinet Minute No 156, 20 April 2010 Refers**

Frequency: As required.

**PLANNING POLICY CABINET LIAISON GROUP**

**Cabinet Member with Responsibility for:**

- Planning

**Terms of Reference:**

This Group is a non-decision making consultative forum to assist Cabinet Members in their decision-making responsibilities. The forum will provide the expertise to the appropriate Cabinet Members to allow them to either take individual decisions or to make recommendations into Cabinet.

1. To provide a forum to consider the implications of the transition from the adopted Lancaster District Local Plan to the new development plan system of Local Development Frameworks introduced under the 2004 Planning and Compulsory Purchase Act.
2. To prepare, review, carry out consultations, and consider representations in order to assist the appropriate Cabinet Member in bringing forward recommendations to Cabinet on the adoption of Supplementary Planning Guidance to the adopted Lancaster District Local Plan.
3. To prepare, review, carry out consultations, and consider representations in order to assist the appropriate Cabinet Member in bringing forward recommendations to Cabinet on the adoption of the Council's Local Development Scheme and Local Development Framework, including;
  - Development Plan Documents including the Core Development Framework and Development Control Policies;
  - Supplementary Planning Documents including Town Centre Strategies for Lancaster and Morecambe and guidance on issues such as design and sustainability;
  - The Council's Statement of Community Involvement and Strategic Environmental Assessment.
4. To provide appropriate assistance to rural communities with the preparation of Parish Plans and to assist the appropriate Cabinet Member in bringing forward recommendations regarding the inclusion of appropriate Parish Plans within the Local Development Framework.
5. To assist the appropriate Cabinet Member in monitoring progress on the implementation of the Local Development Framework by preparing an Annual Monitoring Report
6. To assist the appropriate Cabinet Member to ensure proper systems and processes are in place to maintain and keep under review the information base for planning policy including:
  - housing land availability,
  - housing need,
  - retail capacity,
  - town centre vitality and viability;
  - the need for employment land;
  - accessibility issues;

- issues relevant to the Strategic Environmental Assessment

and to assist the appropriate Cabinet Member bring forward recommendations to cabinet on the commissioning of additional studies where necessary.

7. To act as a forum for assisting the appropriate Cabinet Member to prepare appropriate responses to the Lancashire Structure Plan, the Lancashire Minerals and Waste Local Plan and the Lancashire Local Transport Plan and any successor documents.
8. To assist the appropriate Cabinet Member in the preparation of appropriate responses to Regional Planning Guidance for the North West and the Regional Spatial Strategy.
9. To assist the appropriate Cabinet member in monitoring the progress of Local Development Framework documents in neighbouring authorities and recommending consultation responses to cabinet where the interests of Lancaster District are affected.
10. In the event of future Local Government re-organisation, to assist the appropriate Cabinet member in managing and making recommendations to Cabinet on the planning policy implications of the transition to new Local Authority boundaries;
11. To assist the appropriate Cabinet Member in monitoring developments in national planning policy and recommending consultation responses to Cabinet where necessary.
12. To assist the appropriate Cabinet Member in reviewing existing Conservation Areas and the need for new designations, undertaking Conservation Area Appraisals and preparing proposals for the preservation and enhancement of historic areas.

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

Frequency: As required.

**HOUSING REGENERATION CABINET LIAISON GROUP**

**Cabinet Member with Responsibility for:**

- **Housing**

**Terms of Reference:**

The purpose of the group would be to assist the Cabinet Members in overseeing implementation of options for housing regeneration priorities including:

- (1) To examine the options for delivering and financing affordable housing schemes through the HRA (including schemes in the West End).
- (2) To examine the viability of building new council homes with a particular focus on meeting the housing needs of the growing population of older people in the medium to long term.
- (3) The adoption of a rent policy for council housing.
- (4) Consideration of an empty homes strategy.
- (5) Opportunities for affordable housing schemes through the land allocations in the LDF.
- (6) The potential impact on residents and the Council of the changes to the welfare reform system.
- (7) The adoption of a tenancy strategy for the district.
- (8) Any other funding opportunities to support housing regeneration priorities, including any through the council's General Fund.
- (9) To consider housing regeneration related reports prior to being presented to Cabinet, Individual Cabinet Member Decisions or other council committees.

**Cabinet Minute 106, 13 March 2012 Refers**

Frequency: As required

## APPENDIX C

## APPOINTMENTS MADE BY CABINET

<b>ORGANISATION</b>
British Resorts Association
Children's Trust Partnership Lancaster District (Cabinet Member appointed to Lancaster District Children's Trust Board)
Historic Towns Forum
Lancashire Leaders Meeting (Leader)
Lancashire Rural Affairs
LGA Coastal Issues Special Interest Group
LGA Executive (Leader)
LGA Rural Commission (Cabinet Member for Rural Affairs +1 Member appointed by Group on rotation)
Morecambe Bay Partnership
Museums Advisory Panel Cabinet Member
North Lancashire Local Action Group executive Group (Member + named substitute)
North West Rural Affairs Forum
Regional Leaders' Forum (formerly NW Regional Assembly) (Leader)
Storey Centre for Creative Industries
Lancashire Waste Partnership

## POST LDLSP APPOINTMENTS

<b>Organisation</b>	<b>Basis of appointment</b>
Lancaster District Children's Trust Board	Cabinet Member (+ Cabinet Member substitute)
Community Safety Partnership	Cabinet Member (+ Cabinet Member substitute)
Health and Wellbeing Partnership	Cabinet Member (+ Cabinet Member substitute)

## LANCASTER AND DISTRICT VISION BOARD

<b>ORGANISATION</b>	<b>BASIS OF APPOINTMENT</b>
Lancaster and District Vision Board	Leader



<b>CABINET</b>
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**Second Homes Funding 2012 - 2013  
29 May 2012**

**Report of Head of Community Engagement**

<b>PURPOSE OF REPORT</b>				
This report is to seek members' views on the use of Second Homes funding for 2012 – 2013.				
<b>Key Decision</b>	<b>X</b>	<b>Non-Key Decision</b>		<b>Referral from Cabinet Member</b>
<b>Date Included in Forward Plan</b>	24 April 2012			
<b>This report is public</b>				

**RECOMMENDATIONS OF Head of Community Engagement**

It is recommended that:

- (1) **Cabinet notes the availability of Second Homes funding of approximately £290,000 for 2012 -13.**
- (2) **Cabinet considers potential uses of Second Homes funding to address issues and develop opportunities for the Voluntary, Community and Faith and the Arts sector as resolved by Cabinet at its meeting in January 2012.**
- (3) **That a further report be brought back to Cabinet setting out detailed proposals for the use of this fund.**

**1.0 Introduction**

- 1.1 The council has received Second Homes funding from Lancashire County Council since the administrative year 2004 – 2005 and this was always allocated to district LSP's (Local Strategic Partnerships) in accordance with a joint protocol agreed at the time
- 1.2 Lancashire County Council has now informally advised the council that, although there is no certainty regarding future year's Second Homes funding, for the current financial year funding will be made available.
- 1.3 It is expected that the funding for 2012 – 2013 will be around £290,000 although the final figure is yet to be confirmed. A further £13,900, remains unallocated from the 2011 -2012 allocation bringing the overall amount available to between **£300,000 and £310,000**, subject to final confirmation.

- 1.4 At its meeting in January 2012, Cabinet resolved that a request should be made to Lancashire County Council that the council use any Second Homes funding that may be available to support the Arts and the VCF (Voluntary, Community, Faith) sectors (minute 76 refers).
- 1.5 Early discussions have now taken place and the county council has indicated that, although LSP structures are no longer in place, it is expected that funds will be used to support LSP type objectives and that support for the voluntary, community and faith sector and the arts sector would fit well with these requirements.
- 1.6 This agreement creates the opportunity to add value to the council's current investment in these sectors via its Service Level Agreements and the developing commissioning approach that was agreed by Cabinet in January.
- 1.7 Members are reminded that Second Homes funding may not be available in future years so any allocations made in the current year will need to be considered as a 'one off' investment.

## **2.0 Proposal Details**

- 2.1 There is a good understanding of the range of opportunities and issues facing these sectors. At this time there are concerns regarding ongoing support available to help organisations develop, work together and become sustainable and in some cases simply to continue to operate. Premises and accommodation issues are common and affect many organisations in both the VCF and arts sector.
- 2.2 Many organisations rely on volunteer support to survive and the ending of the volunteer co-ordination provided by Help Direct's Volunteer Bureau owing to a withdrawal of funding adds additional pressures.
- 2.3 Funding generally is also a key issue for both the VCF and arts sectors although the impact of funding changes or cuts varies from organisation to organisation.
- 2.4 A number of potential funding options that could bring longer term benefits have been identified and are set out below.

## **2.5 Infrastructure support**

Support for the VCF sector in the district is significantly threatened by funding cuts with a potentially severe impact on the development of the sector as a whole and on the many individual organisations that require regular support and services.

Funding could be made available to contribute to the underpinning infrastructure of the VCF and arts to build the capacity and capability of these sectors, for example by

- Supporting collaboration and partnership working
- Assisting in the development of new, more sustainable business models
- Developing organisational strengths and capacity to deliver important services for the district
- Creating efficiencies and opportunities for sharing resources and joint working.

**2.6 Premises and accommodation**

Many VCF and arts organisations occupy premises that are often less than ideal and have uncertain tenure issues. Some organisations are actively seeking alternative approaches and have identified the potential to share premises and other costs such as administration. This approach creates efficiencies and helps to develop sustainability but is likely to require support, possibly in the form of general co-ordination and one off capital funding for specific projects.

Funding could be made available to support the development of a community 'hub' and other collaborative arrangements to provide affordable space for VCF and arts organisations with potential to share central administration and other costs. Premises and match funding for this option are likely to be required

**2.7 Volunteering co-ordination**

The value of volunteering in the district is considerable and an increase in volunteering would support a wider ambition for more involved and engaged communities. However, the district's Volunteer Bureau ran by Help Direct, which provided most of the support and co-ordination for volunteering has now closed. The impact of this may be serious for smaller organisations and for the individuals that require this service the most.

Funding could be made available to continue volunteer coordination arrangements to increase levels of volunteering in the district and to ensure quality standards. Opportunities to create sustainable income will need to be developed for this to become a secure operation after any grant funding ends.

**2.8 Small grants**

There are a number of grant schemes running in the district, including the LDLSP's Community Grants scheme, which offers very small grants of up to £2,000 and 'Latticeworks' Participatory Investment Programme (PIP), which offers slightly larger social enterprise grants up to £5,000.

Funding could be made available to extend each scheme for a further twelve months into 2013/14.

**2.9 One off investment grants**

At present, there is no existing scheme in the district for larger one off development grants to VCF and Arts organisations to enable them to develop new opportunities, more efficient ways of working and future sustainability.

Funding could be made available to support a limited number of projects where an initial investment can deliver a high return in terms of long term savings and efficiencies or outcomes for the district rather than contributing to ongoing running costs. The kind of projects that could be supported might be, for example, a capital investment to improve a building or other assets or one off costs to develop new services. The value of funding invested would normally reflect the expected benefits but Cabinet members may have a view on the maximum grant levels.

The council is experienced at managing this kind of scheme and has strong arrangements in place. The principles and criteria for such schemes would be based on those already agreed by Cabinet in January in relation to the Council's Service level Agreements. These are set out in the Appendix to this report .

**3.0 Details of Consultation**

Discussions have taken place with Lancashire County Council on an informal basis and any preferred options will be confirmed more formally. In addition, officers are currently discussing these issues with organisations in those sectors.

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

	Advantages	Disadvantages	Risks
<p><b>Option 1</b></p> <p>Funding to secure support core services and facilities for wider group of organisations (Infrastructure)</p>	<p>A significant multiplier effect with benefits for many organisations</p> <p>Efficiencies achieved by providing some support services centrally</p> <p>Reduces reliance on other external funds for a period of time</p>	<p>Infrastructure costs are ongoing and SH funds are limited to the amounts available in the current year</p>	<p>Current infrastructure arrangements significantly at risk following funding cuts</p>
<p><b>Option 2</b></p> <p>Investment in premises and accommodation</p>	<p>Potential to reduce management costs of small organisations</p> <p>Supports more collaboration between organisations</p> <p>Achieves a one off investment for a longer term return</p>	<p>Match funding may be required for a capital scheme</p>	<p>Need has been identified in the district but other potential solutions also need to be considered and these are still emerging</p>
<p><b>Option 3</b></p> <p>Investment in volunteering co-ordination arrangements</p>	<p>Economic contribution of volunteering is significant</p> <p>Protection of important services by increasing levels and quality of volunteering in the district</p> <p>Opportunities for skills development for volunteers</p> <p>Supports better engagement of communities in their local areas</p>	<p>Sustainability model needs to be developed but potentially there may be some costs that are unrecoverable</p>	<p>Volunteer bureau now closed and no current co-ordination arrangement of this type – likely to have a negative impact on levels and services supported by volunteering</p>
<p><b>Option 4</b></p> <p>Investment in small grants via existing schemes</p>	<p>Positive impact from existing schemes suggest these grants are useful</p> <p>Low administration costs</p>	<p>Current schemes funded for 2012 -13 and any further investment would roll into 2013 -14 but requires county council agreement</p>	<p>Expectations around the future of schemes need to be managed</p>
<p><b>Option 5</b></p> <p>Investment in limited number of larger grants to achieve long term</p>	<p>Potential to achieve impacts that may not occur otherwise</p> <p>Longer term legacy achieved and improved</p>	<p>Management arrangements required within the council</p>	<p>Innovative projects may carry some risk but appraisal processes should identify this.</p>

benefits	sustainability of operations and services  Promotes collaboration between partners		
<b>Option 6</b> A combination of the above options	Could present an opportunity to provide benefit widely across VCF and arts sectors	May dilute the impact of funding and make it more difficult to achieve higher impact from a limited number of investments	Risk would be relevant to the preferred options

### 5.0 Officer Preferred Option (and comments)

A preferred option is not recommended as officers are aware that whilst any of the identified options are helpful, there are significant issues and opportunities facing these sectors and the Second Homes funding available is insufficient to address all of these concerns. Cabinet's views are sought on the use of the funds available.

### 6.0 Conclusion

The availability of Second Homes funding has now been informally confirmed by Lancashire County Council and as a result of early discussions it has been agreed that these funds can be used to support the council's investment in the VCF and arts sectors. Cabinet members are being asked to determine which option or combination of options is their preferred approach for the use of the current financial year's allocation of Second Homes funding. A further report giving detailed proposals in line with members suggested approach will be brought back to Cabinet for approval.

#### **RELATIONSHIP TO POLICY FRAMEWORK**

Requirements for the use of the available Second Homes funding are entirely consistent with the Priorities, Outcomes, Success Measures and Actions identified in council's Corporate Plan 2012 - 15

#### **CONCLUSION OF IMPACT ASSESSMENT**

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

Sustainability is identified as one of the core criteria for funding but other impacts will be specifically identified and considered as individual projects or schemes come forward

#### **LEGAL IMPLICATIONS**

The council will be required to enter into an agreement with Lancashire County Council in relation to Second Homes funding. No specific legal implications are identified at this stage.

#### **FINANCIAL IMPLICATIONS**

As accountable body, the council will be required to manage Second Homes funding in line with existing arrangements. Specific financial implications may arise in relation to individual projects and schemes and these will be considered as part of agreed reporting processes.

The General fund budget will be updated once formal confirmation of Second Homes funding is received from County and detailed proposals for the use of this funding have been agreed by Cabinet.

**OTHER RESOURCE IMPLICATIONS**

**Human Resources:**

No specific implications identified at this stage

**Information Services:**

None

**Property:**

No specific implications identified at this stage

**Open Spaces:**

None

**SECTION 151 OFFICER'S COMMENTS**

The s151 Officer has been consulted and has no further comments.

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

**Contact Officer:** Anne Marie Harrison  
**Telephone:** 01524 582308  
**E-mail:** amharrison@lancaster.gov.uk

## APPENDIX

### Core criteria

□ **Links to corporate priorities and other approved strategies**

Clear indication of how services will assist the council in delivering its priorities and desired outcomes and support delivery of other relevant, approved strategies.

□ **Deliverability**

Assurance that there are no major barriers that could negatively affect delivery of Services.

□ **Quality Assurance**

Information to show how services can be delivered within budget, timescale and to the required quality standards.

□ **Value for Money**

Evidence that services are economic, efficient and effective and the return on investment can be clearly identified. Also that leverage and match funding from other sources has been achieved wherever possible.

**Added value/ additionality**

□ Evidence that opportunities to add value to other initiatives in the district have been sought and acted upon wherever possible and that duplication is avoided. Alignment with other partnership projects and initiatives, for example, the LDLSP's Strategic Funding and Social Enterprise projects.

□ **Sustainability**

Information to show how services can become more self sustaining in the future with a reducing reliance on public sector funding. Efficiencies have been achieved where possible.

□ **Collaboration**

Joint submissions where opportunities for collaborative working and shared delivery of services have been sought and proposals developed.

□ **Service specific criteria**

Any information which is relevant to the specific services required.

**CABINET**

**Silverdale Hoard  
29 May 2012**

**Report of Head of Community Engagement**

PURPOSE OF REPORT				
To seek members support for the ambition to secure the Silverdale Hoard for the district				
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>	Referral from Cabinet Member
				<b>x</b>
Date Included in Forward Plan	n/a			
This report is public				

**RECOMMENDATIONS OF COUNCILLOR SANDS**

- 1 That Cabinet supports, in principle, the ambition to secure the Silverdale Hoard for the district.**
- 2 That a further report be brought back to Cabinet setting out the financial implications of securing the Hoard once a valuation has been made and the longer term strategy for the conservation, research and interpretation of the Hoard.**

**1.0 Introduction**

- 1.1 A hoard of Viking silver coins and pieces of jewellery was found in September 2011 near to Silverdale by a metal detector enthusiast.
- 1.2 It was declared treasure by the Lancashire Deputy Coroner at a hearing in Lancaster and is currently being valued. A decision as to the value of the hoard is expected in July.
- 1.3 The decision may make it possible to keep the Silverdale Hoard in Lancashire rather than going to a national museum. The designation of the hoard as treasure means that a local museum has the opportunity to bid for it. Any proceeds of a sale will be divided equally between the landowner and the finder.

**2.0 Proposal details**

- 2.1 A substantial sum will need to be raised to retain the Hoard and display it appropriately. Whilst this figure is not yet available it is likely to be a six figure sum.



- 2.2 Until a valuation has been agreed the City and County Councils are unable to make formal approaches to funding bodies.
- 2.3 Until a valuation is agreed the Museums Service is unable to borrow any items from the Hoard and this will affect planning and programming.
- 2.4 Although there is a delay in the valuation process there is still a need to secure the commitment from both Councils that they would wish to secure the Hoard and a commitment for longer term support for the conservation, research and interpretation of the Hoard within the City Museum. The collection could have significant visitor appeal.
- 2.5 Until a valuation has been agreed and the scale of the funding required determined and the potential sources of external funding identified that commitment can only be an in principle decision

### **3 Details of Consultation**

There has been no public consultation though there is ongoing dialogue between the City and County councils

### **4 Options and Options Analysis (including risk assessment)**

Members have the option to either support or not support the ambition to secure the Silverdale Hoard for the district. There is no risk at this stage as the decision to support securing the Hoard is an in principle one as long as this appreciated by all parties and communicated clearly.

### **5 Conclusion**

The Silverdale Hoard is a significant find for both the district and Lancashire. Acquiring the necessary funding to both secure the Hoard and conserve, research and interpret it within the City Museum will be costly and access to external funding will be required.

<b>RELATIONSHIP TO POLICY FRAMEWORK</b>
The district's Museums and their collections are an important element of the Council's priorities of Economic Regeneration – and is cited within the Corporate Plan 'An improved future for the district's museums is secured'.
<b>CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)</b>
Will all be taken into consideration during the development of the acquisition
<b>LEGAL IMPLICATIONS</b>
None

**FINANCIAL IMPLICATIONS**

A management fee is paid to the County Council to manage the City, Maritime and Cottage museums on the city's behalf. The fee for the current year is £549K of which £24K is set aside as an Acquisition Fund. This fund could be used to form a contribution toward the match funding required to support external funding bids.

**OTHER RESOURCE IMPLICATIONS****Human Resources:**

None

**Information Services:**

None identified to date.

**Property:**

The city Museum is owned by Lancaster City Council and currently managed by Lancashire County council through a partnership agreement

**Open Spaces:**

No implications

**SECTION 151 OFFICER'S COMMENTS**

At this stage there are no financial commitments being made. If, in due course, external fundraising is insufficient and there is a need for the Council to consider making a financial contribution, then this would need to be considered alongside other competing needs and requests and in context of the Council's financial prospects.

Nonetheless, other reports elsewhere on this agenda either highlight extra (unavoidable) financial pressures facing the Council, or other potential investment / spending aspirations. The s151 Officer would highlight the risk of becoming over-ambitious, particularly in respect of other stakeholders' (as well as the Council's own) expectations. This risk needs to be managed and communication is a key element.

**MONITORING OFFICER'S COMMENTS**

The Monitoring Officer has been consulted and has no further comment

**BACKGROUND PAPERS**

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**Ref:**

<b>CABINET</b>
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## Highways Maintenance 29 May 2012

### Report of Head of Environmental Services

PURPOSE OF REPORT			
To seek a decision on the future of the highways maintenance functions currently provided by the City Council on behalf of the County Council, for referral on to Council.			
Key Decision	<input checked="" type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>
			<input checked="" type="checkbox"/> Referral from Officer
Date Included in Forward Plan	11th May 2012		
Project Appraisal Undertaken			
The main part of the report is public. However, Appendix A is exempt from publication by virtue of paragraph, 3, of Schedule 12a of the Local Government Act 1972			

#### RECOMMENDATIONS OF HEAD OF ENVIRONMENTAL SERVICES

- 1) That Cabinet agrees to the principle of the City Council continuing to deliver a highways maintenance service on behalf of the County Council, on the terms set out within the report.
- 2) That as the financial implications of delivering the service on the proposed terms fall outside of the existing budgetary framework, the final decision be referred to Council for approval at its meeting on 13 June 2012.
- 3) That subject to the recommendations above, the agreement of the detail of the terms of the highways maintenance service be delegated to the Head of Environmental Services.

#### 1.0 Introduction

- 1.1 Lancashire County Council are the authority with responsibility for maintenance of the District's adopted roads and pavements.
- 1.2 In this District a number of the responsibilities that the County has in this regard are undertaken by the City Council on behalf of the County, through either joint service or contractual arrangements.
- 1.3 Working in this way meets the priorities in the City Council's Corporate Plan.

In particular the priorities of 'clean, green and safe places' and 'community leadership.'

- 1.4 One such responsibility delivered by the City Council on behalf of the County is in relation to some of the highways maintenance functions that are provided in the District.
- 1.5 Within this County Lancaster City Council is unique, as a District, in that it still directly delivers some highways maintenance functions. Besides meeting the priorities in the Corporate Plan continuing to provide these functions at a local level means that-
  - Local knowledge gained through years of operating in the District is retained.
  - The range of functions provided can in turn be used by other Council Services (eg grounds maintenance, council housing, property services).
  - The fixed costs associated with providing a full range of in-house direct services (eg waste collection, cleansing, grounds maintenance, repairs and maintenance, vehicle maintenance) are spread over a wider range of activities.
- 1.6 Besides the Highways Maintenance arrangement which is the subject of this report there is also a Public Realm agreement in place with County. As part of this agreement the County provides a budget to the City Council which contributes to mowing of verges, weed spraying, pavement gritting etc. This agreement commenced last year and has resulted in significant improvements to standards and consistency of maintenance across District.
- 1.7 Most importantly the arrangements for Highways Maintenance and the Public Realm benefit our residents and stakeholders as they provide for a much more joined up approach to the management and maintenance between the City, County and Parish Councils. This results in better customer service, improved efficiency, better planning and quicker response.
- 1.8 In common with the City Council and all public sectors bodies the County Council has been faced with making huge budgetary savings. This has led to them reviewing the way Highways Maintenance is delivered across the County.
- 1.9 The current arrangement with the County Council is based on a traditional schedule of rates.

## **2.0 Proposal Details**

- 2.1 From this summer the County have proposed that if the City Council wants to continue providing a range of Highways Maintenance functions on behalf of the County Council then in outline the arrangement will be as follows (Note the Public Realm agreement referred to earlier is not affected by this)-
  - County will pay the District for all direct costs incurred in delivering the range of functions at the same rates as the County incurs. (As with previous arrangements there are no guarantees as to the volume of work that will be undertaken by the City Council).
  - County will pay the District an annual contribution to the overheads it incurs in delivering these functions.
  - County will continue to review whether gully emptying and winter maintenance, which are currently provided by the City Council to a defined area of the District are better provided wholly by the County in the future.
- 2.2 If the City Council do not want to agree to this then the County would take over responsibility for the provision of the functions currently delivered by the City Council. This would involve a formal transfer of staff.

- 2.3 From a purely financial perspective the 'least worst' option to the City Council by an estimated £18,200 per year is to transfer the service to County.
- 2.4 Whilst important, the financial perspective is not the only aspect of the overall business case. The following points also need to be considered-
- Working with the County Council in this way represents a much more efficient, effective and progressive way of delivering the service which in turn benefits our residents. In order to realise this though Members have to consider the issue of highways maintenance as one that cuts across the two tiers of local government. Under the proposed arrangement the negative impact financially is felt by the City Council rather than the County Council. Under the previous arrangement the surpluses that the City Council generated on an annual basis had a positive impact on the City Council but not so on the County Council.
  - Environmental Services deliver a range of in-house frontline services. In many cases the management, administration and delivery of these services are integrated. Reducing or removing the capacity of a service then has a knock on impact across other services. As an example the fact that the City Council delivered a Highways Maintenance service makes it easier to deliver the Public Realm agreement which in turn contributes to improved consistency and standards within the District. By working in this way efficiencies have been consistently generated, which have translated into real savings for the City Council.
  - Further scope for efficiencies has been identified which will not necessarily have a direct impact on the Highways Maintenance account but which will have a direct impact on the Council's budget. Reducing the scale of operations may reduce the opportunity to make these efficiencies, although it is also appreciated that reducing or removing a service can also in itself generate alternative options for making savings.
  - Retaining capacity within the City Council benefits Elected Members and Residents. Pooling the knowledge and skills the City and County Council have means a far better service for our residents
- 3.0 Overall, there is a trade off to be considered from the tax payers' perspective – i.e. is avoiding £18K or so of extra costs (by the City Council not undertaking highways) more important than the operational benefits that may be delivered from joining up highways and other public realm services in the district, or is it less important?

**4.0 Details of Consultation**

4.1 Consultation with stakeholders and residents in developing the corporate plan identified that the model that is in place in the District whereby County / City share public realm services is one that is effective and increases overall ownership of the District by the different tiers of local government, thus resulting in increased satisfaction of local residents and stakeholders and more efficient use of resources.

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

	<b>Option 1:</b> Continue to provide Highways Maintenance Services on behalf of the County as per the offer outlined in the report	<b>Option 2:</b> Discontinue provision of Highways Maintenance Services on behalf of the County
Advantages	<ul style="list-style-type: none"> <li>• Local knowledge gained</li> </ul>	<ul style="list-style-type: none"> <li>• Removes any financial uncertainty of this service.</li> </ul>

	<p>through years of operating in the District is retained.</p> <ul style="list-style-type: none"> <li>• Services can be used by other Council Services (eg grounds maintenance, council housing, property services). This, in turn, helps improve efficiency and may reduce the net costs for the highways account.</li> <li>• The fixed costs associated with providing a full range of in-house direct services (eg waste collection, cleansing, grounds maintenance, repairs and maintenance, vehicle maintenance) are spread over a wider range of activities.</li> <li>• Consistent with aspects of the Council's corporate plan, other than reducing costs.</li> <li>• Complements other public realm services delivered by the City Council on behalf of the County Council (eg verge grass cutting, highway tree maintenance, weed spraying, pavement gritting)</li> </ul>	<ul style="list-style-type: none"> <li>• In purely financial terms is the cheaper option.</li> </ul>
<p>Disadvantages</p>	<ul style="list-style-type: none"> <li>• Proposal put forward by County only provides a contribution to overheads incurred in delivering the service.</li> <li>• Officers will have to look at ways of reducing overall overheads of functional area, service and Council. (Which is work that is already underway in any case.)</li> <li>• The highways maintenance account is always subject to uncertainty. This will not improve the situation.</li> <li>• The proposal is outside of the Council's agreed</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity will need to found from HR to deal with TUPE transfer.</li> <li>• Highways Maintenance capacity will be lost. This means that internal work that could offset the cost to the highways account can no longer be undertaken.</li> <li>• Reinforces split in functional responsibility between City / County which from a resident perspective is a negative.</li> <li>• Inconsistent with some aspects of the Corporate Plan (but consistent with reducing costs).</li> </ul>

	budgetary framework (see financial implications below)	
Risks	<ul style="list-style-type: none"> <li>County may in the future decide to operate in a different way and take back the work. Staff will be the subject of a TUPE transfer. Arrangements would need to be made with regard to vehicles / equipment which would no longer be required.</li> <li>As with previous arrangements there are no guarantees as to the volume of work that the City Council will be requested to undertake.</li> </ul>	<ul style="list-style-type: none"> <li>Currently the highways maintenance function is also involved in supporting the delivery of some other public realm functions which are delivered through a separate arrangement with County. Ceasing to deliver highways maintenance would have a negative impact on this arrangement.</li> </ul>

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

6.1 The officer preferred option is option 1. That said, it is considered appropriate to seek a formal review clause in any agreement; a term of one year or so would seem reasonable. The agreement would also need to be flexible enough to deal with any other future fundamental changes in associated service delivery.

**7.0 Conclusion**

7.1 The report provides information on which to consider whether it is in the Council's best interests to continue to provide a highways maintenance function.

<p><b>RELATIONSHIP TO POLICY FRAMEWORK</b></p> <p>As outlined in the report</p>
<p><b>CONCLUSION OF IMPACT ASSESSMENT</b> (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)</p>
<p><b>LEGAL IMPLICATIONS</b></p> <p>Legal Services would be consulted on any proposed legal agreement prior to signing</p>
<p><b>FINANCIAL IMPLICATIONS</b></p> <p>Should the Council wish to continue to deliver the Highways Maintenance function then the charging mechanism will fundamentally change. The County would meet all direct costs incurred in delivering the range of functions at the same rates as the County incurs. The County propose also to pay annual contribution towards the overheads incurred by the Council in delivering these functions.</p> <p>A financial appraisal to continue and discontinue providing the service has been undertaken and included as Appendix A. It can be summarised as follows :-</p>

	<b>Continue 2012/13 Budget £</b>	<b>Discontinue 2012/13 Budget £</b>
Job costs (recovered through charging)	593,500	0
Overheads	250,400	184,600
Savings outside highways accounts	0	(27,400)
Anticipated income from County Council	(668,500)	0
	<b>175,400</b>	<b>157,200</b>
Budgeted loss in 2012/13	(13,200)	(13,200)
<b>ADDITIONAL COST TO COUNCIL</b>	<b>162,200</b>	<b>144,000</b>

The above figures relate to a full year and although, if possible, a review clause would be sought in any agreement, it should be assumed that the additional costs would recur in future years, as adjusted for inflation. As set out in the report, opportunities to make savings would be pursued but there are no quantified proposals at this stage.

The highways function would still be able to provide a service to internal and external clients outside the LHP agreement. This may help to reduce the net costs of the highways account.

So basically, there are a number of uncertainties surrounding continuing and discontinuing the function. However, should all direct costs be met by County, then the additional cost of continuing to provide the service is estimated to be £18,200 over and above the £144,000 overheads that would remain with the Council in any event.

During the last budget exercise, with regard to Highways it was reported that should any surpluses arise on operations in the current year, then these may be put aside to help manage future years' uncertainties. As highlighted in PRT 4 of 2011/12, this year's surplus is estimated to be £49,000 and subject to the overall outturn for 2011/12, this may be available to help manage extra costs that will inevitably arise in the current year, whichever option Members decide on.

#### **OTHER RESOURCE IMPLICATIONS**

##### **Human Resources:**

If a decision was taken to no longer provide the service there would be significant HR implications as a transfer to existing City Council staff to the County would need to take place.

##### **Information Services:**

None

##### **Property:**

None

##### **Open Spaces:**

As outlined in the report



**SECTION 151 OFFICER'S COMMENTS**

Whichever option is chosen, it is clear that there will be significant extra pressure on the Council's budget from the current year onwards. Paragraph 3.0 of the report summarises the choices for Members. The s151 Officer would add only that if the more costly option be preferred, comparatively this would increase the need (by £18K or so) to make savings in other areas or increase council tax, based on current estimates. Whilst this figure may seem small, it would still have an impact.

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

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**Ref:**

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

<b>CABINET</b>
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## Funding for West End Housing Projects 29<sup>th</sup> May 2012

### Report of Head of Regeneration and Planning

PURPOSE OF REPORT			
To obtain authority to spend "ring-fenced" receipts on the Bold Street regeneration project.			
<b>Key Decision</b>	<b>X</b>	<b>Non-Key Decision</b>	<b>Referral from Cabinet Member</b>
<b>Date Included in Forward Plan</b>	11th May 2012		
<b>Project Appraisal Undertaken</b>	Yes		
<b>This report is public</b>			

#### RECOMMENDATIONS OF COUNCILLOR HANSON

- (1) That Cabinet agrees to re-use the income from the sale of 9 & 11a Bold St, to fund further property acquisitions, demolitions and temporary re-surfacing elsewhere in Bold Street and that the Capital Programme be updated accordingly.

#### 1.0 Introduction

- 1.1 The Council has two main long-standing priorities for future investment in the West End of Morecambe - Chatsworth Gardens and Bold Street. Whilst decisions on the future of Chatsworth Gardens are some months away, there is an urgent need to make progress on Bold Street for the reasons set out below.
- 1.2 This report, therefore, deals with more immediate priorities relating Bold Street and seeks authority to utilise receipts generated by property disposal to invest in further acquisitions and demolitions.

#### 2.0 Proposal Details

- 2.1 There is a long standing intention to "ring-fence" capital receipts within the West End of Morecambe. This stems initially from a June 2005 Cabinet resolution and is re-iterated in the current Medium Term Financial Strategy which in para. 5.5.1 states that "Capital receipts arising from West End Housing Schemes will be ring-fenced to meeting associated costs and liabilities arising". However, this is subject to "appropriate Cabinet approval" which is the purpose of this report.

- 2.2 Bold Street has been the subject of numerous Cabinet reports over the years both in terms of its role in the West End regeneration project and, in terms of funding, in relation to the Regional Housing Pot (most recently June 2010) and latterly in connection with housing regeneration priorities generally (October 2011). All these reports (without exception) have identified Bold Street as a top level priority.
- 2.3 There is also a clear strategic plan for the West End of Morecambe, subject to funding being identified for its delivery. The West End Master Plan was "refreshed" as recently as October 2009 and projects prioritised in the light of the post-recession financial position. Again, this review highlighted Bold Street as a top priority project.

### **Need for Action**

- 2.4 There is a real imperative to make progress in Bold Street. The Council has agreed terms with the owners of 28 and 38 Bold Street to purchase these properties, once acquired, the Council will own an entire block of houses containing 28-38 Bold Street. These can then be demolished and make a real statement of progress in the area. Funding is available to cover these costs utilising receipts from the sale of the recently re-furbished 9 and 11A Bold Street.
- 2.5 Demolition will increase confidence in the area and indicate to the potential purchasers of the new Adactus scheme on Marlborough Rd that the council is serious about moving forward with Bold St with the aim of eventually developing the whole site with new housing.
- 2.6 Delaying or withdrawing from the purchase of these properties would run the risk that the owners will withdraw their co-operation. Not only would this undermine future negotiations (lack of credibility) but could leave the council vulnerable to claims for blight and/or loss of rent.

### **Proposal**

- 2.7 Authority is sought to re-use the income from the sale of 9 & 11a Bold St, (£103K + £105K = £208K) to fund the acquisition of 28 Bold Street and 38 Bold Street (circa £115K) and to demolish these and the 4 properties in between. The area will then be re-surfaced (using tarmac) with the total cost for demolition and resurfacing estimated at £85K. This will be a tangible improvement to part of the street nearest the new Adactus development on Marlborough road.
- 2.8 The ultimate plan is to acquire the remaining properties to enable a wider redevelopment scheme to be implemented, but this would require further financing in the region of £700K. Clearly this is not currently in place; there are therefore risks attached in terms of being able to deliver future permanent comprehensive redevelopment.

### **3.0 Details of Consultation**

- 3.1 The West End Regeneration Project has been the subject of extensive consultation in recent years with all relevant stakeholders and the local population. There has been consistent support for redeveloping Bold Street.

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

	<b>Option 1:</b> Utilise “ring-fenced” receipts to acquire and demolish Bold Street properties	<b>Option 2:</b> Do not utilise receipts for this proposal
Advantages	Signals progress on West End regeneration Removes eyesores properties Maintains credibility in negotiations to acquire further properties Makes some ongoing revenue savings.	More money available for Chatsworth gardens (or other schemes, though any not related to West End housing would require a change to the MTFS).
Disadvantages	Reduces money available for Chatsworth Gardens or other schemes.	Properties remain empty and deteriorating, with costs and liabilities attached. Reduces confidence in West End Loss of “goodwill” with owners
Risks	Negotiations prove unsuccessful	Spiral of decline

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

5.1 Option 1 is the preferred option for the reasons set out in the report.

#### 6.0 Conclusion

6.1 There is an immediate and pressing need for action on Bold Street. Whilst the proposal is effectively using funds that could potentially be earmarked for Chatsworth Gardens, it is considered that the proposal makes the most appropriate use of some fairly limited resources available to the council.

6.2 Given the scale of this project, and the expectation that the HCA will take a positive approach going forward, it is not considered that this sum will be critical to finding a solution to the Chatsworth Gardens project.

#### **RELATIONSHIP TO POLICY FRAMEWORK**

Regenerating the West End of Morecambe is a long-standing corporate priority, subject to funding being identified, and is central to the council’s health and well being and economic growth aspirations as set out in the Corporate Plan and Local Development Framework

#### **CONCLUSION OF IMPACT ASSESSMENT**

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

The proposal would have local community safety benefits by removing derelict properties which are susceptible to illegal and anti-social activities.

#### **LEGAL IMPLICATIONS**

If the preferred option is approved Legal Services will undertake the acquisition of these

properties in accordance with the agreed terms.

### FINANCIAL IMPLICATIONS

In capital terms, the proposals are summarised as follows (all figures rounded):

	£000	£000
<b>Income</b>		
Regional Housing Pot Remaining Funding (Bold Street)	47	
Bold street capital receipts (from sale of 9 & 11a)	208	
<b>Total Housing Funding Available</b>		255
<b>Less Proposed Expenditure:</b>		
Bold Street Acquisitions (28 & 38)	-115	
Bold Street Demolition (6 properties; 28 to 38)	-85	
Amounts owed to HCA on disposal of jointly owned property	-50	
<b>Total Expenditure</b>		-250
<b>Net Funds Remaining should these Proposals be Approved</b>		5

The nature of the tarmac resurfacing would mean that it would last over the longer term, if for whatever reason funds were not available for subsequent redevelopment.

In terms of revenue, the demolition would generate a saving in terms of the annual running costs estimated at £1.4K per property, reducing the revenue cost by £5.6K pa for the 4 properties already managed by the Council.

The capital implications may be considered in context of the earlier funding agreement between the Council and the Homes and Communities Agency (HCA), which "tied together" the Chatsworth Gardens and Bold Street projects. A number of Bold Street properties acquired by the Council in 2004 were funded by the HCA and it was intended that these properties would be sold to a developer or housing association, with the resulting capital receipts contributing towards Chatsworth Gardens. Essentially, therefore, the demolition of any HCA funded Bold Street properties would incur costs for the Bold Street project, but it would also result in a loss of potential income when compared with previous funding assumptions for the Chatsworth Gardens scheme.

That said, the Chatsworth scheme and funding proposals are subject a full review anyway, and in any event the financial aspects will be fundamentally different from what may have been assumed before. In particular, the Council will need to pay close attention to the treatment of costs and income, particularly if there are any council housing options to be considered (as opposed to private sector / General Fund).

### OTHER RESOURCE IMPLICATIONS

**Human Resources:**

There are no Human Resources Implications

**Information Services:**

There are no Information Services Implications

**Property:**

Demolishing properties on Bold Street will reduce property holding costs

**Open Spaces:**

There are no open space implications

**SECTION 151 OFFICER'S COMMENTS**

Cabinet will be aware that progression of the approved capital programme is dependent upon the sale of land at south Lancaster. This sale is still subject to an application for judicial review of the associated planning permission and therefore there is still some risk attached.

In deciding whether to allocate funds for Bold Street, therefore, Cabinet is advised to consider these risks. (i.e. Cabinet should satisfy itself that it is comfortable with allocating funds to Bold Street, when there is still some risk of other schemes in the approved programme not going ahead.)

**MONITORING OFFICER'S COMMENTS**

The Monitoring Officer has been consulted and has no comments.

**BACKGROUND PAPERS**

West End Master Plan

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**Ref:**



**Lancaster Square Routes  
29 May 2012**

**Report of Head of Regeneration and Policy**

<b>PURPOSE OF REPORT</b>			
To propose changes required to better manage access to and traffic within the city centre pedestrian zone, to suggest how to progress these and to update more generally on associated progress with the Square Routes initiative.			
<b>Key Decision</b>	<b>X</b>	<b>Non-Key Decision</b>	<b>Referral from Cabinet Member</b>
<b>Date Included in Forward Plan</b>	26 April 2012		
<b>Project Appraisal Undertaken</b>	N/A		
<b>This report is public</b>			

**RECOMMENDATIONS OF COUNCILLOR HANSON**

- (1) That the city council request of the county council as highway authority that as soon as possible it make one experimental traffic regulation order for the whole traffic restricted area (pedestrian zone) as per Option 2, including for the following changes:
- core hours of 10.00am to 17.00pm.  
removal of the exemption for postal deliveries and parcel packets within core hours
  - introduction of a revised permit system, with withdrawal of permit A and further adjusted providing for: essential maintenance (suggest Permit E); the dismantling of market stalls within set times (suggest Permit M) and temporary access for events and specific other activities (suggest Permit T)
  - removal of the parking spaces dedicated for use by disabled people in Market Square and to the rear of the Old Town Hall
- (2) That subject to the making of such an order Cabinet authorises the Chief Executive to make the following consequential changes to the council's services and operations:
- re-designating existing car parking spaces within city council off street car parks and including St Nicholas Arcades to provide new dedicated spaces for disabled people
  - adjustment of the Charter Market Rules



- re-programming council refuse collection in the zone to outside of the new core hours
- (3) That the Head of Regeneration and Planning lead for the council in working with the highway authority to:
- support the making of such an order, subsequent consultations, monitoring and review.
  - where appropriate provide additional on street parking bays dedicated for use by disabled people.

and report to the Planning and Highways Regulatory Committee as required concerning any necessary further approvals required.

## **1.0 Introduction**

- 1.1 Previous reporting to Cabinet has provided full context and briefing on the Lancaster Square Routes initiative. The last was October 2011 (Minute 50).
- 1.2 Beyond physical improvements to the public realm (streets and spaces), it was highlighted that future reporting would consider a range of supporting management changes for the city centre. These include for potential changes to the charter market, the greater potential for street cafes and events and revisions to the way traffic is managed in the pedestrian zone.
- 1.3 This report updates on progress but focuses primarily on issues relating to traffic management in the city centre. The report sets out a comprehensive proposal for Cabinet to consider.

## **2.0 Proposal Details**

- 2.1 Lancaster Square Routes is about physical improvements for a purpose. It aims to improve streets and spaces within the historic centre for the public to enjoy and thereby support trading. Part of the focus therefore is how streets and spaces are currently used and how they might better be used.

### Market Square works

- 2.2 The vision for Market Square is to make it the civic heart of the city - to open up the square and make it a place better to spend time in, a more flexible space better for existing and new uses including as a venue for the charter market, for street cafes and events.
- 2.3 During winter 2011/12 a first phase of physical works was carried out which included the following:
- The removal of the fountain with a temporary surface establishing the footprint of the 'platform' – a new feature proposed for the square that

primarily provides informal seating but also acts as a stage and as a piece of public art. The existing benches have been relocated here temporarily.

- The resurfacing of the central part of the square in natural stone
- Improvements to street lighting carried out in partnership with Lancashire County Council. This included new lighting in Market Square and along the full length of Market Street down to Horseshoe Corner, along Penny Street to Frances Passage and up Gage Street.
- New architectural lighting to the Old Town Hall (City Museum)
- Removal of a BT phone box to the north of the square.

- 2.4 The Council has budgeted for a second phase of works in 2012/13 for works to provide the intended platform seating / stage area, additional surfacing and – street furniture including benches. Implementation is still subject to confirmation of adequate capital receipts being in place, however.
- 2.5 An additional element of work is an option for phase two. This is to gate Chancery Lane and so close it off as a place prone to anti social activities. This will be further considered with the Police and surrounding businesses and reported to the portfolio holder.

### Ffrances Passage works

- 2.6 Works along the passage way have included new drainage, re-surfacing in natural stone and street lighting. Works to provide additional amenity lighting in the covered section of the passageway are underway.
- 2.7 Together these improvements enhance this important route and encourage movement between Dalton Square and the car parks to the east of the city with Penny Street and the surrounding shopping streets.

### Penny Street / Horseshoe Corner works

- 2.8 Officers are continuing to engage with County Highways regarding planned maintenance works they propose to undertake to rectify surfacing material failures resulting from past wrong specifications. Cabinet in October 2011 reserved the use of any balance of 2011/12 Square Routes investment funds to enhance the quality and scope of the works that the County can otherwise achieve here, subject to further reporting to the portfolio holder; given timing this now also dependent upon the closure of accounts. This would enable a finish on these streets that is complementary with the quality sought through the Square Routes initiative and in an efficient and relatively low cost way.
- 2.9 The underspent 2011/12 capital expenditure is likely to be in the region of £40,000 - subject to being finalised during the current closedown process. This funding would meet additional costs associated with re-surfacing, the reduction of street clutter, improvements to street furniture and greater interpretation. These improvements would ease pedestrian movements across this important intersection and give it greater cultural identity.

- 2.10 The County Council is likely to undertake these maintenance works later in 2012/13 i.e after works to install new gas pipes by United Utilities complete. The closure of accounts would be completed by then, and the City Council's overall capital financing position should be clearer.

### City Park

- 2.8 The concept proposal for a 'City Park' was founded in the initial consultation stages of Square Routes and focuses on the area of land known locally as Vicarage Fields and Quay Meadow. It was identified as an invaluable yet underused resource integral to ambitions for better connectivity between the city centre and historic quayside.
- 2.9 Further to the initial consultation, Cabinet decided that a more community-led approach would suit this project and asked for further work and consultations.
- 2.10 Officers from Lancashire County Council's Environmental Team recently approached the council and offered to lead on a feasibility project, working with the City Council, to move the project on. To date a number of stakeholder workshops have already taken place to consider the future of this space and the portfolio holder will be kept informed.

### Street Cafes

- 2.11 A planning application has been submitted (12/00239/CU) to establish in principle planning support for street café use on the public highway within the pedestrian zone where this is linked to an establishment with A3 (Restaurant and Café) use. A Committee decision is anticipated on 28 May. If approved this permission will remove the need for businesses to seek both planning permission and a highways licence where the concerns and conditions are mostly duplicated.
- 2.12 The Square Routes team have worked with the Council's Licensing team to ensure that the standard street café highways licence is robust and can achieve all of the controls previously addressed through individual planning applications. Consequently, the Licensing Regulatory Committee recently agreed to revise their conditions for street café licenses (29 March - Minute 88). These conditions take into consideration matters such as pedestrian access, hours of operation, noise and alcohol restrictions, the design and appearance of the street cafe itself including barriers and all other furniture. It also includes an existing condition to limit the groupings of cafes in one street.
- 2.13 If the planning application is approved, the Square Routes team will lead on the production of new street café guidance for businesses, working with relevant members of the wider project team.

### Charter Market

- 2.14 Officers are continuing to work with the Market Office and the wider Property Services team on a revised layout for the charter market, street concessions,

charity pitch and events.

- 2.15 It is also proposed that in Market Square the restriction on uses other than food is removed. This is because half of the square is in direct sunlight for much of the day, reducing the number of perishable items that can reasonably be displayed there and therefore the number of stalls that can locate in the square. This will help ensure greater use of the square as envisaged through Square Routes.
- 2.16 Proposals regarding layouts will be reported to the relevant portfolio holder(s) for consideration as soon as possible.
- 2.17 Any wider operational changes are at an early stage of consideration. Other management changes could be for a transparent hierarchy of fees for stalls based on pitch location, as well as pitch size, on a linear rate.
- 2.18 The needs of the Charter Market have played a significant role in shaping the proposed traffic management changes, but if implemented, the charter market rules would need to be amended in order to be consistent. These changes focus on the hours of operation and associated vehicle access for setting up and dismantling stalls and are detailed in the following section.

## **Traffic Management**

### **Background**

- 2.19 Lancaster's was one of the first pedestrian zones in the country and covers Cheapside, Penny Street, Market Street, New Street and Church Street. **Appendix 1** illustrates this.
- 2.20 Traffic use of the zone is governed by two traffic regulation orders (TROs) administered by Lancashire County Council as the Highways Authority - the Lancaster Pedestrian Zone (1991) and the Church Street Order (1998).
- 2.21 Management provisions that regulate or affect vehicular activity within the zone are:
- The two TROs – administered by County Highways and subject to enforcement by Lancashire Parking Services and their on-the-ground contractors, NSL Services Ltd for parking offences and Lancashire Police for moving traffic offences.
  - The permit system, forming part of the TROs but administered by Lancaster City Council and subject to the same enforcement as above
  - The City Council's Charter Market rules (in terms of access for setting up and dismantling stalls)
- 2.22 As a managed town centre environment it is obviously important to monitor and periodically review use of the zone.

- 2.23 During 2003/4 the County Council consulted on and reviewed operation of the zone. This identified several concerns about traffic and its effects and resulted in an options paper. However, subsequently nothing was actioned. The history of this and reasons for inaction is described in **Appendix 2**.
- 2.24 Since this time vehicular access and parking in the zone is perceived to have increased quite significantly and conditions for pedestrians worsened further.
- 2.25 The improvements now being brought forward via Lancaster Square Routes make for a further change in circumstances. These present opportunities for improved public use and enjoyment of streets and spaces, particularly Market Square but it is officers' opinion that these physical works must be supported by wider management changes to achieve the established vision.
- 2.26 At the request of members, in December 2011, the Chief Executive instructed the Square Routes team to review traffic management in the zone.

### Issues

- 2.27 The pedestrian zone as it is known is technically a traffic restricted area. The restrictions regulate vehicle access so that highways can best meet the needs of pedestrians. There is much concern though that permitted vehicle circulation and parking in the zone has risen over recent years and is now commonly at levels counter to the purposes of the pedestrian zone. The main concerns are:
- Very many goods and other vehicles now access and park in the zone to service premises and for other purposes, before the start of the core period (10.30am) and after its end (4.30pm).
  - Very many vehicles access the zone before and during the core period to make parcel deliveries
  - Very many vehicles driven by disabled people access the zone and circulate and park in it.
  - The practice of market stall holders in accessing the zone by vehicle within the existing core period to dismantle stalls (October – April market rules invite stall holders to dismantle from 3.30pm).
- 2.28 Traffic in the zone is now at levels that significantly impair the experience of pedestrians, are to the detriment of public amenity and have safety implications. In turn this is unhelpful to trading. Further, such levels of vehicle access constrain what might be done to make more and better use of streets and spaces, particularly Market Square.
- 2.29 In February 2012, Management Team authorised officers to initiate informal stakeholder consultation on proposals to revise the current system of traffic management in the city centre.
- 2.30 Since this time, officers have consulted with the following:
- Lancashire County Council Highways Service
  - Lancashire Police

- Lancashire Parking Services
- Lancaster District Chamber of Trade
- Marketgate Shopping Centre
- St. Nicholas Arcade Shopping Centre
- County Councillor Sam Riches (Lancaster East division)
- City Councillors Janice Hanson (Portfolio Holder for Planning and Regeneration) and Dave Brookes (Ward councillor)
- Lancaster City Council officers - Market Office, Parking and Administration Manager and the Access Officer.

2.31 Management of activity in a complex environment such as the pedestrianised zone is quite challenging. These consultations have incorporated discussions regarding many issues. Any proposal must be well considered and consistent in all elements. The proposal now put forward is broadly supported or acceptable by the group.

2.32 **Appendix 3** provides details of the current system and sets out that proposed. In summary, the proposal is an experimental one that seeks to:

- Establish one experimental traffic regulation order for the whole pedestrian zone.

This experimental order may last for a period of up to eighteen months, with extensions available in certain circumstances. Under normal practice, this experimental phase is monitored by a small working group and a decision must be made to implement the order permanently before the end of this period or alternative arrangements put in place including reverting to the regulations preceding the experiment or alternatively revising these further. This is perceived by officers to be a far preferable solution to seeking a permanent order from the outset that may not be readily revised.

- extend core hours to 10.00am to 5.00pm

By extending core hours by 30 minutes at either end of the day this will enable a more pleasant and safe environment for people better fitting to main trading hours.

It should be noted that the first officer proposal was to extend core hours to 9.30am – 5.00pm but the stakeholder consultation with the business community raised a concern that the implication for morning deliveries would be too onerous.

- reduce traffic in the pedestrian zone through a reduction of general exemptions, tightening of administration and changes to the permit system during core hours (detailed below)
- a width restriction on goods vehicles entering the zone to prohibit the largest vehicles that can over crowd streets and damage highway surfaces
- assist transparency in enforcement via a clearer permit system, signage and highway markings.

2.33 The key changes proposed to achieve the above are detailed as follows:

- **The withdrawal of Permit A (available to blue badge holders over 65 or eligible for vehicle tax exemption) and the removal of nine disabled parking spaces in the pedestrian zone (6 in Market Square and 3 in New Street Square) and the designation of a minimum of nine additional disabled parking bays around the perimeter of the pedestrian zone, including on and off street provisions.**

Justification:

The Council has a responsibility under the Equality Act 2010 to make areas open to all and not exclude those with significant mobility impairments from the economic heart of the city. The proposal reads as radical in this context but officers consider it reasonable for the following reasons -

There are now some 725 holders of Permit A, many more than previously and at present all these are entitled to enter the zone at any time to park in designated bays and anywhere else, provided they are not causing an obstruction. In addition, at present holders of blue badges (but not a permit) may access the zone outside of the core period to park in designated bays.

Present levels of vehicle access by permit holders is contributing to high levels of vehicular circulation and reversing movements greatly to the detriment of pedestrian amenity and perceptions of safety. In addition, at many times Market Square takes on the character of a car park.

It is also understood that many blue badge holders believe the badge to be a 'permit' and are entering and parking in the zone at all times. Confusion and the lack of transparency mean there are many difficulties in enforcing vehicle restrictions, so exacerbating problems.

The proposal will benefit all persons who are either registered disabled or otherwise have limited mobility. This is because it will improve conditions across the zone for all pedestrians at all times of day - in keeping with the purposes of the zone.

There are reasonable alternative places to park that give access to all parts of the zone and these can be improved on. Awareness of alternatives must however be increased.

There is already considerable parking provision for disabled blue badge holders immediately on the edge of the zone and across the city centre, the standard of which is now much improved on that of a few years ago.

Blue badge holders displaying the badge can park for free in any of the on street pay and display bays around the periphery and also use the fully accessible St Nicholas Arcade car park or any other city council car parks elsewhere in the centre in the same manner. The Marketgate shopping centre car park, whilst payable, provides a fully accessible car park with close proximity (via lift access) to the heart of the zone during the daytime. Marketgate currently offers five designated disabled spaces. The 'Pay on Foot' system employed by this car park offers customers greater flexibility in their length of stay but unfortunately officers are advised that the machinery involved does not permit for a cost exemption for disabled drivers.

Additional provision can help the Council meet its existing commitment to achieve the Department for Transport's recommendation for 6% of parking capacity to be made available for disabled users where demand is proven. By redesignating a number of existing bays around the periphery of the zone, the proposal is to provide additional spaces for disabled people and greater opportunity to access different parts of the centre.

Additional spaces would be available at all times, whereas those proposed to be removed in Market Square are generally unavailable on market days.

In cases where cars have parked in the Square on a market day, occasionally stalls have been unable to set up and have lost a day's trading so the avoidance of this would be a further benefit.

**Appendix 4** provides a table detailing the parking facilities in the centre and a map illustrating the location of city centre car parks.

The practice and effect of this change would be monitored as part of the experiment and the results would inform review decisions.

- **The removal of the exemption for postal deliveries and parcel packets within core hours.**

Justification: The present exemption for security and parcel deliveries dates from the period of the Royal Mail monopoly and is no longer appropriate as the now free market for parcel deliveries gives rise to many more vehicles and movements entering the zone throughout the day. It is suggested, with the support of St Nicholas Arcade local management, that a dedicated parking bay be provided in the St Nicholas servicing area accessed from Gage Street. A request was made to the Marketgate Shopping Centre management to provide a similar facility but unfortunately this is not possible due to security arrangements.

- **The introduction of a revised permit system available for essential maintenance (suggest Permit 'E'), the dismantling of market stalls within set times of core hours (suggest Permit M) and temporary access for events etc (suggest Permit T).**

Justification:

There are times when vehicles have a genuine need to access the zone. During core hours general exemptions are proposed to be available to emergency vehicles required in the case of an emergency and bullion carrying vehicles only. Outside of core hours this exemption also applies to goods vehicles when loading. Aside from this, a clear, transparent permit system should help everyone understand who should and shouldn't be in the zone at any time and therefore assist with enforcement.

It should be noted that anecdotal evidence suggests there is much confusion over access to the zone with many people of the belief that outside of core hours access to and parking within the zone is available for everyone. There is therefore an essential need for information and education but a clear permit system will give enforcement officers sufficient clarity to uphold the proposed system.



- **Adjustment to the Charter Market rules, in terms of hours of operation and layout.**

Justification:

Integral to the Square Routes initiative is enhancing the Charter Market in a variety of ways and the needs of the market have played a significant role in shaping the proposed traffic management changes. But there are implications for the market operation and current rules.

The current rules request that stalls are set up and manned by 9.00am. Associated vehicles are currently allowed to be in the zone until 9.30am but it is proposed that this be brought forward to 9.00am - with likely minimal impact on stall holders. The benefit however is that the market will be up and running and all associated vehicles clear of the zone when many of the businesses are likely to be receiving deliveries, thus reducing opportunities for congestion.

During winter months (April – October), current market rules allow market stalls to be dismantled from 3.30pm which if involving the use of vehicles is in direct contravention of the existing TRO. This sets a poor example.

The historic reason for the time variation was a health and safety consideration to avoid stalls being dismantled in the dark. It is felt that the new street lighting should significantly improve the conditions for dismantling stalls but the concern is appreciated.

The proposal therefore represents a compromise to permit stall holders with a valid permit M to vacate from 4.00pm. The further advantage of this is the potential to reduce congestion at 5.00pm.

2.34 Supporting these changes, it is important that the following is achieved:

- An audit of the current pedestrian zone is undertaken by County Highways to determine how current signage and markings meet with regulations as it is known that some areas of the zone are currently not enforced due to irregularities with either signage or markings.
- Partnership working between the City Council, County Council and the Police to re-educate all users of the changes, particularly disabled drivers, and improve awareness of the wider facilities and restrictions
- A pragmatic approach taken by Lancashire Parking Services and the Police to the Charter Market for early dismantling as an exceptional measure in times of inclement weather - following prior notification by the Market Manager.
- The City Council leading by example and re-programming refuse collections outside of core hours.

2.35 Potential issues that may arise as a result of these proposals:

- Concern from access groups / disabled drivers regarding the changes.
- Concern from businesses regarding the reduction in servicing times, the width limit and the potential to create additional traffic in the pedestrian zone / gyratory system at peak times.

- Disappointment from cyclists that no additional provision has been made to enable greater permeability across the city centre. Whilst this was considered it was felt that many pedestrians and retailers would oppose cycling through the city centre from a safety perspective. The County and City Council are keen to encourage cycling as a sustainable form of transport however and would consider alternative means of assisting cyclists as part of the experiment.

2.36 The 'experimental' nature of the order provides the opportunity to monitor and review the impact of the changes and amend or revoke if deemed necessary. A presumption has been made however to try to get the 'experiment' right first time and avoid unnecessary confusion or significant adverse impacts.

### 3.0 Details of Consultation

3.1 Informal consultation on the traffic management proposals commenced in February and involved the group listed in 2.29. These stakeholders have attended two lengthy discussion meetings and a smaller group has also met to discuss more technical aspects of the order. It should further be noted that many of those represented were involved in the 2003/4 consultations with the County Council. The proposal now advanced is similar in content in several elements to that then proposed.

3.2 Formal public consultation on the experimental TRO would be a matter for County Highways, informed by the City Council. For the County Council to consider implementing an experimental order, they need to be convinced that it is broadly supported or accepted before, if they consider it appropriate, taking more formal steps to consult with and notify certain stakeholders of the experiment. During the experiment, a formal working group would be established to monitor the impact of the changes and this would be the primary focus for consultation responses.

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

	<b>Option 1:</b> Make no changes to the traffic management system.	<b>Option 2:</b> Formally request the County Council to consider the traffic management proposals as per Appendix 3 and undertake to implement the associated changes to City Council management practice on an experimental basis.	<b>Option 3:</b> Formally request the County Council to consider the traffic management proposals as per Appendix 3 and undertake to implement the associated changes to City Council management practice on a permanent basis.
Advantages	None.	This option involving an Experimental Traffic Order utilises a regulatory mechanism that	This option would involve a revision of the TRO on a permanent basis without any

		<p>builds in requirements to monitor and review and if thought necessary then revise or revoke any changes. This flexibility is needed where changes to traffic management are brought in within a complex environment and not all consequential changes can perhaps be known.</p> <p>Advantages otherwise are as set out in full in section 2 of the Report.</p>	<p>experiment. In principle it might enable changes to be brought forward in one tranche</p>
Disadvantages	<p>No attempt is made to try to address the deteriorating conditions for pedestrians in the zone that are impairing peoples' experiences as pedestrians, impacting on the trading environment and giving rise to increasing safety concerns. Further, it precludes the ability to take the opportunities arising out of the Square Routes initiative and improvements to make more of Market Square as a meeting place, for a better outdoor market and as an entertainment venue and with all the benefits that these might bring.</p>	<p>The raft of changes put forward in this proposal is quite complicated but inevitably so. Several elements will have some early workload implications for council officers e.g in revising the permit system and informing the public of the changes. Once in effect however the changes should make for better management of the pedestrian zone and less requirement on various city and county council officers and police officers and PCSOs and to deal with traffic management and related problems pedestrian problems in a reactive manner.</p>	<p>This option is not favoured by the county council's highway officers. It would not be a best practice approach. It would be much less flexible in practice than an experimental order and is without the ability to monitor and consult in operation then review and revise and, potentially terminate any changes. Conversely an experimental order provides for this. This option would likely prove much more challenging and take very much longer, involving the highway authority evidencing the need for and considering changes that would be permanent in effect. This would make for significant delay.</p>

<p>Risks</p>	<p>Continuing increasing use of the zone by traffic and consequential reduction in the quality, perceived safety of the pedestrian environment and in time making for conditions more likely to give rise to safety accidents. Indirect further affects on and deterioration in the city centre as a trading environment.</p>	<p>Any changes to the management of a public environment as complex as this in how it is used risks adverse consequential effects but the consultations undertaken to date with professional highways officers and others should have teased most of these out. Further, the purpose of an experimental order is to build in flexibility and monitoring and review.</p>	<p>That changes via a permanent revision are not attainable within a short / medium term timescale.</p>
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**5.0 Officer Preferred Option (and comments)**

5.1 Option 2 involving making the changes as set out in section 2 of the report and summarised in Appendix 2.

**6.0 Conclusion**

6.1 Officers advise that current arrangements for traffic management within the pedestrian zone are no longer sustainable, not delivering well for economic, social and environmental benefits. Revised arrangements are considered crucial to achieving on corporate and other ambitions for the city centre and as articulated through the Square Routes initiative. Further, it is felt that supporting changes and wider benefits to the pedestrian zone together with the mitigations proposed should outweigh any adverse impacts.

**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 **Core Strategy (2008)** identifies Central Lancaster as a Regeneration Priority Area of local importance (Policy ER2). Through ‘Design-led regeneration’, the centre will be strengthened as a major shopping destination, a historic city with major tourism potential and as an important cultural centre. The Square Routes initiative is fully committed to this approach and improving the opportunities in the historic centre to encourage pedestrian footfall in a variety of ways.

**Parking Strategy (2008)**

The City Council Parking Strategy ‘Improving Access’ – Section 14.13 notes the Council’s

ambition to seek to meet the needs of all users and types of transport. Specifically it seeks to set aside 6% of the total off-street car parking space for 'Blue Badge' holders in car parks where demand is proven and improve public information. This proposal both supports and seeks to improve on these ambitions by seeking at least 6% in on and off street car parks where it is thought that access to the centre can be improved. The strategy does however lend the City Council's support to the continued provision of vehicular access to the pedestrian zone through the use of a permit system. However, it acknowledges that such access issues are beyond the remit of the Strategy and it is felt that the wider changes would mitigate the removal of this provision.

#### **CONCLUSION OF IMPACT ASSESSMENT**

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

Implementation of the Lancaster Square Routes initiative 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. As noted in the report, the Council has a duty under the Equality Act 2010 to make areas open to all and not exclude those with significant mobility impairments. As per the assessment of the Parking Strategy policies, it is suggested that the proposal and the wider changes mitigate the removal of the existing provision for disabled access to the zone.

#### **LEGAL IMPLICATIONS**

The County Secretary and Solicitors Group have confirmed that as the proposal does not prohibit traffic for more than 8 hours in any 24 hour period there is no requirement to seek approval from the Secretary of State and that the exemption for parcel deliveries and postal packets can be omitted from the traffic regulation order.

#### **FINANCIAL IMPLICATIONS**

It is not expected that there will be any additional financial implications arising for the City Council from removing the dedicated disabled parking bays from within the pedestrian zone, relocating them within existing on street and off street spaces and from the administration in making the changes to the local permit system.

The cost of removing the associated signage for the disabled bays in New Town Square (rear of the Old Town Hall) is expected to be £200 and can be met from within existing R&M car parking budgets. The removal of these bays would incur no loss of income for the City Council as a charge is not levied for blue badge holders (with or without the existing Permit A) to use these.

The Parking & Administration Manager has advised that re-designation of up to seven off street bays as disabled parking would incur a one-off cost for the City Council of £1,400 which can also be met from existing R&M budgets and carried out as part of the general improvements made in line with the Parking Strategy.

There is a potential risk that the re-designation of the bays as disabled parking could have an impact on parking income but it is felt that this will be minimal given the low percentage of total parking space affected.

Further disabled bays have been recommended in the Marketgate Car park and by re-designating existing On Street Parking bays. This would have no impact on City Council income and would be a matter for Marketgate management and County Council to consider.

Although it is expected that there will be an increased demand for officer time in administering the new permit system, this should be offset by a reduction in officer time spent on addressing traffic issues in the zone, therefore the overall impact of the proposal should be cost neutral in revenue terms and contained within existing resources.

It should be further noted that timescales for implementation will be driven by County but are expected to be within the next 3 to 6 months.

**OTHER RESOURCE IMPLICATIONS**

**Human Resources:**

Any implications can be met within existing service deliveries.

**Information Services:**

None.

**Property:**

The adjustments to the management of public spaces will have minimal implications.

**Open Spaces:**

The proposals will improve and enhance existing open space resources.

**SECTION 151 OFFICER'S COMMENTS**

The s151 Officer has been consulted and has no comments to add.

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

Cabinet report, 5 October 2011

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**Ref:** LSR-03.03



**Appendix 2: 2003/04 TRO Review – as led by the County Council**

The County Council commenced a review of the Lancaster City Centre Pedestrian Zone in Spring 2003 - seemingly at the instigation of the City Council following member requests. This involved extensive consultations. In July 2004 the County prepared an issues report and in October 2004 a draft review and options report (Lancaster City Centre Pedestrian Zone Review Options Report). The main purpose was to examine the operation of the above TRO. This report identified a number of issues and presented options for addressing these. From what can be gleaned this was subject to further consultation and then the County advised what changes it sought to the TRO.

It is clear that the County had very broad support for making several changes to the TRO the purpose of which was to improve the zone for the amenity and safety of pedestrians while avoiding any significant adverse affect on business trading.

The changes then proposed by the county in summary are -

- Core period. Change to 9:30 to 17:00.
- Weight restriction. No change but subject to monitoring
- Remove exemption for parcel delivery vehicles to access within the core period
- Taxi access. No change – exclude taxis from the zone
- Disabled parking – Remove disabled parking bays within the zone
- Permit A – no change but review and improve administration and enforcement
- Permit B – no change
- Permit C - no change but review the administration, issue, use and enforcement
- Cycling – permit cycling along Church Street in both directions at all times

However it is apparent that there was a difference of view between County Highways officers and the City Council's Head of Property as to how to facilitate vehicular access for market traders to dismantle the outdoor market in the winter months consistent with the general aim of minimising vehicular access within core hours and the specific County proposal to extend the core period to 17:00.

The Head of Property Service's view was that access for market traders into the zone from 15:30 i.e. within core hours should be achieved by incorporating within Permit C a right to enter the zone for the purpose of dismantling stalls. As far as it is understood now the County officer view was that such increased use of Permit C would be inconsistent with the general objectives of the TRO revision.

The officers were unable to reach a consensus on this and in the light of the concern regarding the market operations on 14 August 2007 the City Council resolved to object to the proposed changes to the TRO should they be formally proposed by the County Council by means of an Individual Cabinet Member Decision item 'Lancaster Market'. This report is available to view at:

<http://committeeadmin.lancaster.gov.uk/ieListDocuments.aspx?CId=616&MId=4060&Ver=4>).

After this the County Council refrained from progressing further any revision of the TRO. Notwithstanding the merits of this decision as informed only by the specific aspect of the outdoor market this meant that all the other changes then sought and for which there was a broad consensus have not been achieved.



## **Appendix 3: Traffic Management in Lancaster City Centre**

### **Existing system:**

#### **Two TROs – The Lancaster Pedestrian Zone (1991) and the Church Street Order (1998)**

Core Hours: 10.30am – 4.30pm

#### **Exemptions during core hours:**

Emergency vehicles (eg. Police, Ambulance, Gas) required in the case of an emergency

Bullion carrying vehicles,

Postal delivery vehicles and

Permit holders, being as follows:

Permit A: for blue badge holders over 65 or with vehicle tax exemption. Access to the zone and permission to park for no more than two hours.

Permit B: to carry out essential maintenance works

Permit C: for the servicing of market stalls (unclear position on whether this permit is currently 'live').

Pedal cycling along Church Street.

#### **Exemptions outside of core hours:**

Emergency vehicles (eg. Police, Ambulance, Gas) required in the case of an emergency;

Bullion carrying vehicles;

Postal delivery vehicles;

Permission for all Blue Badge holders (including Permit A) to enter the zone and park in a designated space;

Loading and unloading of goods vehicles (with no weight or width restriction).

#### **Additional information:**

Parking: 6 disabled spaces in Market Square, 3 disabled spaces in New Street Square.

Current parking provisions in the city centre:

Within 100 metres of Market Square: 110 standard but accessible spaces (Marketgate)

100-200 metres: At least 278 standard and 14 disabled off street spaces, 11 standard and 17 disabled on street spaces

Over 200 metres: At least 915 standard and 16 disabled off-street spaces, 122 standard and 4 disabled on street spaces.

Charter Market operative until 9.00am – 4.30pm (April – September) - 3.30pm (October – March – so vehicles accessing the zone for dismantling are contravening the TRO). Vehicles to be removed by 9.30am.

Loading bays provided on Spring Garden Street, Common Garden Street, Brock Street, Mary Street, Lower Church Street.

Issues regarding current signage and markings leading to difficulties in enforcement action.

### **Proposed experimental system:**

#### **One Experimental TRO - The Lancaster City Centre Pedestrian Zone.**

Core Hours: 10.00am – 5.00pm

#### **Exemptions during core hours:**

Emergency vehicles (eg. Police, Ambulance, Gas) required in the case of an emergency

Bullion carrying vehicles,

Permit holders, being as follows:

Permit E: to carry out essential maintenance works

Permit M: to enable market stall holders to enter the zone to dismantle stalls from 4.00pm year round

Permit T: for various temporary access requirements eg. charity / promotional / cultural events

Pedal cycling along Church Street

#### **Exemptions outside of core hours:**

Emergency vehicles (eg. Police, Ambulance, Gas) required in the case of an emergency;

Bullion carrying vehicles

Loading and unloading of goods vehicles with a width restriction of 6' 6" (2 metres)

#### **Additional information:**

Parking: All nine designated disabled bays, including in Market Square, removed. Within the city centre, a move towards DfT recommendation of providing 6% of total parking capacity as designated disabled spaces. As a minimum offset the loss of the 9 bays by redesignating existing standard bays to disabled from the following:

Marketgate now considering an extra two bays (total of 7 disabled bays)

4 additional bays at St Nicholas Arcade CP (total 18 bays)

One additional bay at each of Nelson Street (total 8 bays), Lucy Street (total 2 bays) and Lower St. Leonardsgate (total 4 bays) - all off-street.

One additional standard bay at Upper Church Street (on-street) (total 4 bays)

and two bays in Dalton Square (on-street) (total 2 bays)

Additional bays at Parksafes (to be considered)

Charter Market to operate 9.00am – minimum of 4.00pm year round. All vehicles to be removed by 9.00am.

'Partnership Plus' already in existence represented by the City Council, Lancashire Parking Services, the Police and the parking enforcement contractor (NSL Services) but needs the commitment of all parties to joined up enforcement. Pragmatic approach required in cases of inclement weather based on prior communications between the Market Office and the group. Officers to be advised not to enforce against timely access / loading where Permit M is clearly displayed.

Need for additional loading bays and cycling provisions to be further considered.

Education process required.

## Appendix 4 - Car Parking in Lancaster City Centre

## Within 100 metres of Market Square

Location	Type	Restrictions	Style	Kerb side	Extra	Potential for additional disabled provision
Marketgate CP	110 private short stay accessible spaces, including 5 disabled spaces with lift access to the shops and indoor market	Mon-Sat open 7.50 - 17.50. Various charges for up to 3 hours. 3+ hours £10. Sun open 10.30-17.00 - up to 1hr free, up to 4hrs £1 and 4+ £5.00.	Bay	-	Pay on foot 'chipcoin' system. Charges apply.	A total of 7 bays (additional 2 bays) would be as per the DfT recommended ratio of 6% of total capacity. A decision for the Marketgate management.

**Current total** 105 accessible, 5 disabled spaces

## 100-200 metres from Market Square

Upper Church Street	4 standard spaces. 3 disabled spaces	Standard: Mon-Sat 8.00-18.00 1 hr max. Disabled spaces - blue badge holders only.	Parallel	Passenger		Potential for conversion of <u>one</u> standard spaces to either a disabled space or a designated disabled drop off / collection point e.g. 15 mins waiting only. Potential for abuse by all vehicles including taxis. Would improve provision to the north-west of the centre. This would be a decision for the County Council.
New Road	7 standard spaces (5 residential permit spaces).	Mon-Sat 8.00-18.00 Max stay 1 hr.	Escalon	-	Not very accessible	
North Road	4 disabled spaces	Badge holders only. Mon- Sat 8.00-18.00 3 hours. No return within 1 hour.	Parallel	Passenger		
St Nicholas Arcade CP	292 spaces City Council operated car park, including 14 disabled spaces, all levels accessible by a lift.	Open Mon-Sat 8.00-18.00, Sun 9.00-5.00. Max stay 10 hours - various charges including up to 4 hours £3.40 and up to 10 hours £8.00. Free for disabled people	Bay	-	Park Mark Safer Parking Award.	A total of 18 bays (additional 4 bays) would be as per the DfT recommended ratio of 6% of total capacity. This would be a decision for the City Council.
Common Garden Street	3-4 disabled spaces	-	Parallel	Passenger		
Mary Street	2 disabled spaces	Max 3hr. No return within 1 hr.	Parallel	Driver		
Gage Street	5 disabled spaces plus taxi rank and loading	-	Escalon	-		Square Routes concept design retains the existing provision.
Damside Street CP (private)	Unknown					

**Current total** At least 278 off street standard and 14 disabled spaces, 11 standard on street and 17-18 disabled spaces

## Over 200 metres from Market Square

Castle Hill	20 standard spaces including for resident permits	Mon- Sat 8.00-18.00 - Max 2 hours	Parallel	Passenger	Not very accessible	
Dalton Square	32 standard spaces	Max stay 1hr.	Bay	-		Opportunity to designate disabled bays in this location. Suggested <u>two</u> bays to meet DfT recommendations and provide increased provision for access from the east of the city centre. This would be a decision for the County Council.
Friar Street	17 standard spaces. 1 disabled space	Mon-Sat 8.00-18.00 Max stay 1 hr.	Parallel	Both sides. Disabled - passenger side		
Marion Street	10 standard spaces	Mon-Sat 8.00-18.00 Max stay 1 hr.	Parallel	Driver		
Queen Street	17 standard spaces including for resident permits	Mon- Sat 8.00-18.00 - Max 2 hours	Parallel	Driver		
Upper Penny Street	17 standard spaces. 2 disabled spaces	Standard: Mon-Sat 8.00-18.00 1 hr max. Disabled spaces - blue badge holders only	Parallel	Driver		
Upper Penny Street 'triangle'	4 standard spaces	Restrictions unknown.	Escalon	-		
Parksafe, China Street	276 spaces. A joint venture between Parksafes and Lancaster City Council and supported by Lancashire Constabulary.	24 hours. Various charges for up to 4 hours. Over 4 hours £7.00 during the day (7am-6pm) and £5.00 overnight.	Bay	-	24 hr manned security, seven days a week. Season tickets available.	Management review imminent. Potential opportunity to increase provision for disabled drivers.
Lucy Street CP	20 standard spaces					
Sainsburys CP (private)	297 standard spaces. 9 disabled spaces.	30 minutes free with a ticket. Maximum stay 2-3 hours.	Bay			
High Street	11 standard spaces, 1 disabled space	Mon- Sat 8.00-18.00 - Max 2 hours	Parallel	Passenger		
Auction Mart CP	120 standard spaces	Long Stay. Various charges for up to 10 hrs. Coaches - up to 24 hrs.	Bay			
Cable Street CP	83 standard and 5 disabled spaces	Short stay. Various charges for up to 4 hours and over.	Bay			
Spring Garden Street CP	19 standard and 1 disabled space	Short stay. Various charges for up to 4 hours and over.	Bay			
Wood Street CP	16 standard and 1 disabled space	Short stay. Various charges for up to 4 hours and over.	Bay			
Windy Hill CP	21 spaces - permit only					
Dallas Road CP	84 standard spaces	Long Stay. Various charges for up to 10 hrs.	Bay			
Brock Street	loading only					
Lower Church Street	loading only					

**Current total** At least 915 off-street standard spaces and 16 disabled spaces, 128 on street standard spaces and 4 disabled spaces shown on the map.

**Off-map/edge of map there are an additional c.650 City Council pay and display spaces (proposed additional three designated disabled spaces) to the east of the centre and also the railway station car park to the west c.150 spaces.**

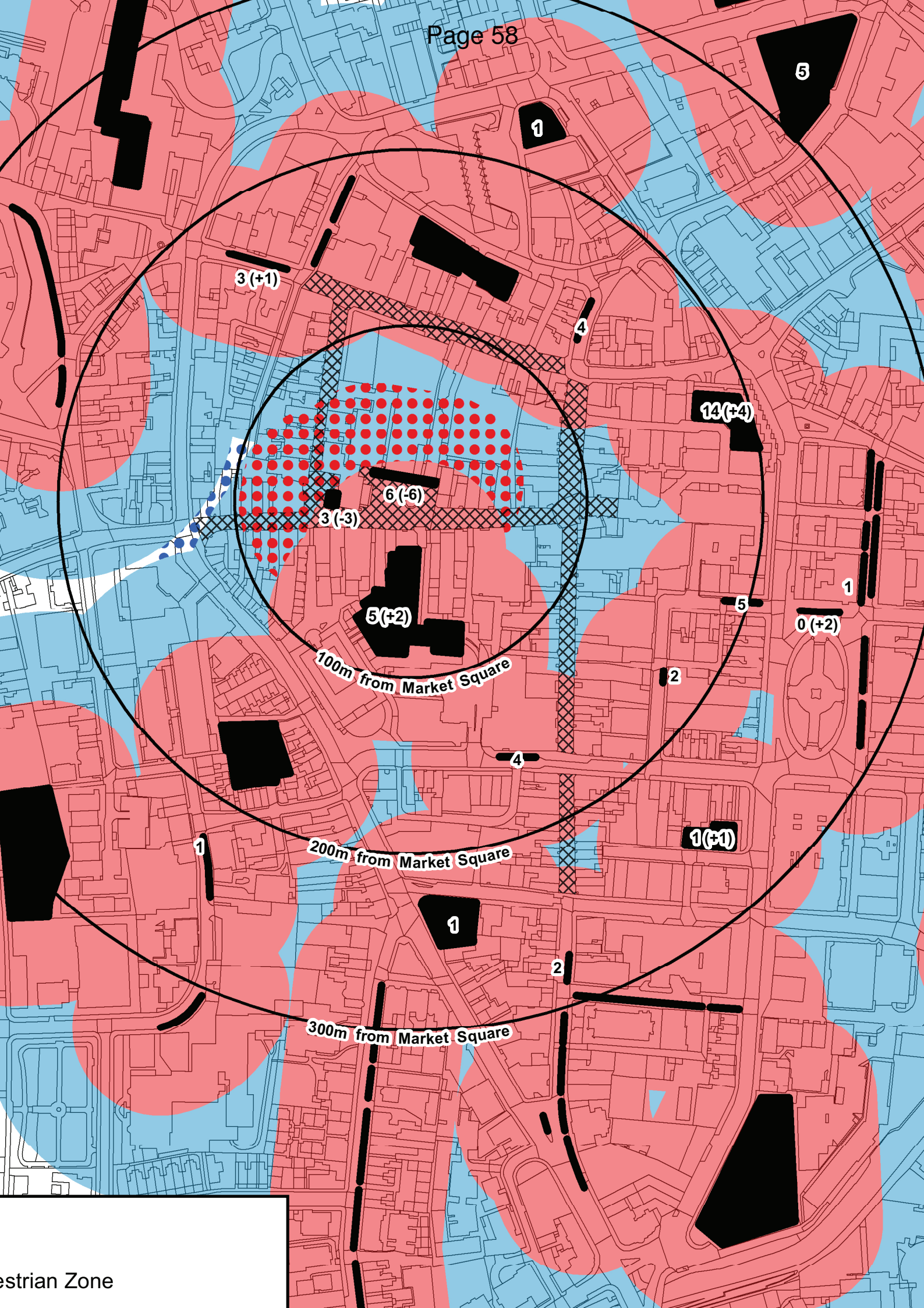
## NOTES

Disabled badge holders can park free of charge without time limit in all spaces including disabled spaces on city council pay and display car parks with the following exceptions:

Marine Road No 1 and No 2 (opposite Yorkshire Bank and Nat West Bank) - **2 hour time limit**.  
Marketgate, Lancaster - **no exemption**

On-street parking (administered by County Council) is not well advertised eg. Lancaster City Council website maps only show pay and display. Leaflet for disabled persons shows on-street designated disabled spaces but not standard spaces.

Many offer free Christmas parking (late night shopping (Thursday) and Sundays). Most on-street spaces are free at night or on Sundays



estrian Zone



**Shared Services Programme – One Connect Limited  
29 May 2012**

**Report of Chief Executive**

<b>PURPOSE OF REPORT</b>			
To update Cabinet on the outcome of negotiations regarding customer services and Information and Communications Technology (ICT) provision with One Connect Limited (OCL).			
<b>Key Decision</b>	<input type="checkbox"/>	<b>Non-Key Decision</b>	<input type="checkbox"/>
<b>Referral from Officers</b>			<b>x</b>
<b>Date Included in Forward Plan</b>	N/A		
<b>This report is public.</b>			

**OFFICER RECOMMENDATIONS:**

1. That Cabinet notes the outcome of negotiations and:
  - in respect of face to face Customer Services, supports separate discussions to progress the development of shared service delivery by the City Council, on behalf of both it and the County Council; and
  - in respect of ICT, supports further development of the City Council’s ICT strategy for subsequent consideration by Cabinet.

**REPORT**

- 1 **Background**
  - 1.1 Various reports have been presented to Cabinet over the last year or so, outlining progress in developing shared service proposals for customer services and ICT in conjunction with OCL – a company formed jointly by Lancashire County Council and BT to undertake the work of their Strategic Partnership. The last update was reported to Cabinet in January of this year.
  - 1.2 At that meeting Members supported further development on the basis as then outlined and accordingly, more work has been undertaken to define the proposals and what they would mean for all parties in operational and financial terms.

## 2 Outcome of Negotiations

- 2.1 The basis of the main proposals under consideration were that:
- OCL would deliver shared telephony customer services through their telephony channel at their offices in Accrington;
  - the City Council would deliver shared face to face services; and
  - OCL would provide the full range of information technology services on behalf of the City Council on behalf of both it and the County Council.
- 2.2 Unfortunately, it has not proved possible to establish a cost model and contract period that works for all parties, given the level of initial investment that such a shared service would require. The proposals for telephony customer services and ICT have therefore fallen.
- 2.3 Nonetheless, for face to face customer services Officers and OCL would like to continue to pursue this service separately, as it is still considered that an acceptable solution for all parties can be developed. This is provided for within the Officer recommendations.
- 2.4 Linked to the main negotiations, the provision of out of office hours emergency call handling together with other emergency call centre functions (including community alarms, telecare and lone worker monitoring) were to be considered as a future phase, once the County Council were able to clarify their position on their re-procurement of the Lancashire Telecare Service.
- 2.5 It is known that the County Council are due to confirm their procurement arrangements for their telecare services shortly and they are expected to have implications for the City Council's emergency call centre. More information may be available in time for the Cabinet meeting.
- 2.6 Irrespective of the outcome of negotiations, it is clear that the City Council has further work to do to test out and clarify its future ICT strategy and this is also provided for in the Officer recommendations. The strategy would then inform any future options for joint working in ICT.

## 3 Options and Options Analysis (including Risk Assessment)

	<b>Option 1:</b> Accept Officer Recommendations	<b>Option 2:</b> Put forward alternatives
Advantages	Still gives opportunity to join up face to face customer services for county and city.  Allows City Council to develop a clear way forward for ICT.	Depends on alternatives.
Disadvantages		Depends on alternatives.
Risks	Specific risks will be considered in developing proposals for reporting through to Cabinet in due course.	Depends on alternatives – likely to require further reports back to Cabinet.

#### 4 Conclusion

- 4.1 The basic premise of different tiers of local government joining up to provide better integrated and more cost effective services is recognised and supported. Nonetheless, any arrangements need to work for all parties involved; there is no single solution for all situations. It is in this context that the outcome of negotiations should be viewed. There is still the opportunity to joint up face to face customer contact, which may well have a more visible positive impact for the community as a whole.

#### RELATIONSHIP TO POLICY FRAMEWORK

One of the actions included in the City Council's Corporate Plan is to 'develop a programme with Lancashire County Council and others to reduce costs by sharing more of our services. The negotiations have been set and concluded in view of this aim.

#### CONCLUSION OF IMPACT ASSESSMENT

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

None directly arising given the nature of this report.

#### FINANCIAL IMPLICATIONS

Given the outcome there are no direct financial implications arising at this time.

#### OTHER RESOURCE IMPLICATIONS

**Human Resources / Information Services / Property / Open Spaces:**

Given the nature of this report there are no new implications arising for the services involved. Relevant staff have been advised of the outcome of negotiations.

#### SECTION 151 OFFICER'S COMMENTS

The s151 Officer has been involved in the production of this report and in reaching conclusions regarding the negotiations. She has no further comments to add.

#### LEGAL IMPLICATIONS

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

#### MONITORING OFFICER'S COMMENTS

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

#### BACKGROUND PAPERS

Background papers are exempt under paragraph 3 of Schedule 12a of the Local Government Act 1972.

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Ref:CE/ES/CommitteeS/Cabinet/Shared Services/29.05.12



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