



Committee: CABINET

Date: TUESDAY, 4 AUGUST 2015

Venue: LANCASTER TOWN HALL

Time: 6.00 P.M.

A G E N D A

1. **Apologies**

2. **Minutes**

To receive as a correct record the minutes of Cabinet held on Tuesday, 23 June 2015 (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 receive declarations by Members of interests in respect of items on this Agenda.

Members are reminded that, in accordance with the Localism Act 2011, they are required to declare any disclosable pecuniary interests which have not already been declared in the Council's Register of Interests. (It is a criminal offence not to declare a disclosable pecuniary interest either in the Register or at the meeting).

Whilst not a legal requirement, in accordance with Council Procedure Rule 10 and in the interests of clarity and transparency, Members should declare any disclosable pecuniary interests which they have already declared in the Register, at this point in the meeting.

In accordance with Part B Section 2 of the Code Of Conduct, Members are required to declare the existence and nature of any other interests as defined in paragraphs 8(1) or 9(2) of the Code of Conduct.

5. **Public Speaking**

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

Reports from Overview and Scrutiny

None

Reports

6. **Lancaster Business Improvement District (BID) Renewal - Draft Proposal** (Pages 1 - 27)

(Cabinet Member with Special Responsibility Councillor Hanson)

Report of Chief Officer (Regeneration & Planning)

7. **Accountable Body Authorisation for Community Groups** (Pages 28 - 33)

Report of Chief Officer (Environment)

8. **Corporate Performance Monitoring Quarter 4 2014/15** (Pages 34 - 51)

(Cabinet Member with Special Responsibility Councillor Blamire)

Report of Chief Officer (Governance)

9. **Urgent Business Report (Pages 52 - 61)**

(Cabinet Member with Special Responsibility Councillor Blamire)

Report of Chief Officer (Governance)

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

This is to give further notice in accordance with Part 2, paragraph 5 (4) and 5 (5) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of the intention to take the following item(s) in private.

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

“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(s) of business, on the grounds that they could involve the possible disclosure of exempt information as defined in paragraphs 1 and 2 of Schedule 12A of that Act.”

Members are reminded that, whilst the following item(s) have been marked as exempt, it is for Cabinet 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 also whether the public interest in maintaining the exemption outweighs the public interest in disclosing the information. In considering their discretion Members should also be mindful of the advice of Council Officers.

11. **Reorganisation of the Office of the Chief Executive (Pages 62 - 72)**

(Cabinet Member with Special Responsibility Councillor Blamire)

Report of Chief Executive

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Eileen Blamire (Chairman), Janice Hanson (Vice-Chairman), Abbott Bryning, Darren Clifford, Karen Leytham, Richard Newman-Thompson, Margaret Pattison and David Smith

(ii) Queries regarding this Agenda

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

(iii) Apologies

Please contact Democratic Support, telephone 582170, or alternatively email democraticsupport@lancaster.gov.uk.

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

Published on Thursday, 23rd July, 2015.

CABINET

**Lancaster Business Improvement District (BID)
Renewal - Draft Proposal**

4 August 2015

Report of Chief Officer Regeneration & Planning

PURPOSE OF REPORT			
To provide context and information for the endorsement of proposals for a Lancaster Business Improvement District Renewal Ballot in November 2015 as required by statute. The report updates Members on potential pre- and post- ballot issues and resource implications in relation to the city council's role in the BID renewal process.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date of notice of forthcoming key decision	29 June 2015		
This report is public			

RECOMMENDATIONS OF COUNCILLOR JANICE HANSON

- (1) The draft Renewal Proposals for Lancaster Business Improvement District (BID) Renewal Ballot are agreed as being in compliance with statutory requirements.
- (2) Approval of Lancaster BID final Renewal Proposals and the issue of an instruction to proceed to ballot is delegated to the Chief Executive.
- (3) The current Operating Agreement and Baseline Agreement are revised to reflect proposed changes to the accountable body and the current council service provision respectively, with approval and post-ballot sign-off of the final documents delegated to the Chief Executive.

1.0 Introduction

- 1.1 Members will be aware a Lancaster Business Improvement District (Lancaster BID) was voted in by local businesses at the end of November 2012 and has been running since April 2013. The initial period agreed was for 3 years to run until 31st March 2016 and Members will be aware of the contribution that Lancaster BID has made to events and initiatives during its existence.

- 1.2 Following successful implementation and progression over its current term Lancaster BID is seeking renewal of the arrangements. This requires a Renewal Ballot, conducted under the same statutory provisions (The Business Improvement Districts (England) Regulations 2004) as the original ballot. The Renewal Ballot is scheduled to be held over November 2015.
- 1.3 The BID Regulations instruct the BID proposer to notify the billing authority (the City Council), of its Renewal Proposals. The billing authority must be content that Renewal Proposals meet the information content and policy tests detailed in the 2004 Regulations before it can give its formal authority and issue instructions for a ballot to proceed. Lancaster BID has reviewed its activities, delivery structure and scope, consulting with current and prospective levy payers in detail over the current term. The result of this work is the draft Lancaster BID Renewal Proposal (Appendix 1). It is the final formatted version of this document that is issued and voted upon by those businesses that have to pay the levy.
- 1.4 Endorsement of the draft Renewal Proposals and delegation of key decisions, will allow the City Council to manage the ballot process and ensure statutory requirements are met in good time.

2.0 Background

- 2.1 A summary of the legal basis, characteristics and potential of BIDs was considered by Cabinet in July 2012 (minute ref: 40). BIDs were introduced to the UK in 2002 as a funding generating mechanism to support improvements in defined commercial areas. BIDs are based on the principle of charging an additional levy - typically 1% to 2% of rateable value - on business ratepayers in a defined area following a positive majority vote by those ratepayers. BIDs are time-limited, running for up to 5 years before requiring a renewal vote. Local partnerships are developed to undertake work on:
 - Deciding the BID area and what improvements they want to make;
 - How the implementing partnership will manage it and what it will cost;
 - How long it will last
- 2.2 BID Regulations leave most of the structural arrangements to local discretion. This includes the pre- and post- Renewal Ballot details of who proposes/manages a BID and which projects/proposals are brought forward to meet local needs and aspirations. Experience over the first BID term is that it is essential to clarify 'additionality' - a positive voting outcome will be hard to achieve if a proposal is perceived to replace what is already being delivered or is revealed to be covering for statutory service shortfalls. Best practice also advises that any BID proposal and the ultimate levy resource ownership and implementation remains independent of the statutory service providers. However, the council as local billing authority retains and discharges certain key administrative functions and financial responsibilities.
- 2.3 Before it issues instructions for a Renewal Ballot the billing authority must content itself that:

- The final Renewal Proposal covers the issues laid down in BID Regulation 4 and its associated Schedule 1 - the required information compliance.
- The final Renewal Proposal does not conflict with the billing authority's formal policy framework.

2.4 If the proposals do conflict the authority must notify the BID proposer in writing, explaining the nature of the conflict. This would then raise the potential for drawn out action under the statutory veto and appeal procedure which would create problems for the ballot timetable. It is therefore appropriate to review draft proposals at an early stage to agree their broad compliance and for the council to highlight any issues which need to be addressed prior to submission and endorsement of a final version.

3.0 Lancaster BID Renewal Proposal

3.1 The Renewal Proposal (Appendix 1) builds on the work undertaken over the first 3 year term. Its content follows best practice guidelines from British BIDs, a respected organisation that reviews and reports on national BID activities, and covers the following key areas:

- Reference to achievements against the original BID Business Plan with evidence of delivery and performance against the planned services.
- An analysis of the impact on the BID area and for those businesses within it.
- A clear outline of any differences between existing and proposed services and/or the previous BID area together with reasons as to why such changes have been made.

3.2 Key changes and alterations to operational matters are being proposed:

- The term proposed is 5 years, the maximum allowed under statute and will run from 1st April 2016 to 31st March 2021.
- Total term revenue increases to approximately £1.3M from £620K.
- The BID area is extended - the majority of the Town Centre east of the inner ring road up to the canal bank, and the Castle and Priory environs to the west are now included.
- Lancaster BID proposes to incorporate as a company limited by guarantee and will take over as the accountable body for BID levy funds from North West Chamber of Commerce.
- The ballot period is scheduled for between 28th October 2015 and close at 5pm on 25th November 2015.

The BID levy (1.5%), how it is calculated, collected and who is eligible to pay remain the same as the previous term.

3.3 The consultation process undertaken to date by Lancaster BID to evidence and secure the support from local businesses for the planned expenditure has been extensive. It has included detailed independent review and evaluation of past performance, questionnaire surveys, general meetings and events aimed at different sectors and different geographical sub-areas of the city.

3.4 Appendix 2 highlights the officer view of the draft Renewal Proposal's compliance with BID Regulations 4 and Schedule 1 and details some potential further information requirements or clarifications which may be required in the full proposal. Appendix 2 also highlights the policy fit – defined as the city council's published corporate policy framework. In summary, officers consider that the draft document meets the statutory information requirements and does not conflict with the council's policy framework.

4.0 Options and Options Analysis (including risk assessment)

4.1 The following options can be considered:

	Option 1: : Do nothing (Put off decision until the production of Final Renewal Proposals)	Option 2: Endorse the draft BID Renewal Proposals with endorsement of final BID Renewal Proposals delegated to the Chief Executive.	Option 3: Request material amendments to the draft Renewal Proposal for consideration/ endorsement at a future Cabinet meeting.
Advantages	No advantages.	Early notice that the proposals are technically sound and final document is likely to be compatible with BID Regulations and council policy. Allows for minor and/or non-material technical amendments via officer scrutiny of final document. Allows Lancaster BID to develop its pre-election canvassing strategy and marketing/publishing activities around the BID Renewal Proposals with confidence.	Appropriate if Members consider (based on the draft), a Final Renewal Proposal would be vetoed and that material changes are required. Allows for revised proposals to come forward which are compatible with council policy and regulatory requirements
Disadvantages	Creates uncertainty for Lancaster BID. Creates difficulties for Lancaster BID in developing its pre-ballot canvassing strategy and marketing/publishing activities around the BID Renewal Proposals.	No disadvantages identified.	Reputational implications for council if proposals are not endorsed without good reason. Potential delays Lancaster BID's commitment to pre-ballot canvassing strategy and marketing/publishing activities around the BID Renewal Proposals.

<p>Risks</p>	<p>September Cabinet is the last date proposals can formally be endorsed for a November ballot to be enacted under statutory notifications.</p> <p>If there are issues with Final Renewal Proposal compliance at this stage a ballot could be delayed with knock on implications for Lancaster BID in terms of canvassing and for the council in terms of dealing with operational matters in the new year arising from a late 'Yes' ballot</p>	<p>No guarantee that BID Renewal Ballot will be successful.</p>	<p>The onus would be on Lancaster BID to address any issues and prepare a technically/policy compatible Final Renewal Proposal.</p> <p>Risks are as Option 1 in that September Cabinet is the last date proposals can formally be endorsed for a November ballot to be enacted under statutory notifications.</p>
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5.0 Officer Preferred Option (and comments)

- 5.1 On submission of a Final Renewal Proposal the local authority is obliged to endorse the BID proposal and approve it to go forward to a ballot if it meets the regulatory and policy tests mentioned in paragraph 2.3 The draft proposals provide a good indication of whether it is likely the council will need to use its veto powers.
- 5.2 The draft proposals do not conflict with any published council policies and a successful BID should actively support the council's corporate objectives particularly in the areas of Economic Growth, Clean Green & Safe Places and Community Leadership. The informal work of Lancaster BID in canvassing opinion and consultation appear to show a good level of support for the way the BID proposals have been shaped.
- 5.3 The amount of prior discussion between the BID proposer and the local authority before submitting the BID draft proposals to the authority has been sufficient and it is expected consultation will continue up to the submission of final proposals. The costs incurred and due in developing BID proposals, canvassing and balloting have been allowed for within the BID's current budget.
- 5.4 The decision to incorporate and take on formal accountable body status is a natural progression for Lancaster BID, one which the majority of national BIDs have taken at the outset or at renewal. The current unincorporated body Lancaster BID, while not formally accountable for BID funds, already acts as employer to the paid BID staff. The current Lancaster BID Management Committee believes incorporation will allow it to achieve significant administrative savings, better value for money and greater local control.
- 5.5 There are no advantages in holding over on endorsement pending Final Proposals (Option 1) and officers consider there are no material alterations required (Option 3). The preferred Option is therefore Option 2, to endorse the draft Renewal Proposals. It follows that an appropriate level of delegated authority is required to ensure outstanding matters are addressed and final

proposals can be approved to move forward to ballot. As these issues are mainly technical and operational it is recommended this be undertaken through a report and decision by the Chief Executive.

- 5.6 BID legislation allows for the council's administrative costs to be recovered through the BID levy and the councils charging has been made clear to Lancaster BID and will be kept under review. Officers have ensured its administrative charges are appropriate, commensurate with the task, and clear to those who will vote (refer to Financial Implications).
- 5.7 Implementation of BIDs is usually underpinned by formal legal agreements between the billing authority and BID delivery body (refer to Background Papers). An Operating Agreement (OA), the formal contract between the BID body and the local authority, should be entered into setting out the various procedures for the collection, payment, monitoring and enforcement of the BID levy. The current OA between the council and North West Chamber of Trade (Appendix 3a) is regarded as having provided a sound basis for the operational relationship to date and will be redrafted to reflect the new relationship with the proposed stand-alone Lancaster BID body.
- 5.8 A feature of the OA is the 'baseline' – a statement/measure of the existing services provided by the city council to the BID area. Production of a baseline and its formal incorporation under the OA (as a "Baseline Agreement") is useful to assist potential levy payers identify added value of services proposed. For example, if the council is involved in delivering services solely for the improvement or benefit of the BID area (funded using the BID levy or other contributions to the BID body) it provides a benchmark to ensure true additionality for BID resources.
- 5.9 While it is regarded as best practice that these operational matters are agreed in principle prior to a ballot (mainly for clarity and as an additional 'selling point' over the BID election period) - the agreements are formally agreed and signed post-ballot.
- 5.10 Members should note the city council will continue to be liable for the levy on rateable property it occupies/holds should a ballot be successful (refer to Financial Implications). As a potential levy payer the council is eligible to vote in a ballot. There are no statutory rules on how individual local authorities treat this part of the process. Members previously escalated the voting decision to Full Council (who considered a report just prior to the voting period) and officers have anticipated that this arrangement will continue.
- 5.11 There is no guarantee that a BID Renewal Ballot will be successful. If there is a 'no' vote any remaining funds from the first BID term will be returned to the council who will distribute it back to levy payers under procedure detailed in the 2004 BID regulations.

6.0 Conclusion

- 6.1 The draft Renewal Proposal for Lancaster BID complies with statutory regulations. Members are asked to endorse the proposals to enable the Final Proposal and approval process to be undertaken by the Chief Executive. Progression to a ballot with the aim of renewing the BID will follow in November 2015. The report has also updated Members on potential pre- and post- ballot issues and resource implications in relation to the role of the city council in the BID continuation should a ballot renewal be successful.

List of Appendices

Appendix 1 - Draft Lancaster BID Renewal Proposals

Appendix 2 - Draft Lancaster BID Renewal Proposal – Assessment of Regulatory Compliance

RELATIONSHIP TO POLICY FRAMEWORK

In working towards implementation of Business Improvement Districts the council will be achieving and/or reviewing and improving upon a number of its corporate objectives/outcomes as defined in the Corporate Plan 2015 -18. The draft BID Renewal Proposals will actively support Sustainable Economic Growth, Clean Green & Safe Places and Community Leadership outcomes, success, measures and actions.

Support for a BID in Lancaster is a Priority Action in the Lancaster Cultural Heritage Strategy.

CONCLUSION OF IMPACT ASSESSMENT

(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)

Health & Safety: The BID has sponsored events and has directly delivered events, and this is anticipated to continue in the future. All major public events planned are discussed through the local Events Safety Advisory Group (ESAG).

Equality & Diversity: None

Human Rights: It is assumed from nationwide BID activity, and through its continuing application within the UK, that activities properly undertaken within the BID legislation are compatible with the Human Rights Act.

Community Safety: If renewed Lancaster BID will continue to support projects which will have a positive impact on community safety/business security matters.

HR: Council officer resource will need to be applied during BID Proposal and post ballot stages as outlined in the report. In the main the implications will be on the NNDR service in continuing administration and dealing with billing of the levy.

Sustainability: None

Rural Proofing: None

LEGAL IMPLICATIONS

The Business Improvement Districts (England) Regulations 2004 prescribe the minimum requirements which must be met in order for a BID Renewal process to progress in a legal manner. Consideration and approval of a final BID Renewal Proposal is a city council duty and the route for the council to discharge its responsibilities is outlined in the report.

The council, as billing authority, has the power to veto a final BID Renewal proposal where it conflicts with any locally adopted policies and/or plans. As noted in the report, use of the veto will be unnecessary if the final BID Renewal proposal follows the form and content of the draft Renewal Proposal. However, the compliance check is based on draft proposals and Final Proposals will need to be approved as set out in the report.

Ballot management will be undertaken via Electoral Reform Services who will meet all the necessary prescribed ballot regulations. Instructions will need to be issued by the council to initiate the ballot on approval of the final BID Renewal proposal. If the ballot is to be undertaken for November (with a closing date of 25th November) as stated in the Draft Renewal Proposal key actions are as follows:

- Lancaster BID as the Renewal Proposer is required to notify, in writing, the Secretary of State and the relevant Billing Authority of their intention of asking the Billing Authority to put the BID Renewal Proposal to the ballot. This notice is required 12 weeks prior to the BID Proposer submitting final proposals to the billing authority for approval for balloting. This has already been actioned.
- On receipt and approval of a final Renewal Proposal the Chief Executive will instruct the ballot holder (Electoral Reform Services on behalf of the council) to hold a ballot – a standard letter has been drafted.
- ERS must publish notice of the ballot - no later than 42 days before the day of the ballot (the closing day). This will be mid - October at the latest.
- The day of the ballot must be at least 28 days after the date ballot papers are sent to voters and no later than 90 days after publication of the notice of the ballot.
- The ballot holder sends ballot papers to voters with a statement on the arrangements for ballot - no later than 42 days before the day of the ballot (the closing day). Again this will be mid- October at the latest.

A successful BID Renewal ballot will require the redrafting of current contractual agreements to reflect the change in BID accountable body (from North West Chamber to the incorporated Lancaster BID) as noted in the report – the key documents being the Operating Agreement and Baseline Agreement. The agreements have provided a sound basis for the efficient management of the current relationship between the billing authority and BID accountable body and any alterations, other than to names/dates, are unlikely to be material. However, any matters raised during redrafting considered to be outside officer delegated authority will be referred to Members as appropriate.

Should there be a successful Renewal Ballot the levy will continue as a statutory debt subject to the usual principles of rate collection, reminder notices and enforcement action for non-payment. The first point of contact for businesses with billing questions will be the council, rather than the BID delivery body. Experience of the first BID term in Lancaster shows that the levy itself is not a major cause of non-payment but enforcement action may still be required in certain cases. Revenues shared service experience of BID collection/enforcement matters will be valuable in this regard. The timetable for reminders and enforcement will follow that of the existing NNDR system.

FINANCIAL IMPLICATIONS

There are a number of costs in relation to BID renewal development that should have no bottom line impact on the Council:

1. The costs to Electoral Reform Services for undertaking the ballot are to be paid through the current Lancaster BID budget.
2. Administrative costs of around identifying hereditaments within the extended BID boundary and producing a listing of all those rateable properties within the relevant boundaries; this is judged to be absorbable within current budgets.
3. Updating the NNDR system to support the collection of additional BID levies; with the extension of the BID area there will be an estimated 366 billable hereditaments but the current software model is able to accommodate this increase at no additional

cost.

4. Costs associated with collection of and administering the BID levy; any time spent in support of this will need to continue to be monitored by Council officers and agreed with the BID proposer so that any charges are clear to those who vote and can be included within the renewal proposal. This is currently budgeted for in the region of just over £10K per annum and is detailed in a letter to Lancaster BID and kept under regular review.
5. Potential costs of supporting the BID body operation post ballot; the Lancaster BID has not required any discrete Council management input into the post ballot 'operational' side up to now. However, any direct involvement requested and agreed would need to be financed via an administrative fee from the levy.

The main bottom line impact of a successful renewal will be the additional cost to the council for the levy on its own properties for which it holds NNDR liabilities within the increased BID area. At a 1.5% levy the council will incur a charge of around £12K. The current £8.8K charge included in the 2015/16 revenue budget will therefore need to be revised from 2016/17 onwards as part of the annual budget process.

OTHER RESOURCE IMPLICATIONS

Human Resources:

Internal council human resources will be used to support Lancaster BID as outlined in the report. The main operational issues will primarily involve NNDR officers in managing the levy billing arrangements if the BID Renewal proposals are successful. Legal Services officers will be involved in reviewing and dealing with formal agreements between the council as billing authority and the new BID body. Regeneration and Planning officers will continue to provide the contact point for the council's input into the Lancaster BID project programme if it is renewed through ballot.

Information Services:

Following a successful ballot updates to the billing software used by the council to generate and administer levy bills will be required. The implications are outlined in the report.

Property:

The city council will continue to be liable for the BID levy on rateable property which it occupies/holds should a renewal ballot be successful. The continuing improvement to the environment of the area through a successful BID ballot could benefit the businesses within the city centre and may also improve the take up of the council's empty commercial property, reducing its general business rate liabilities in the long run.

Lancaster BID currently leases accommodation within the council owned offices at CityLab, Dalton Square, if the BID renewal ballot was successful then it is hoped that BID will continue to occupy this space on a new lease.

Open Spaces:

The BID area includes city centre areas defined as 'open space'. The potential improvement to the environment of any open space as intended by the BID Proposals should be a benefit to the council's corporate objectives, businesses and the community.

SECTION 151 OFFICER'S COMMENTS

The Deputy 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

1st Lancaster BID Term Operating Agreement
1st Lancaster BID Term Baseline Agreement
1st Lancaster BID Term Baseline Assessment

Contact Officer: Paul Rogers
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Ref:

**FIVE YEARS.
ONE MILLION
POUNDS.
VOTE YES.**





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— Part 1
**The Lancaster BID
in 2015**

Nothing we propose to do for 2016 onwards will be possible unless you **VOTE YES** again, this time to raise more than **£1 Million** for Lancaster.



£1 MILLION...

WHAT IS A BID?

A Business Improvement District (BID) is a business-led and business-funded body formed to improve a defined commercial area.

The businesses that fund and run the BID work in partnership with local authorities and other organisations to improve the trading environment of a specific area and to make it a more pleasant place to live, work, invest and visit. BIDs were introduced in the UK in 2005 and have become a great success as businesses have seen the benefit of taking charge of their own commercial districts by developing and implementing delivery plans to achieve a common goal. There are now more than 200 BIDs in the UK with many on their second and third terms.

In the UK, the majority of BIDs exist in town centres with an average size of 300 – 400 hereditaments and a typical annual income of £200,000–£600,000 (for a Business Improvement District, a hereditament is a property that is liable for Business Rates and is not excluded from the BID according to the BID's defined thresholds and exemptions). The Lancaster BID is a member of British BIDs which provides support with networking forums and training & development for BID staff and board members, thus facilitating the sharing of good practice and new ideas for BIDs to stimulate business growth in their respective areas.

WHAT IS LANCASTER BID?

Lancaster Business Improvement District (BID) has been set up by the city centre businesses to promote and improve the trading environment in Lancaster. Lancaster BID works towards three main goals:

- 1. Promoting Lancaster**
- 2. Improving Lancaster**
- 3. Supporting Special Projects in Lancaster**

Working to these three goals, we develop our own initiatives as well as supporting projects proposed by other organisations, where there is a prospect of them becoming self-funding in future years.

OUR STORY SO FAR...

In 2011, a Lancaster BID Steering Group of city centre business owners and managers was formed to consult the business community with a view to developing a submission for a BID for the city centre. The Group canvassed fellow business managers and owners to identify their needs and aspirations and to agree on a defined area for any potential BID. The Group felt local business interest was sufficiently high to take it further and produced a Delivery Plan that reflected the local issues and opportunities for businesses, their staff and visitors to Lancaster. In November 2012, the BID Delivery Plan was sent to all ratepayers in the proposed BID area and an independently run postal ballot took place which gave all businesses a chance to vote for the BID as an opportunity to take some control over Lancaster's future. On November 30th 2012, Lancaster BID received a yes vote. Invitations were then issued to join a Management Committee which would be representative of the business community and whose members would work on a voluntary basis to help improve the trading environment in Lancaster.

Over the last three years Lancaster BID has developed and produced a programme of activities and projects to meet the three BID objectives of the Delivery Plan.

AND IT'S THANKS TO YOU...

Nothing we have done over the past 3 years would have been possible without the yes vote and we are extremely grateful for everyone who voted and took the initiative to work together to achieve a common goal.

We have received a consistently high collection of Levy Fees compared to other BIDs and we would like to say thank you to all levy payers for your valued contributions towards the BID budget.

BID Chairman & Manager's Statements

BID CHAIRMAN STATEMENT

PAUL CUSIMANO
Proprietor of JOSEPH+CO



After the two full years of BID activity and being privy to the group's plans for the final year of the three-year term, I am pleased to say that we are on track to meet the BID's initial aims and objectives by the end of its first term.

Key to achieving this has been establishing the right people in both the paid and unpaid positions, and Liz's appointment as BID Manager has provided the Management Committee with a key asset in turning their aspirations for Lancaster into actions.

This is a vital last year for BID's current term, where a lot of the groundwork that has been explored can come to fruition and levy payers will experience the benefits.

Vital because in November this year the Management Committee will be seeking your support in achieving a further five year term in which Liz can build upon the strong foundation she and the Management Committee has laid. A new term will raise over £1 million for Lancaster for investment in events, building footfall, marketing and improvements. I can't envisage a sum of that size appearing from anywhere else in the near future so it is imperative that you have the confidence to **VOTE YES** when the time comes. Without that vote the progress made in the last two years and in this year will have been to little avail. Only through continuity can Lancaster fully feel the benefits of the increased investment.

The proposed new BID for Lancaster gives the city an opportunity to build on the great foundations that have been laid down over three years.

We have found our feet promoting Lancaster as a destination and are helping local groups to attract considerable matched-funding for events that are held at key dates throughout the calendar year in the city. We are consistently in touch with Lancaster City Council and Lancashire County Council getting answers to many questions & queries on your behalf and feeding back the views of the businesses at every opportunity. We are promoting your business using our website,

newsletters, print and social media, and we are networking with neighbouring and comparable BIDs to find out if there are opportunities that we can learn from and examples of best-practice that we can adopt in Lancaster.

All of this has been possible because the business community **VOTED YES** to a BID for Lancaster in 2012. In November, we will be asking you to **VOTE YES** again so that we can continue to work on your behalf for Lancaster. There will be no increase in the amount of money that you pay to the BID, but five years will allow us to bring together the plans and benefits that are described in this document.

If you vote no, there will be no-one else to work on any of these initiatives and no other opportunity for the business community of Lancaster to control its own destiny. **VOTE YES** for the new Lancaster BID to run from April 2016 to March 2021.

BID MANAGER'S STATEMENT

LIZ HICKINGBOTHAM
BID Manager



The BID Team



The Lancaster BID team is made up of a BID Manager Liz Hickingbotham and Events & Marketing Assistant Rachael Wilkinson.

Liz & Rachael comprise the only salaried employees of the BID and they undertake the day-to-day operational requirements of the BID under the guidance of the Management Committee. Smaller sub-groups specialise in each of the BID's objectives.

The BID Management Committee provides strategic direction for the responsibilities of the BID and assesses the performance of all activities to improve the effectiveness of the BID's impact in the Lancaster BID zone. It is vital that the Management Committee represents a large variety of commercial entities and charities operating within the BID zone as each of them offers a unique

perspective to the Lancaster trading environment. The Management Committee and all of the sub-groups meet monthly and voluntarily give up their time to help improve Lancaster as a trading destination. The level of voluntary contribution equates to over £100,000 worth of free professional time being dedicated to the BID, the businesses within the BID zone and to Lancaster.

The BID Management Committee and Sub Groups have been formed from the following Lancaster businesses and organisations:



Lancaster BID Revenue and Expenditure 2013-2016

REVENUE		EXPENDITURE	
Income from Levy at 1.5%	£675,929	Activities to meet Objectives, including contingency funds	£644,438
Additional Funding	£97,151	Overheads and administration	£128,642
TOTAL REVENUE	£773,080	TOTAL EXPENDITURE	£773,080

83% of all income has been spent delivering the BID's primary objectives; 17% has been spent on overheads and administration.

ADDITIONAL FUNDING

In addition to funds raised from the levy, Lancaster BID has been successful in bringing in additional funds in the form of sponsorship and other contributions that have been paid directly into the BID.

The additional funding sums raised have been:

2013/14	£11,733
2014/15	£63,750
2015/16	£21,688 (predicted)
TOTAL	£97,151

The 2014/15 figure includes £50,000 from United Utilities which was given to support activities to re-attract shoppers into Lancaster following road closures during its sewage repair works.

LEVERAGED FUNDING

Lancaster BID has also attracted significant additional money into the city centre.

Additional money attracted by other funding providers:

£769,200

The BID role in some of these can be regarded as leveraged funding since the projects would not have gone ahead without BID's contribution — examples are Light Up Lancaster, First Fridays and the Lancashire Dance Festival. The value of projects with leveraged funding from Lancaster BID includes the Square Routes project in which Lancaster City Council received £485,579 from the European Regional Development Fund (ERDF). These funds were only available to Lancaster because of the existence of the BID.

The Impact and Achievements of the 2013-2016 BID



Over three years we have gone from strength to strength. We have a BID team and a dynamic management group of local business owners and managers and specialist advisers who have all contributed innovative, fresh and engaging ideas for Lancaster city centre businesses.

PERFORMANCE

In October and November 2014, we carried out research to assess levy payer views on the performance of Lancaster as a trading environment and the impact of the BID in improving this performance. Respondents were asked to rate the performance of a number of attributes of the city centre environment.

The top performers were:

1. Safety
2. Crime Prevention
3. Events/initiatives
4. Cleanliness
5. Quality of Environment
6. Repairs and Maintenance



This research was used to inform the sub-groups and to direct their activities with advisers from Lancaster City Council and Lancashire Constabulary in attendance.





**PROMOTING LANCASTER
— A SMALL CITY WITH A
BIG STORY**

Promoting Lancaster was one of the main objectives stated in our Business Plan for 2013–2016. We have been working hard over the last three years to promote Lancaster as a destination, raising awareness of our city and promoting the businesses that operate within it.



We promised to “prepare and deliver a promotional strategy to raise awareness of our city centre and the businesses that operate within it.”



SANTA DASH



GROUP TRAVEL OPERATORS FAMILIARISATION VISIT TO LANCASTER



CHRISTMAS LIGHTS PURCHASE



CHRISTMAS REINDEER



STREET THEATRE

We promised to “put money and support into developing a bigger and brighter Christmas campaign including the Christmas lights switch-on event.”



SANTA'S GROTTTO



CHRISTMAS TREE PURCHASE

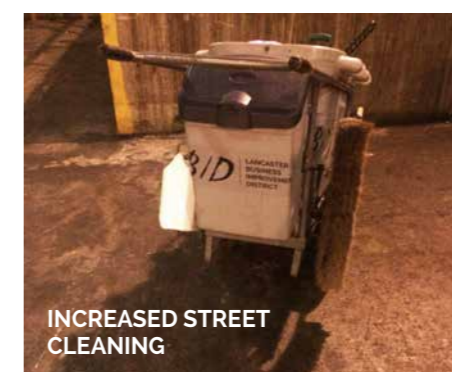
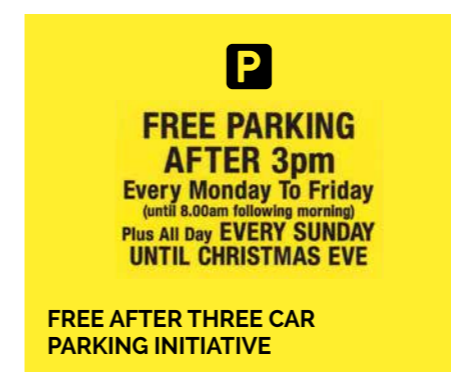


IMPROVING LANCASTER — A CITY OF CULTURE AND HERITAGE

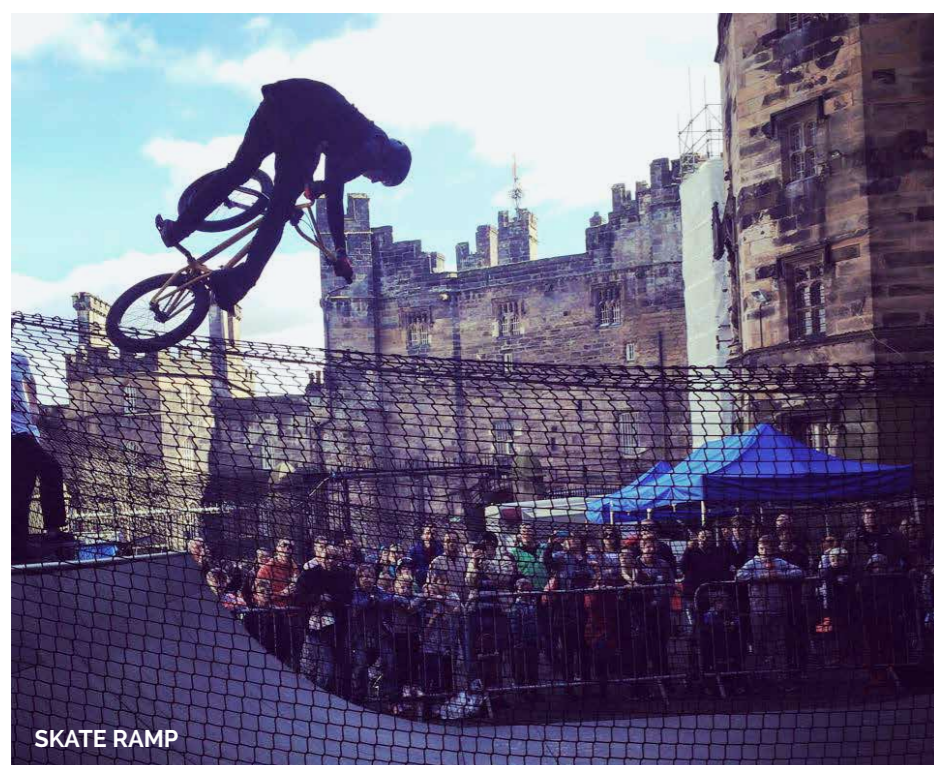
Promoting Lancaster was one of the main objectives stated in our Business Plan for 2013–2016. We have been working hard over the last three years to promote Lancaster as a destination, raising awareness of our city and promoting the businesses that operate within it.



We promised to “provide money to develop other seasonal marketing campaigns around Easter and Bank Holidays.”



We promised to “Create a budget to fund improvements to our city centre.”



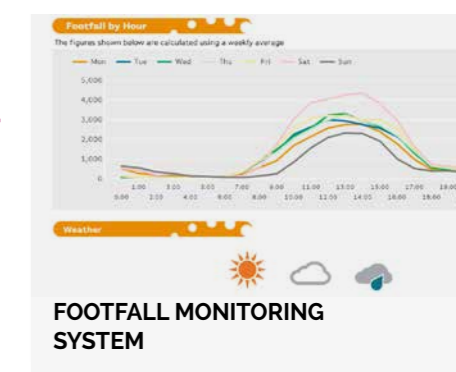
WE HELPED TO:

- Keep bank holiday car parking in Lancaster free
- Push for cashless car parking so that shoppers and visitors could stay longer

CITY CENTRE CAR PARKING



We promised to “work with Lancaster City Council to extend the number of ‘free parking’ days and implement innovative ways of managing our city centre parking to ensure shoppers and visitors can stay longer.”





SPECIAL PROJECTS — A CITY OF EVENTS

Promoting Lancaster was one of the main objectives stated in our Business Plan for 2013–2016. We have been working hard over the last three years to promote Lancaster as a destination, raising awareness of our city and promoting the businesses that operate within it.



CHINESE NEW YEAR
IN LANCASTER



CITY CENTRE
CYCLE RACE



ARMED FORCES
DAY IN THE CITY



LIGHT UP
LANCASTER



LANCASTER
COMEDY FESTIVAL



ROCKING HORSE
RESTORATION

We promised
“our special projects fund
to provide the support you
need for ideas and events or
even a marketing campaign
to help make it a reality.”



LANCASHIRE YOUTH
DANCE FESTIVAL



LANCASTER MUSIC
FESTIVAL



LANCASTER
PUBFEST

Testimonials



“The continuing support of the Lancaster Music Festival by BID has enabled Lancaster Music Festival to not just survive but also thrive, expand and start on the journey towards greater self-sufficiency and we look forward to partnering with Lancaster BID through 2016-21 on the many exciting projects we are currently planning.”

Benjamin Ruth
Coordinator Lancaster Music Festival



“Myself and my little boy loved doing this trail - great to find new nooks and crannies to visit in Lancaster- 10/10.”

Anna Scott
Lancaster, Lancaster Treasure Trail 2015 Participant



“BID made time to discuss our project, (Campus In The City) give me useful contacts, and made some very valuable suggestions. They generously awarded us money which helped enormously. We were proud to have them as partners on the 10 week project and we look forward to working with them in the future.”

Joseph Buglass
Project Manager at Lancaster University



“Working in partnership with BID on two successive Light Up Lancaster festivals was a really positive experience. I have created, organised and run events, celebrations, festivals and arts/cultural activities of all types across the NW and what I appreciated about working with BID was that it was refreshing to partner a stakeholder who offered far, far more than mere financial investment. It was wonderful to rely on the BID team's advice, experience, skills, contacts and in-depth knowledge of their district and the role they play in helping to improve Lancaster – for its residents, businesses and visitors alike. All this expertise and BID's enthusiasm was invaluable in helping me to stage two fantastic Light Up Lancaster events. I couldn't have asked for better supporters, better advocates and better guidance when I most needed it. BID also played a vital role in being a great conduit for establishing a connectivity between the arts and business. From my experience, this is often a tricky ride but BID turned it into source of pleasure. The success of Light Up Lancaster is now unthinkable without the wholehearted contribution from BID.”

George Harris
Producer, Light Up Lancaster 2013 & 2014



“Fab, Fab Event! Well done!”

J.McGee
Lancaster Comedy & Arts Weekend 2015 Attendee



“Excellent. Good fun for all ages and an excellent way of getting to know Lancaster- 10/10.”

Susan Davies
Lancaster, Lancaster Treasure Trail 2015 Participant

— Part 2

Proposals for a 5-Year Renewal of the Lancaster BID

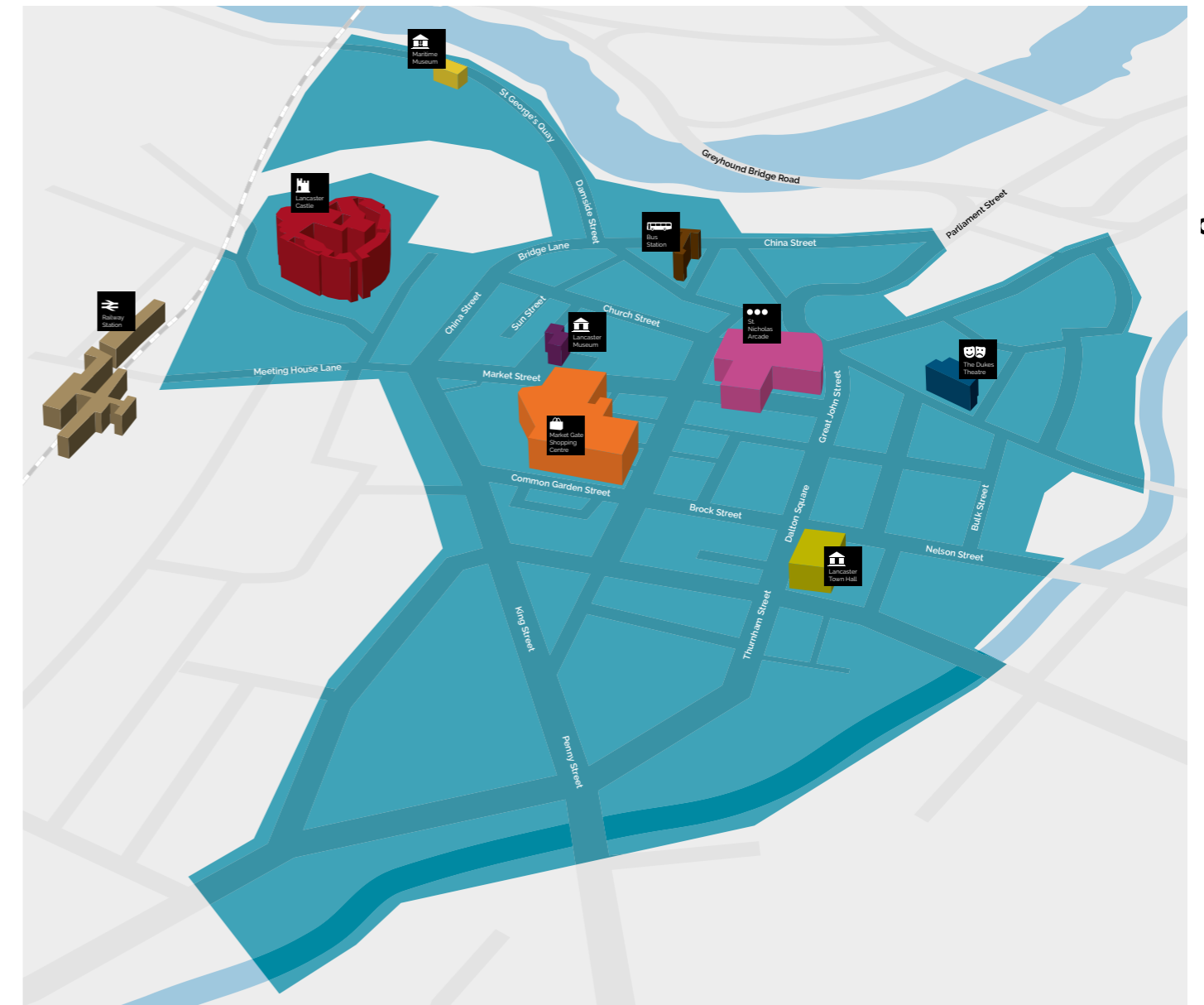
The Management Committee's proposals for the new BID are:

- To create a new Lancaster BID Zone, adding up to 30 hereditaments
- To maintain the Levy Collection at 1.5%
- To run for a Five Year Term which will allow for longer term projects and plans with a continued commitment to explore additional funding opportunities
- To change the Governance Arrangements, setting up a Limited Company
- To concentrate on the existing three main objectives: Promotion, Improvements & Funding Projects
- To continue to maintain contact with our levy payers and respond to their needs

1.5%

We will continue to charge a BID levy of 1.5% of your 2010 rateable value.

The New Lancaster BID Zone



For our BID renewal we have decided to expand our BID zone boundaries. This means we will incorporate city centre businesses and spaces which were previously on the edge of the BID zone, such as Quay Meadow, Lancaster Castle, The Storey Institute and a section of Lancaster Canal — all considerable assets to Lancaster's growing destination status. The incorporation of these facilities and spaces means we will be able to expand the types of BID activities which have been successful in the first three years, for example by drawing people along the quayside, running cultural and fun events in more places and attracting visitors to waterfront pubs and activities on Lancaster Canal.

The proposed new BID zone will include up to 30 new hereditaments bringing in an additional levy of just £16,185 per year demonstrating that these chosen spaces are more valuable for their locations than for their financial contribution. Together with the current levy payers' contributions there will be over £1 Million for Lancaster over 5 years, which will be spent directly on promoting, improving and building footfall and events in Lancaster city centre.

Maintaining the Levy Collection at 1.5%

- We will continue to charge a BID levy of 1.5% of your 2010 rateable value.
- Only businesses with a Business Rateable value of £10,000 or higher will be charged the levy.
- Only those properties that are located in the new BID boundaries will be liable to pay the BID levy.
- The BID levy will be billed as a single payment in April each year and will be collected by Lancaster City Council. Each invoice issued to a business will identify whether it is for Non Domestic Rates or the BID levy.

HOW MUCH DO I HAVE TO INVEST?

The table below shows the level of your investment:

RATEABLE VALUE OF YOUR PROPERTY	ANNUAL BID LEVY (1.5%)	YOUR INVESTMENT PER DAY
£10,000	£150	41p
£20,000	£300	82p
£50,000	£750	£2.05
£100,000	£1,500	£4.11
£250,000	£3,750	£10.27
£500,000	£7,500	£22.55

For nearly half of the businesses in Lancaster this equates to an investment of just £1 per day. Annual BID Levy's in the Lancaster BID zone will incorporate businesses of all scales and sizes from contributions as small as £150 up to £5,475 per year.

To put this into perspective, an outdoor billboard advertisement for your business could cost £200 per week, a full-page advert in a local magazine could cost £200, and a week of radio advertisement could cost £1,500. If you **VOTE YES** to the BID you will receive unlimited promotion, advertisements in our publications and so much more.

Your levy contribution will be based on your 2010 rateable value and will be fixed at 1.5% to enable the ease of financial budget planning on your rateable value.

Please contact the BID team to find out the rateable value of your property by calling 01524 590650 or emailing info@lancasterbid.org

Alternatively you can log onto the Valuation Office's Website www.voa.gov.uk/business_rates

A Five-Year Term



LANCASTER RENEWAL BID BUDGET 2016-2021

The table below shows the income from Levy Fee collected throughout the proposed five year BID generating an income of £1,220,000; more than £1 Million for Lancaster. We anticipate that this income will be subsidised by additional funding of £35,000 a year that we will continuously search for in alternative revenue streams to add to Lancaster's offer. In addition to this, by operating as a Limited Company from 2016 onwards we will be able to apply for funding and sponsorship to further help us to fulfil key BID objectives.

REVENUE		EXPENDITURE	
Income from Levy at 1.5%	£1,220,000	BID activities (Promotion, Improvements & funding projects) & contingency	£1,195,000
Additional funding to be sourced	£175,000	Overheads	£145,000
TOTAL REVENUE	£1,395,000	Levy Collection Fee	£55,000
		TOTAL EXPENDITURE	£1,395,000

HOW THE NEW BID COMPARES WITH 2013-2016 BID

In comparison with the current BID the new BID will have a small increase in the proportion of the expenditure on activities as opposed to overheads and administration. The new BID will also be more productive, with an 11% increase in the average value of activities per year.

	2013-2016	2016-2021
Activities to meet Objectives, including contingency funds	£644,438 (83%)	£1,195,000 (86%)
Overheads and administration	£128,642 (17%)	£200,000 (14%)
TOTAL EXPENDITURE	£773,080 (100%)	£1,395,000 (100%)



ADDITIONAL AND LEVERAGED FUNDING

We have set additional funding at £35,000 a year. Additional funding comprises payments that go through the BID's accounts.

In Lancaster, the main achievement of the BID is not in running its own activities but in enabling and supporting other organisations, many of which are local. By building on the success of the current BID we fully expect to exceed the levels of leveraged funding and third party investment that has been achieved to date.

Objectives for 2016-2021

Subject to the BID ballot achieving a majority vote in both majority by Rateable Value and by number the start of the BID will be the 1st of April 2016 and it will end on the 31st March 2021.

Above all we want to be a BID that provides what your business needs. From the research carried out in October and November 2014 we have been able to formulate a BID renewal Delivery Plan for 2016-2021 based on what you said you like, what you don't and what you want to see more of.

WHAT YOU TOLD US YOU WANT

From the research we commissioned we asked you what you wanted from future BID activities. The list below highlights what you said you would like to see for the future of the BID, in order of importance, as suggested by you. If you **VOTE YES**, we will work on these proposals as priority issues for the Lancaster Business Community in the 2016-2021.

- ✓ Targeted improvements to individual streets
- ✓ Developing a parking strategy for Lancaster so shoppers can stay longer
- ✓ Bank holiday events
- ✓ Regular street entertainment on Market Square Plinth
- ✓ Subsidised marketing opportunities for BID members
- ✓ Crime reduction initiatives
- ✓ Meaningful events from a range of different retail sectors
- ✓ Training for business skills
- ✓ Lobbying on behalf of the businesses

PROMOTING LANCASTER

We will:

- Continue to produce Annual Destination brochures to promote your stores and Lancaster as a destination
- Think of new and creative ways to promote your stores through marketing campaigns
- Continue to integrate the new Lancaster brand into marketing materials to promote Lancaster as a unified destination with lots to offer
- Create and promote a Christmas campaign to launch Lancaster as a retail destination for Christmas shopping trade



Net la consed minimusam
faccum verchilquam fugiat
doloreris eos nonet arum
fugitaqui aut ad quam in nes.



IMPROVING LANCASTER

We will:

- Work towards improving the visual impact of the three main gateways into Lancaster
- Continue to provide increased cleaning in Lancaster city centre and target grot-spots, graffiti and ginnels
- Lobby on your behalf as one business voice for any issues that affect your business, for example; parking and free bank holiday parking, liaison with the City Council regarding activities which impact the trading environment of the city centre

BUILDING FOOTFALL & EVENTS

As part of our engagement strategy we will continue to create fun and interactive events on Bank Holidays and special occasions to help improve the footfall and trading environment in our retail businesses. Our new footfall monitoring systems will allow us to see the success of each event and make comparisons between events to show how successful each event is and how beneficial the event was to city centre businesses. Our events will be designed to support each sector of the retail offer in Lancaster from Arts and Sport to Fashion, Beauty and the night-time economy.

The expansion of the BID zone will allow us to integrate the Quay as an additional event destination. We are currently the only producers of events in Lancaster on Bank Holidays and we will continue to offer events which draw audiences over these periods to attract customers and establish Lancaster as a popular destination, changing consumers' shopping habits so that they visit Lancaster more often.

MONITORING PERFORMANCE

We will monitor and evaluate our future performance to Levy Payers through:

- Producing annual reports to let you know what we have been doing and where your money is being spent
- We will produce newsletters to keep Levy Paying businesses up to date with current events in Lancaster
- Hold regular Open Meetings and an Annual General Meeting (AGM), to allow you to keep up to date with our progress, ask any questions, meet other business owners and discuss issues with the Management Committee
- We will seek to set up a panel of city centre retailers who will provide us with monthly sales data which we will present in an anonymised form as average monthly sales to provide a benchmark for all retail levy payers to track sale trends and growth
- Footfall monitoring systems will be used to gain insight into consumer behaviour patterns

We will monitor and evaluate our impact on the general public through:

- Footfall monitoring systems to track trends, movement and spending patterns
- Measuring social media engagement on Facebook, Twitter and Instagram
- We will benchmark our social media performance against other BIDs and neighbouring cities to ensure we remain competitive
- We will seek to develop a way to monitor feedback evaluation forms from BID events and tourism events



Governance Arrangements and BID Levy Rules



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faccum verchilquam fugiat
doloreris eos nonet arum
fugitaqui aut ad quam in nes.

GOVERNANCE ARRANGEMENTS

Rather than continue our arrangements with is North & Western Lancashire Chamber of Commerce (NWLCC), the proposal is to bring the functions that they provide in-house. This will improve business efficiency, save costs and improve our access to funding sources. To do this we will set up a Limited Company for the Lancaster BID.

The processes required for this will be:

- Incorporation as a company limited by guarantee
- Memorandum and Articles of Association to be drafted, tailored to Lancaster's needs reflecting the not-for-profit nature of the organisation
- A Board of Directors which will formed from the Management Committee

Membership of the new company Board of Directors will be open to all levy payers and there will be a recruitment campaign to seek members. Board members will work on a non-payment basis and a balanced representation of city centre businesses will be sought. A Roles & Responsibilities document will be drafted to fit the new corporate status. Members of the current Management Committee will be assessed in terms of their attendance record and contribution to the BID.

- The new company will be VAT registered, although VAT is not chargeable on the BID levy
- Financial accounts will be externally audited by a professional organisation

Lancaster City Council will transfer all levies collected to the Lancaster BID Limited Company. The transfer of the BID levy will be subject to a Service Legal Agreement between the Council and Lancaster BID. Both organisations will review the collection and billing arrangements of the BID Levy.



BID LEVY RULES

- The BID levy is fixed at 1.5% of 2010 rateable value
- This will be the second term of the BID and will run from 1 April 2016 for 5 years until 31st of March 2021
- There will be no VAT charged on the BID levy
- The BID levy will be applied to all business ratepayers of occupied or unoccupied property with a rateable value of £10,000 and above in the BID area at any time that the BID is in operation. No relief is to be given to any class of non-domestic ratepayer irrespective of whatever relief or exemption they may currently enjoy in respect of Non Domestic (or Business) Rates
- The BID levy will be used to fund the improvement programmes, promotion of Lancaster and Events/Special projects detailed in this Delivery Plan and the management and administration of the BID
- Businesses locating to or leaving the BID area during the time that the BID is in operation will pay a proportion of the levy calculated on a pro rate basis
- The existing recovery procedures for the standard Business Rates bill will be utilised for any non-payment of the BID levy
- There are no costs relating to the development of the new BID which will need to be repaid during the term
- For the purposes of definition the term 'Renewal', used on the front cover and elsewhere, in regard to the Lancaster BID means replacement of the existing BID at the end of its current term (March 2016) with a new arrangement covering an extended area illustrated by the 'BID Zone' map (page **) and which will be subject to the rules and arrangements herein
- Notice of the intention to hold a ballot has been given to the Secretary of State and Lancaster City Council
- The BID arrangements may be altered without an Alteration Ballot in the following instances:
 - Alterations do not alter the geographical area of the BID
 - Alterations do not alter the BID levy payable
- Alterations do not conflict with the Local Government Act (2003) or The Business Improvement District Regulations (2014)
- The streets and hereditaments to be included in the BID area may alter due to changes in the local ratings list. Hereditaments may be additionally included if their rateable value — at any time during the BID period — exceeds £10,000 or they are newly added to the local list and the rateable value threshold criteria (as set out in the above response to point 1 (1) (d) of schedule 1 of the BID regulations) is exceeded.
- Hereditaments may also be excluded from the BID area and BID levy charge in those cases where properties are removed from the local list of the rateable value alters to below £10,000. Where this occurs such amendments will be adjusted from the effective date notified by the Valuation Office.

BASELINE SERVICES

The BID's projects and services will be entirely additional to any services, statutory or otherwise, already delivered by Lancaster City Council. Your money will not be used to pay for services that the council has a statutory duty to provide.

The BID has paid and will continue to pay for new initiatives that would not happen if the BID was not in place. To ensure this has not and will not happen we will establish a new baseline agreement with Lancaster City Council. This baseline service will relate to marketing & promotion of the BID area, street cleaning (including litter and graffiti

removal), signage and street scene. When we have worked in collaboration with Lancaster City Council on projects under any of these headings we have ensured that BID funding has added value to these projects in a way that could not have been achieved by Lancaster City Council funding alone.

The baseline agreement will be available to view and we will continue to monitor this on a regular basis to ensure that Lancaster City Council maintains their agreed service delivery and does not use BID activity to replace what is already being delivered.

Inaccordance with the statutory requirements for BID renewals the proposals set out in this Delivery Plan were put before Lancaster City Council cabinet on (date) and received approval.



What will happen if I vote no?



- × There will be no events or activities on Bank Holidays
- × We cannot lobby to the council as one business voice
- × We cannot protect free bank holiday parking
- × No Christmas Lights Switch-On Event launching the Christmas shopping period
- × No street entertainment during Christmas shopping
- × No Lancaster Destination brochure for 2016 onwards
- × No free marketing for your business
- × No Love Local Love Lancaster store promotions
- × No social media presence to promote your stores and offers
- × No BID funded street cleaner targeting grot spots
- × No BID Ambassador offering a vital communication link between you and the BID
- × We cannot support or fund popular annual Lancaster events
- × We cannot attract outside funding for city centre improvements

Lari pra an verem palabernis perenatuus iamendam publike rem pationsu es conscepeci sua conem obus etia nondit; norunc tem omper patam, quero cendiis.

What will happen if I **VOTE YES?**

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faccum verchilquam fugiat
doloreris eos nonet arum
fugitaqui aut ad quam in nes.



VOTE YES!



Everything we have previously described in our aims for 2016 – 2021 will only be possible if we secured a **YES VOTE** from you!

This vote has to be obtained by a majority by number and a majority by Rateable Value **YES VOTE**. If you want to have some control over the business future of Lancaster and work towards common goals together then **VOTE YES** to the Lancaster BID renewal.

- ✓ We can lobby to the council on your behalf as one business voice for matters that you feel are important to your business
- ✓ We can support and promote your store through annual destination brochures, social media marketing and events
- ✓ We can create events that showcase stores in Lancaster from different sectors of business from fashion, arts, sports and more...
- ✓ Match funding business grants will be available to businesses who require additional store work, this could be something small like painting your shop front or installing a new sign

- ✓ Regular meetings with North West BIDs to discuss and share ideas on city centre improvements
- ✓ More than £1 million can be spent in Lancaster in areas that you identify to us
- ✓ Monthly newsletters and regular business updates containing information which is vital to your business

THE VOTING PROCESS

The Postal ballot will take place between the 28th October and 25th of November with the ballot results being announced on Thursday 26th November.

All defined business ratepayers in the BID area will be given the opportunity to vote and establish the BID during the formal ballot period. The ballot will be a confidential postal ballot managed by Electoral Reform Services, The Election Centre, 33 Clarendon Road, London, N8 0NW.

All defined business ratepayers in the BID area will be entitled to one vote per hereditament. It will be possible to appoint a proxy to vote on your behalf and information on how to do so will be included with the ballot information sent to you.

- The ballot must meet two criteria for the BID to be approved:
1. A simple majority of those voting in favour over those who do not
 2. Those voting in favour must represent a greater total rateable value than those voting against

In all cases the body or person liable to pay the non-domestic business rate will be entitled to vote.



LANCASTER
BUSINESS
IMPROVEMENT
DISTRICT



If you require further information please contact:
t. 01524 590 650 e. info@lancasterbid.org

www.lancasterbid.org

f LancasterBID

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Draft Lancaster BID Renewal Proposal – Assessment of Regulatory Compliance

Regulation 4 and Schedule 1 of the BUSINESS IMPROVEMENT DISTRICTS (ENGLAND) REGULATIONS 2004 - set out the matters that should be included in a BID Renewal proposal. Where BID proposers decide to seek approval of BID proposals in a BID ballot, under this Regulation they must send to the billing authority the information in the table below. The current draft Lancaster BID Renewal proposal reflects the published standards as follows:

Regulation 4 Requirements	Compliance Y/N	Officer Comments
Standard documents		
A copy of the BID proposals;	Y	Although final formatted document to be produced
A summary of the consultation it has undertaken	Y	As noted in the report officers are aware of the extensive consultation undertaken by Lancaster BID and a formal statement is included.
A summary of the proposed business plan;	N	A summary will be prepared as part of the pre-ballot marketing material.
A summary of the financial arrangements for the BID body.	Y	The BID body is named as an incorporated Lancaster BID.
Proof of sufficient funds to pay the costs of the ballot	Y	The ballot will be a confidential postal ballot managed by Electoral Reform Services. Provision is made in the current BID budget.
Information requirements		
The works or services to be provided.	Y	The proposals are based around general objectives driven by consultation. Lancaster BID consider this the best way to secure a positive vote.
The existing baseline services	Y	Production of the baseline document is a function of the public service providers. A renewed city council baseline document will be prepared and agreed post ballot.
The geographical area to be covered by the BID arrangements;	Y	Plan included
The non-domestic ratepayers to be liable for the BID levy	Y	All business with RV of £10K and above.
How the levy will be calculated,	Y	BID levy is fixed at 1.5% of rateable value
Whether costs incurred in developing the BID proposals, holding the ballot, or implementing the BID are to be recovered through the levy.	Y	It is clear that pre-ballot costs are covered and what administrative costs will be recovered through BID levy..
The ratepayers who will benefit from relief from the levy and the level of that relief;	Y	No other relief to any class of NNDR payer
Whether the BID arrangements may be altered without an alteration ballot and, if so, which aspects may be so altered;	Y	A clear statement is included. BID Body can alter arrangements without an Alteration Ballot as long as the geographical area is not changed and there is no conflict with BID Regulations (2004)
The duration of the renewed BID arrangements and when they will start	Y	1 st April 2016 until 31 st March 2021

The following table is a list of the current Lancaster City Council Policy Framework as outlined in the council's constitution. The check-list gives an indication of where the BID Renewal Proposal conflicts with any of the policies or plans that the council has for Town Centre or the District as a whole.

Lancaster City Council Policy / Strategy	BID Renewal Proposal fit	Officer Comments
The policy framework means the following plans and strategies		
Community Safety Agreement	√	No current Plan available. Actions identified in proposal cut across previous Partnership actions and close liaison with police and safety bodies is required to ensure compatibility.
Corporate Plan	√	Proposals support Sustainable Economic Growth, Clean Green & Safe Places and Community Leadership outcomes, success, measures and actions.
Local Development Plan Documents (previously the Lancaster District Local Plan) produced under the Local Development Framework	√	Supports local policy framework to strengthen Lancaster city centre.
Licensing Act 2003 Policy Statement	√	Based on previous BID term all actions funded will comply with licensing policy.
Gambling Act 2005 Policy Statement	N/A	No conflict anticipated - proposal actions not applicable to gambling issues.
Any other plan or strategy (whether statutory or non-statutory) in respect of which Council from time to time determines that the decision on its adoption or approvals should be taken by it rather than the Cabinet.		
Annual Report (formerly Best Value Performance Plan)	N/A	Not applicable as the document is a "backward looking" report.
Sustainability (LA 21) Strategy / Climate Change Strategy	√	No conflict with current strategies – could assist in the area of local response to climate change.
Housing Strategy	N/A	No conflict anticipated - proposal actions not applicable to housing issues.
Medium Term Financial Strategy	√	Future council liabilities associated with BID are currently estimated for MTFS. These need to be firmed up as far as possible for budget setting in future years.
Street Cleaning Standards	√	Based on previous BID term actions funded will fit with street cleansing regime.
Environmental Health Service Enforcement Policy	√	Based on previous BID term actions funded will comply with Environmental Health enforcement regime.
Lancaster District Parking Strategy	√	Based on previous BID will engage positively with actions defined in the Parking Strategy.
Licensing Policy (including Alcohol and Entertainment, Taxi and Private Hire, Gambling and other licence arrangements)	√	Based on previous BID term all actions funded will comply with licensing policy.
Sport and leisure provision	√	No conflict anticipated
Cultural Heritage Strategy	√	Support for BID recognized as a priority action

CABINET

**Accountable Body Authorisation for Community Groups
4th Aug 2015**

Report of Chief Officer (Environment)

PURPOSE OF REPORT			
To approve delegated responsibility to the Chief Officers (Environment) and (Resources) to authorise and accept external funding applications and the council to act as the accountable body for community bodies working to improve facilities on council owned land.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date of notice of forthcoming key decision	20 May 2015		
This report is public.			

RECOMMENDATIONS

- (1) That Cabinet delegates authority to the Chief Officer (Environment), in agreement with the Section 151 Officer, to approve the making and acceptance of external funding bids above the key decision threshold where:
 - any such bid is for the purposes of improving public open space in the District; and
 - it can be contained within the budget and policy framework and would not require redirection of resources between service areas, functions or activities on an ongoing basis.
- (2) That Cabinet delegates authority to the Section 151 Officer, in agreement with the Chief Officer (Environment), to adopt the role of “accountable body” where appropriate, in order to support formally constituted ‘Friends of’ and community groups in helping to improve public open space in the District, subject to due diligence and any financial implications being contained within the budget and policy framework.
- (3) That that above delegations remain in place until July 2019 and be subject to review at that time.

1.0 Introduction

1.1 The provision of ‘Clean, Green and Safe Places’ is a priority area for the Council. However, the Council recognises that it is not possible or desirable to achieve this without the support of our local communities. As such the council is doing much to develop how it works with and supports local groups to

support delivery of the council's objective for Green spaces as set out in the Corporate Plan-

'the council will encourage local communities and individuals to take pride in their local area and become involved in protecting and improving the quality of local areas, parks and public spaces in a way that is sustainable.'

- 1.2 This has been a very successful approach in recent years delivering new and improved play areas, parks and open spaces in both urban and rural areas. It is estimated that through working with community groups over £200,000 of external funding has been secured each year for the last few years.
- 1.3 The groups vary considerably in size and make-up. Larger more established groups usually have experience of managing grants and adhering to the relevant terms and conditions. In contrast groups such as a few parents coming together to improve their local play area will have no experience of such processes and therefore are seen as a higher risk by funders. In these situations the Council in the past, where the project relates to council land, has acted as the accountable body and has also provided much direct advice and support in submitted funding bids.
- 1.4 The Council's financial regulations were updated by the Audit Committee on 17th September 2014 (Minute 15 refers) and now include the following requirements, as set out in Lancaster City Council Constitution, Part 5, Section 1:

4.3.3. External Funding Arrangements

4.3.3.1. Council is responsible for approving any external funding bid that falls outside of the budget and policy framework, normally on referral from Cabinet.

4.3.3.2. Cabinet is responsible for approving any external funding bid that is above the key decision threshold, and/or involves the redirection of resources between service areas, functions or activities on an ongoing basis, but is otherwise within the budget and policy framework.

4.3.3.3. Separately, where a proposal involves the Authority acting as the "accountable body" for a partnership or joint venture (often, but not always, involving external funding), the approval lies with Cabinet, with referral on to Council if outside of the budget and policy framework.

4.3.3.4. Chief Officers have authority, with the agreement of the Section 151 Officer, to express an interest in, bid for, and accept external funds where the total value of the bid does not exceed the Council's key decision thresholds and the proposal is (at least) budget neutral, subject to due diligence being demonstrated.

4.3.3.5. Chief Officers have authority to submit expressions of interest for external funding above key decision thresholds:

subject to consultation with the Section 151 Officer and the relevant Portfolio holder, and additionally

□ the Leader and the Chief Executive, where the expression of interest falls outside of the Budget and/or Policy framework.

4.3.3.6. For clarity, an expression of interest in itself does not constitute a key decision.

4.3.3.7. Should any such expression of interest be successful, §4.3.3.1 and 4.3.3.2 will apply as normal (as will key decision notice requirements).

4.3.3.8. Chief Officers have authority to accept funding bids approved by Cabinet and/or Council, subject to due diligence being completed and with the written consent of the Section 151 Officer.

4.3.3.9. Chief Officers have responsibility for notifying the Section 151 Officer of all expressions of interest, bids, awards, claims and all other external funding matters. Additionally, they are responsible for liaising with the Section 151 Officer as necessary where it is proposed that the Authority acts as accountable body in relation to any proposed partnership or other joint venture.

4.3.3.10. All the above are subject to any alternative or additional authorisation as may be required by the external funding provider. In these instances, the Section 151 Officer must have prior notice of such requirements.

NB- Key decision threshold is £50,000. Most community group projects use a combination of funding streams to total between £60,000- £100,000. Occasionally larger projects in parks may total approximately £150,000.

Article 13.03(b)(v) of the Constitution provides that a decision is a Key Decision if it relates to proposals that involve taking on the role of Accountable Body for a particular initiative.

2.0 Proposal Details

2.1 In many cases bids for funding in these areas tend to have very tight timescales so the proposed delegations below will streamline the process and allow for timely response.

2.2 PROPOSAL 1-To delegate authority to the Chief Officer (Environment), in agreement with the Section 151 Officer, to approve the making and acceptance of external funding bids above the key decision threshold to improve public open space where any bid, if successful, can be contained within the budget and policy framework and would not require redirection of resources between service areas, functions or activities on an ongoing basis.

2.3 PROPOSAL 2- To delegate authority to the Section 151 Officer, in agreement with the Chief Officer (Environment), to adopt the role of “accountable body” where appropriate, in order to support formally constituted ‘Friends of’ and community groups to help improve public open space in the District, subject to due diligence and any financial implications being contained within the budget and policy framework. Typically, this may involve being accountable for external funding awarded to the groups.

2.4 The delegated decision responsibility will only relate to projects on council owned land and where ongoing maintenance has been agreed within existing budgets. It is proposed that the delegations remain in place for a period of four years (subject to review after the next local elections). Furthermore, they would be subject to appropriate due diligence being demonstrated, in accordance with the general requirements of the Financial Regulations.

3.0 Details of Consultation

3.1 Detailed consultation is carried out for each individual project. Master plans are gradually being agreed for each of our parks and in turn form the basis for delivery of future schemes.

4.0 Options and Options Analysis (including risk assessment)

	Option 1: Delegate Responsibilities as outlined	Option 2: Seek Cabinet approval on each individual basis
Advantages	<p>As there are so many projects in this area of work. This will save time, allowing officers to focus on supporting the community and delivery of the corporate objective for green spaces.</p> <p>It will allow groups to respond quickly to opportunities which arise.</p> <p>Projects are usually funded by three or four different funding bodies. Delegated responsibility will provide flexibility when pulling funding packages together.</p> <p>Enables quick applications to go in to maintain community interest.</p>	<p>Allows consideration of specific budgetary pressures and commitment of future budgets as and when bidding opportunities arise.</p>
Disadvantages	<p>Annual commitments against existing budget levels may be incurred, reducing future scope to make savings in those areas.</p>	<p>It does not provide the flexibility and responsiveness which is required for these small scale community projects. Some funding is available at short notice which does not easily fit into council procedures and timescales.</p> <p>Due to the quantity of projects and funding applications – the</p>

		officer time in complying with these requirements on a project by project basis.
Risks	<p>There will be no immediate risk regarding ongoing maintenance costs as this will be addressed at the start of any project, but would be risk associated with committing future years' budgets, potentially.</p> <p>There is a risk that the group don't fulfil their requirements and the funding is reclaimed – Officers work very closely with groups to ensure this does not happen. Acting as the accountable body also allows us to have more control over funding requirements, procurement procedures, quality of work, etc. that may reduce long term risks to the council.</p>	<p>Loss of funding opportunities due to the required timescales.</p> <p>Loss of community interest due to the required timescales especially when funding has been secured and needs spending by a certain date.</p>

5.0 Officer Preferred Option (and comments)

5.1 The preferred option is option 1 as it enables the council to respond more quickly to securing funding for these relatively small scale community projects and the risks and consequences are considered manageable.

RELATIONSHIP TO POLICY FRAMEWORK

Directly relates to the delivery the councils objective for Green spaces

'the council will encourage local communities and individuals to in their local area and become involved in protecting and improving the quality of local areas, parks and public spaces in a way that is sustainable.

CONCLUSION OF IMPACT ASSESSMENT

(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)

Individual bids all require impact assessments as part of the submission

LEGAL IMPLICATIONS

Legal Services have been consulted and have no further comments.

FINANCIAL IMPLICATIONS

It is not expected that there will be any additional financial implications arising for the Council as improvements will only be carried out on Council owned land with associated revenue

implications such as ongoing maintenance costs being addressed as part of each individual project.

The Council is experienced in managing external funds and has robust arrangements in place for administering such funding as well as undertaking the role of Accountable Body. It is expected therefore, that the proposal can be managed within current staff resources.

Should any specific financial implications or sensitivities arise in relation to an individual project or scheme, however, then these will be reported to Cabinet for their consideration in the usual way.

OTHER RESOURCE IMPLICATIONS

Human Resources:

None

Information Services:

None

Property:

Property Group will be consulted with where appropriate.

Open Spaces:

Enable officers to respond quicker to secure external funding for the improvement of outdoor areas.

SECTION 151 OFFICER'S COMMENTS

The s151 Officer has been consulted and has no further comments (she has contributed to this report).

MONITORING OFFICER COMMENTS

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

BACKGROUND PAPERS

None.

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Ref:

CABINET

Corporate Performance Monitoring Quarter 4 2014/15

04 August 2015

Report of the Chief Officer (Governance)

PURPOSE OF REPORT				
To present the corporate performance monitoring report for Quarter 4 of the 2014/15 performance monitoring cycle and an analysis of the complaints received during 2014/15 and provide an update of ongoing business improvement work on corporate business travel and vehicle tracking arrangements.				
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input checked="" type="checkbox"/>	Referral from Cabinet Member
Date of notice of forthcoming key decision	N/A			
This report is public				

OFFICER RECOMMENDATIONS

- (1) That Cabinet considers progress towards the delivery of the Corporate Plan at the end of 2014/15 (Quarter 4) and the analysis of complaints made during 2014/15.
 - (2) That Cabinet note the ongoing business improvement work on corporate business travel and vehicle tracking arrangements
- 1. Corporate Performance Monitoring**
- 1.1. The 2014 – 2016 Corporate Plan was approved by Council on 16 July 2014. The Corporate Plan sets the direction for the delivery of council services and together with the Medium Term Financial Strategy (MTFS) and other strategies drives the allocation of resources as part of the council's Policy Framework. It also reflects the changing needs and aspirations of local communities and the shifting priorities, opportunities and challenges that the council faces.
 - 1.2. The approved corporate priorities: *Clean, Green and Safe Places; Health and Wellbeing; Community Leadership and Sustainable Economic Growth* are underpinned by an ethos of an 'Ensuring Council' – a model of local government developed by the Association of Public Service Excellence (APSE) and approved by Council on 26 February 2014.
 - 1.3. The focus of the corporate plan priorities has been narrowed as resources have reduced. The four priorities are reinforced within the Corporate Plan by headline corporate outcomes and success measures, as well as indicators, milestones and activities at an operational level. Together with qualitative / contextual information these provide a greater understanding of factors having an impact on performance and overall delivery of the Corporate Plan.
 - 1.4. At the end of 2014/15 a review has been undertaken of performance and progress towards the achievement of the corporate priorities and outcomes. Full details of this review are set out in **Appendix A**.

- 1.5. In March 2015, full Council approved the 2015 - 2018 Corporate Plan with the corporate priorities remaining the same, providing a continuous and stable basis for taking performance and service delivery forward in the current (2015 – 16) and future years.

2. Corporate Complaints Analysis 2014/2015

- 2.1. Set out at **Appendix B** is the data for corporate complaints received, in line with the council's Complaints Policy, for the whole of the year. The tables and graphs set out that a total of 120 complaints were received across all Services and provides an analysis of:

- *Number of Complaints by Service;*
- *% Complaints by Stage (Stage 1; Stage 2 and Ombudsman);*
- *Number of Complaints by Status for each stage (Not upheld; Partially Upheld and Upheld), and;*
- *Number of Complaints by Type (Unhelpful attitude of employee; Neglect or unjustifiable delay; Malice, bias or discrimination; Failure to take account of relevant matters, Failure to follow procedures).*

- 2.2. The Complaints Policy provides an '*Overview of the complaints procedure*' which makes it clear that all frontline staff are '*...empowered to resolve problems at the point of service delivery without recourse to the formal complaints procedure.*' These instances are not reflected in the reported data which deals only with formal complaints at two stages:

- Stage 1 – dealt with by a senior officer within the Service
- Stage 2 – a review by the Chief Officer (or their delegated senior officer) who is not the subject of the complaint

In addition, in exceptional circumstances (e.g. where it is felt that a satisfactory resolution will not be reached) the Chief Executive may ask the Local Government Ombudsman to consider the complaint without it having been through the council's complaints procedure.

3. Corporate Business Travel and Vehicle Tracking

- 3.1. During 2014/15 a major business improvement review was undertaken to determine the extent of business travel across the council and to gain a clear understanding of current business travel needs from both an operational and customer perspective.

- 3.2. The detailed report and process analysis of the council's business travel arrangements, initially considered by the Management Team in March 2015, set out numerous options and solutions that could be considered and implemented at an individual service and corporate level to reduce and, in some cases, eliminate business travel through:

- alternative transport arrangements;
- greater/better use of technology and mobile and remote working;
- better understanding of customer demand and considering opportunities to change customer expectations of the services the council provides;
- business improvement techniques and the redesigning of work activities and travel planning;
- better use of business intelligence and analytics;
- improved communications to provide a 'one-stop-shop' of information on work travel; journey planning; available technology (i.e. audio and video conferencing), guidance and policy;
- reviewing the council's fleet management and use of telemetry

- 3.3. An update, presented to Management Team in May, outlined that much needs to be done in 2015/16 (and beyond) and that strong leadership will be essential to fully realise the benefits of the review and deliver efficiencies and service improvements. Chief Officers undertook to take a lead on reassessing business travel within their Services taking advantage of the options and opportunities set out in the Corporate Business Travel review.
- 3.4. Supplementary to the Business Travel Review, arrangements have been made, with the agreement of Chief Officers, for the phased cessation of the essential car user designation during 2015/16 based on a consideration and analysis of the characteristics of officers work activities and related mileage data.
- 3.5. This is part of the wider work to achieve the Council's stated aim to that '*no employee being under any obligation to use their own vehicle for business use*' and which has resulted in the development, implementation and administration of pool car arrangements across all Services, commencing with an initial six vehicles being made available from 01 July 2015.
- 3.6. The use of pool cars will be monitored throughout the current year. Based on the assumption that officers with essential car user designations will either use the pool cars provided, or their own vehicle claiming casual user mileage rates, possible savings have been calculated of between £7,200 and £10,700 in 2015/16 and £55,000 and £93,900 in subsequent years.
- 3.7. In mid-January 2015, the council acquired a vehicle tracking (telemetry) system the units for which have now been fitted to most of the council's vehicle fleet, including refuse collection vehicles, panel vans, large goods vehicles, road sweepers, various grounds maintenance equipment and, more recently, the six pool cars.
- 3.8. An initial evaluation of the data from the telemetry system has identified a number of possible opportunities to change driver behaviour and the way that services are delivered to make the best and most efficient use of the council's fleet. The initial findings have been considered by Chief Officers and advantage will be taken of the ongoing monitoring of the council's fleet and the realisation of opportunities going forward.

4. Conclusions

- 4.1. The ***Corporate Plan 2014 – 2015 Quarter 4 Performance Summary Update Appendix A*** sets out the progress being made towards the delivery of the Corporate Plan priorities as at 31 March 2015. Overall, the update at the end of Quarter 4 of the first year of the 2014 – 16 Corporate Plan provides an indication that the council is continuing to move forward in the delivery of longer term corporate plan priorities in a constantly changing and difficult environment, whilst trying to minimise the impact on local communities.
- 4.2. Essential factors in sustaining this position will be good employee engagement, organisational development / change management and continuous improvement. Another important element will be effective management of the expectations of customers and communities, which will gain momentum as medium to longer term Government austerity measures and budget restrictions have an impact on the council's ability to deliver activities and services
- 4.3. An analysis of corporate complaints shows a positive reduction in the number of complaints received in the second half of the year, particularly in Environmental Services where, as a frontline service the majority of complaints are received.

- 4.4. The report also sets out the extensive business improvement work that has been undertaken on the council's business travel arrangements and vehicle tracking and the ongoing plans to realise benefits and deliver efficiencies and service improvements going forward.

<p>RELATIONSHIP TO POLICY FRAMEWORK</p> <p>This report is a requirement of the council's Performance Management Framework in support of the delivery of key priorities and outcomes as set out in the overall policy framework and specifically in the Corporate Plan 2014 -16</p>	
<p>CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)</p> <p>None directly arising from this report</p>	
<p>LEGAL IMPLICATIONS</p> <p>None directly arising from this report</p>	
<p>FINANCIAL IMPLICATIONS</p> <p>None directly arising from this report</p>	
<p>OTHER RESOURCE IMPLICATIONS</p> <p>Human Resources / Information Services / Property / Open Spaces:</p> <p>References and any related implications contained within Appendix A</p>	
<p>SECTION 151 OFFICER'S COMMENTS</p> <p>Section 151 Officer has been consulted and has no further comments.</p>	
<p>MONITORING OFFICER'S COMMENTS</p> <p>The Monitoring Officer has been consulted and has no further comments.</p>	
<p>BACKGROUND PAPERS</p> <p>None</p>	<p>Contact Officer: Corporate Performance Monitoring - Bob Bailey, Performance Manager: Telephone: 01524 582018; Email: rbailey@lancaster.gov.uk Ref: Corporate Performance Monitoring 2014/15 Qtr 4</p>

Measure	Comments
Priority: Clean, Green & Safe Places	
Outcome: Impact of crime and anti-social behaviour across the district will be minimised	
Work with the Police and Community Safety Partners to minimise the impact of crime and anti-social behaviour	Half Yearly Measure: The Council continues to act as a key partner in ensuring the Community Safety Partnership delivers on its strategic priorities, including making use of new powers to tackle Anti-Social Behaviour (ASB) and reduce domestic violence and abuse. 9 projects have been funded against these priorities during 2014/15
Reduce hate crime and the fear of crime felt by minority communities	Half Yearly Measure: As part of the wider community safety work a joint project with Wyre Borough Council aims to raising awareness of hate crime and how to report it through events, targeted campaigns and talks to schools and minority communities groups facilitated by the council. Over the year there a number of hate crime awareness sessions in schools have been delivered aimed at raising victim empathy and understanding of the impact of hate related bullying. Other sessions have been with community organisations including to raise awareness of what hate crime is, how to report it and where to find support. A significant amount of work also involved carrying out thorough investigations into anti-social behaviour referrals relating to hate crime
Outcome: Local neighbourhoods are clean and safe and residents have a sense of pride in the district	
Perception of people who live in, work in, or visit the district that the streets and public spaces are safe is increased	Annual Measure: The County Council Living in Lancashire Survey identified that 40% of the 176 respondents from the Lancaster District 'agreed' or strongly agreed' that 'local public services are working to make the area safer'. This is a 13% decrease on 2013/14
Perception of people who live in, work in, or visit the district that the streets and public spaces are clean is increased	Annual Measure: The County Council Living in Lancashire Survey identified that 38% of the 176 respondents from the Lancaster District 'agreed' or strongly agreed' that 'local public services are working to make the area cleaner'. This is a 13% decrease on 2013/14
Increased number of projects that directly involve local communities in improving local areas, parks and open spaces	Quarterly Measure: Twenty-two groups with a variety of projects are being supported including the development of play areas, allotments, Skateparks and parks. Groups include newly formed groups, Parishes and Friends groups. Other groups are supported through wider initiatives such as the Lancaster Greenspace Forum and consultation toolkits which have been developed in conjunction with Lancaster University. Three new groups are being supported. The Happy Mount Project Group has been formed to support the delivery of the master plan for the park. New groups are also being formed for Dorrington Road Woods and Miss Whalleys Field. Friends of Regent Park and Lune Bank Gardens have received funding to develop their work; Bay Cottage Play Area and Branksome TARA have received funding towards the delivery of their projects, and Four Seasons Allotment, Heysham has secured planning permission for a new allotment and will now start seeking funding.
Outcome: The council's impact on the environment will be minimised	
Energy strategy in place and agreed	Half Yearly Measure: In February 2015 cabinet resolved that the Energy Strategy / Action plan be approved. It was acknowledged that the plan would inform other corporate strategies and related allocation and prioritisation of resources. Cabinet also agreed, in principle, to the development of a solar farm on the Middleton (former Shell/ICI) site and for the Invest to Save Reserve to fund the project to the point where it can be submitted as a planning application.
Annual reduction in energy used by the council's operations	Annual Measure: The closure of St Leonards House has had a significant effect on the council's energy consumption. Energy consumption in 2014/15 is estimated to be 22.55% lower than 2013/14 and 47.61% lower than 2008/09 - the baseline year for energy monitoring. The actual data for this measure will be reported when available.

Measure	Comments
Priority: Clean, Green & Safe Places	
Outcome: The council's impact on the environment will be minimised (continued)	
Annual reduction in carbon emissions from the council's operations	Annual Measure: Data on the council's carbon emissions are not yet available. This will be reported in the next corporate performance monitoring report providing, at that time, a year on year comparison of performance. Changes in use at St Leonards House are expected to have a significant impact on the council's carbon emissions overall
Maintain and/or improve average Standard Assessment Procedure (SAP) rating in council homes to a high level	Annual Measure: A conditions survey of the council's housing stock, recently completed, assessed the energy performance of council domestic dwellings against several key energy indicators as part of the Government Standard Assessment Procedure (SAP) to meet the requirements set out by the European Energy Performance of Building Directive. SAP ratings are expressed on a scale of 1 to 100 - the higher the number, the better the rating with Council dwellings overall achieving a score of 71.4 which is consistent with ratings in the previous two years.
Amount of household waste reused, recycled or composted is maintained	Quarterly Measure: Data for this measure is provided through an external system maintained by Lancashire County Council and is reported three months in arrears. The percentage of waste reused, recycled or composted to December 2014 for this council was 44.6% - compared to 41.1% for the same period in 2013. Collected household waste for this period was higher than the same period in 2013 being 12,079.88 tonnes compared to 11,633.87 tonnes in 2013.
Increase income from energy and recycling projects	Half Yearly Measure: An estimated £59,046 was generated from energy and recycling projects during 2014/15. It does not take into account any additional income which may be applicable through the Feed In Tariff scheme for which there is a data lag of approximately three months. During the year the council added domestic sized solar photo-voltaic installations to council housing properties and is continues to identify sites where solar photo-voltaic installations may be appropriate.

Measure	Comments
Priority: Health & Wellbeing	
Outcome: Enhanced quality of life of local residents through access to affordable, decent housing	
Increased number of improved homes	Quarterly Measure: This indicator reports on the number of homes improved in the private sector. It includes those improved by the Housing Standards Team in the private rented sector and those improved in the owner occupied sector by our own Home Improvement Agency (HIA). 1819 homes have been improved at the end of Quarter 4.
Improve access to housing	Quarterly Measure: This is a new measure for 2014/15. The measure reports on the number of households that have been assisted in finding permanent accommodation into one of three categories of tenure, being: Council Housing, Private Registered Provider of Social Housing and Private Rented Sector At the end of Quarter 4, 901 households have been assisted by the Housing Options Team (Homelessness) and the Choice Based Lettings Team.
Increase number of affordable homes	Half Yearly Measure: There were 102 affordable housing completions during 2014/2015. This does not include the number of affordable homes that will be available once two schemes that were not fully completed by the expected date of 31 March 2015 come to an end – now expected to be over the summer of 2015. Two other large schemes were recently granted planning permission, one of which has now started on site.
Outcome: Health and wellbeing of our citizens is improved	
Increased number of people participating in sports and leisure activities	Quarterly Measure: This measure monitors all throughput at Salt Ayre Sports Centre (SASC) and the Community Swimming Pools at Heysham, Hornby and Carnforth. Activities at SASC attracted nearly 104,000 people during the quarter whilst the community swimming pools were collectively attended by almost 38,000 customers. A number of other programmes and events including: activities in communities; schools coaching and holiday activity and sports development programmes have also been run during the quarter which jointly involved over 1,200 participants.
Maximise opportunities for access to innovative leisure activities by working collaboratively with public and private sector partners	Quarterly Measure: Work has commenced in order to procure a development partner for Salt Ayre Sports Centre. A pre-qualification questionnaire has been issued and interested parties are required to return this by 02 October 2015. Invitation to Tender documents have also been issued with a return date of 10th September 2015. The selection process is being undertaken by a team of officers across various Services within the Council. Formal award of contract will be considered by Cabinet in January 2016.
Increased number of vulnerable households benefitting from Warm Homes Initiatives	Quarterly Measure: 841 households had benefited from Warm Home Initiatives by the end of Quarter 4. This measure reports on the number of households - both owner occupiers and private tenants - benefiting from interventions to improve the level of affordable warmth in the homes of vulnerable residents. The schemes include a number of activities ranging from replacing inadequate boilers to the payment of fuel bills. Funding is no longer available for a scheme specifically targeting tenants in the private sector but vulnerable households are benefiting through the intervention of the Housing Standards Team in prioritising the elimination of the Category 1 hazard of 'Excess Cold'.

Measure	Comments
Priority: Health & Wellbeing	
Outcome: Health and wellbeing of our citizens is improved (continued)	
Facilitate long term improvements in transportation to improve local air quality	Half Yearly Measure: Following the adopted Air Quality Strategy for Lancaster two areas of work are currently providing the main focus:- i/ to provide further comment on the County Council's Transport Masterplan for Lancaster which is currently being consulted on, due for final adoption in October 2015 and ii/ work with County Council Public Health on measures to regionally improve communication and behaviour change to improve air quality, which has been delayed due to changes taking place at County Council.
Maintain percentage of 'broadly' compliant food businesses (category 3-5)	Quarterly Measure: 1,155 businesses are considered broadly compliant (3 rating or higher) representing 97% of all businesses with a rating. There are a total of 1218 registered businesses in the Lancaster district which are included within the Food Hygiene Rating Scheme, 30 of which are awaiting inspection being new business or under new ownership. There has been a significant increase since 2011 in the number of 5 star (top) rating businesses, rising from 785 to 941. In the same period, the number of businesses considered to be non-compliant (2 or below) has dropped from 76 to 33. This has been achieved through a range of activities aimed at tackling unsatisfactory food hygiene standards in food business, including advice/coaching to Food Business Operators, formal improvement / prohibition notices and / or prosecution. Not all businesses receive a rating, only those food businesses that supply food direct to the public are included within the food hygiene rating scheme. Where a rating is issued, the business is encouraged to display the rating within the business but, as yet, there is no legal requirement to do so although it is anticipated that displaying the rating will become mandatory in the near future.
Maintaining adequate supply to reduce demand led unsustainable price rises in the housing market	<p>Half Yearly Measure: The council needs to maintain a five-year supply of housing at all times. This is achieved by granting sufficient planning consents, or allocating enough sites in the local plan, so that the council can demonstrate that any point in time five-years' worth of deliverable housing sites are available to the development industry. The requirement specified with the council's adopted Core Strategy, is for 400 new homes per year, meaning that supply sufficient for 2000 new homes is needed, plus any backlog that has not been delivered to date. An additional buffer must also be added to ensure that in circumstances where delivery has been poor additional opportunities for development are given consent. The current housing land supply is calculated to be equivalent to 3.3 years only.</p> <p>House prices are a little below the North West average: the simple average house price in Lancaster (District) is currently £165,800 (based on sales and valuations over the last 3 months), compared to a North West regional average of £178,100. Interestingly, however, the average price of a new build house in Lancaster (District) is currently £292,000, compared to a significantly lower North West regional average of £226,600.</p> <p>Whilst the district had experienced exceptionally low levels of new housing build in recent years the last financial year saw a significant return to high levels of development completions: between 1st April 2014 and 31st March 2015 a total of 473 new dwellings were completed. This is comprised of 425 conventional dwellings and 49 dwelling equivalents (student flats and other institutional development). Of the 425 conventional houses completed a total of 102 were Affordable Homes, equivalent to a significant 24%. This was facilitated through the provision by the council of an exceptional level of officer support to Registered Providers. 58% of dwelling completions in 2014/15 were on brownfield land. At 1st April 2015 a total of 2,615 dwellings have planning consent. Further areas of land suitable for residential development will be identified in the Land Allocations document. Currently it is anticipated that a draft Land Allocations document will be brought to council to seek authority to consult in spring 2016.</p>

Measure	Comments
Priority: Health & Wellbeing	
Outcome: Health and wellbeing of our citizens is improved (continued)	
<p>Improve the wellbeing of our residents through collaborative, preventative and reactive measures</p>	<p>Quarterly Measure: Working in partnership with Lancashire County Council’s Public Health Commissioners a comprehensive General Practitioner referral scheme is being delivered at Salt Ayre Sports Centre. Currently 135 clients are signed up to the scheme with around 300 referrals received in the last quarter. A variety of low impact exercise classes to help vulnerable residents to improve their health and new cycling sessions to encourage people back into cycling in a safe environment have been well attended with nearly 1,000 people taking part in Quarter 4. A range of sports and leisure activities for adults with learning disabilities have also been developed including assisted cycling, multi-sports, and disability football, attracting over 500 people in the quarter. In developing this measure further performance on a number of supplementary environmental health actions will also be incorporated by the end of the year.</p>

Measure	Comments
Priority: Community Leadership	
Outcome: Communities are brought together and the major issues affecting the district are addressed through working in partnership	
Maintain working arrangements with voluntary, community, faith, arts and culture groups to ensure important services are delivered	Annual Measure: Through a commissioning framework, the council has invested in a range of important services delivered by the voluntary, community, faith sector (VCFS) to improve the quality of life and health and wellbeing of local people. A review of the performance of the council's VCFS partners, carried out in the last quarter of the year, highlighted that they had made a significant contribution to the delivery of corporate plan outcomes since contracts commenced in April 2013. These contracts are due to come to end on 31 March 2016 – as such Cabinet will soon be asked to consider whether they wish to maintain, develop or discontinue the commissioning of services from the VCFS beyond March 2016. The Council has Service Level Agreements (SLA's) with various arts and culture groups (see also <i>Sustainable Economic Growth</i> priority below)
Continue to improve customer service, reduce waste and improve effectiveness through collaborative working with partners and service providers	Annual Measure: These measures are being developed with a view to demonstrating how the council is working with a range of partner organisations and the wider community to deliver services. A number of initiatives are underway with partners, community groups and council tenants which, together with a number of other measures, are contributing towards achieving the principals of an Ensuring Council as approved by Cabinet and incorporated within the Ethos of the council in the Corporate Plan.
Improve neighbourhood working by engaging with communities to understand their needs and empowering them to deliver services locally	An independent Investors in People (IIP) assessment carried out in the first half of 2014/2015 praised the council for its early leadership and commitment to the future delivery of services as an Ensuring Council. Recommendations and actions arising from the IIP assessment will be further enhanced through a recent (June 2015) Local Government Association (LGA) Peer Challenge commissioned by the council to, amongst other things, explore the council's achievements to date and test our progress towards being an Ensuring Council.
Ensure Ward Councillors feel supported in their Community Leadership role	Half Yearly Measure: Democratic Services continue to ensure that ward councillors feel supported in their community leadership role, by offering a range of training and development opportunities. The last quarter of the year – indeed the whole of the last year of Councillors' four year term of office – naturally trends towards a slowdown in training. Democratic Services offered councillors a specific community leadership course, a session on helping people with dementia, and a public health course but all had to be cancelled due to lack of interest. There is an expectation that there will be more interest in training opportunities from the new intake of Councillors following the elections in May 2015. Members Induction sessions and Equality and Diversity training has been provided following the 2015 local elections.
Outcome: Well run, value for money services are valued by the public and demonstrate good governance, openness and transparency will be delivered	
Gain an 'unqualified' value for money conclusion from our External Auditors	Annual Measure: The Council's external auditors gave an unqualified value for money conclusion for the 2013/14 audit in the annual Audit Letter published in October 2014, reporting that the Council had "made proper arrangements to secure economy, efficiency and effectiveness in its use of resources".
Improve standards of equality and diversity	Half Yearly Measure: In May, Business Council acknowledged the council's statutory requirement to meet the Public Sector Equality Duty (PSED) and approved five equality objectives and an equality and diversity action plan developed in response to requests for action from the Equality and Human Rights Commission (EHRC). Much progress has been made against the 2014/15 equality action plan. Examples include the development of an annual commitment report, links established to corporate planning, leads identified, guidance updated, a staff survey, Member training, development of a new equality analysis approach, getting to know our communities data and an equality and diversity web and intranet page.

Measure	Comments
Priority: Community Leadership	
Outcome: Well run, value for money services are valued by the public and demonstrate good governance, openness and transparency will be delivered (continued)	
<p>Deliver quality services through a skilled and motivated workforce supported by learning opportunities and ways of working that are accessible to all</p>	<p>Annual Measure: Real benefits are being gained from a better alignment of the business critical functions of human resources, organisational development and performance management. This is providing opportunities to flexibly manage and reinforce change through new ways of working, involving staff in the change process and supporting them in gaining the skills and knowledge necessary to solve problems and take advantage of these opportunities whilst helping to achieve and sustain high performance and productivity, develop and support continuous improvement and deliver quality services. Business improvement is becoming an established part of the council's commitment to developing a skilled workforce, providing a more flexible, coordinated and innovative approach to meeting business needs. Business improvement projects are underway in key areas of work that have been chosen to maximise added value and drive out waste, including a review of work activities in public realm and waste management and business travel arrangements, the outcomes from which will help reduce travel on council business without compromising service delivery.</p> <p>Performance management, monitoring and reporting is also being developed to support staff and management in facing the challenges – as well as taking advantage of the many opportunities - facing the council as it makes its transition to being an Ensuring Council.</p>
<p>Improve our understanding of the needs of our communities and provide equality of access to our services and employment opportunities</p>	<p>Annual Measure: This is linked to, and will be informed by, the developing measures for the Community Leadership outcome: <i>Communities are brought together and the major issues affecting the district are addressed through working in partnership</i> which will improve the council's understanding of the needs of our communities.</p> <p>The council was one of the first in the North West to successfully adopt a Local Development Core Strategy which demonstrates that the council understands the relationships between its communities and the local economy and is able to plan effectively for the development of sustainable growth and job creation. The council also support the Governments apprenticeship scheme with a number of apprenticeship successfully completed where individuals have gained valuable work experience, a nationally recognised qualification and a job. A further six apprenticeships, in four of the council's Services, are currently being advertised for recruitment with successful completion leading to a job with the council.</p>

Measure	Comments
Priority: Sustainable Economic Growth	
Outcome: Sustainable economic growth and jobs will be created in key sectors, including energy, knowledge, health and visitor economy (continued)	
New and improved employment sites and premises will become available in key business locations targeting key sectors	<p>Half Yearly Measure: Work continues to bring forward key sites which are particularly suitable for the district's target sectors of the Knowledge Economy and Energy. The Heysham/M6 link road is on target for completion in mid-2016 and commercial interest is growing in areas which will benefit from increased accessibility, particularly the Heysham Gateway in Middleton. Development should commence on the Lancaster University Health Innovation Campus later in 2015 with the University taking the leading role.</p> <p>The council continues to work with key partners such as Lancashire County Council and Carillion to ensure a co-ordinated approach to bringing sites forward and delivering infrastructure and environmental improvements. The future supply of employment land will be identified in the Land Allocations Development Plan Document (part of the Local Plan) which will be published in draft by spring 2016. A review of the need for, and supply of, employment sites has recently been completed and this will inform decisions on future provision.</p>
A Local Plan for the district adopted	<p>Annual Measure: The council's Local Plan adopted in 2004 coincided with changes to the Planning system, which required a two stage approach for the replacement Local Plan, being a Core Strategy followed by other subsidiary documents. The council adopted its Core Strategy in 2008, however, the national guidance changed again in 2013 resulting in work being focussed on five Development Plan Documents (DPDs) that together will form the council's new Local Plan and supersede the Core Strategy and saved policies of the Lancaster District Local Plan.</p> <p>All five of the DPDs need to be prepared and adopted. Very significant progress was made in financial year 2014/15, two of these DPDs; the Development Management [Planning Policies] Document and the Morecambe Area Action Plan were adopted by full Council on the 17th December 2014. The remaining three DPDs are all being worked on with a planned adoption date of early 2017 - these are: Land Allocations; Arnsdale Silverdale AONB; and Gypsy, Traveller, and Travelling Show people Accommodation. The Land Allocations document in particular is a very challenging document to prepare as it must set requirements for employment and housing growth. It is likely that the Development Management Document will be reviewed and updated to ensure that policies remain compliant with national policy, guidance and planning practices.</p>
Inward investment opportunities will be maximised by working with key partners, including the universities of Lancaster and Cumbria, University Hospitals Morecambe Bay and British Land	<p>Half Yearly Measure: Initial discussions with partners have taken place to consider how to develop and promote the district's place offer for businesses and to attract the workforce that is required to meet the significant skills shortage that is forecasted. Further work and resources will be required to take this forward during 2015/16.</p>

Measure	Comments
Priority: Sustainable Economic Growth	
Outcome: Sustainable economic growth and jobs will be created in key sectors, including energy, knowledge, health and visitor economy (continued)	
Level of support for business growth and skills development will be maximised	<p>Half Yearly Measure: The council continues to work closely with Lancaster University to secure the first phase development of the Health Innovation Campus. The Employment Land Review and consultant's advice document, <i>Prospects and Recommendations for Achieving Economic Potential</i>, has been completed, describing the district's current economic position and highlighting key strengths and weaknesses that need to be addressed. Officers are in the process of reviewing the findings with a view to the council agreeing immediate and future policy, actions and interventions around business growth, local skills and employability needs.</p> <p>A new round of the Lancashire Regional Growth Fund has been launched focussed on new manufacturing based growth. Officers are working with the delivery body, Regenerate Pennine Lancashire, to promote the opportunity locally to the District's manufacturing businesses.</p> <p>The council is promoting the increase of local skills and employment outcomes through major development proposals. A final <i>Supplementary Planning Document</i> has been prepared for consideration by Planning Policy Cabinet Liaison Group in Quarter 1 2015/16. Subject to approval later in the year this will secure the requirement for the production and implementation of <i>Employment and Skills Plans</i> through the planning approval and development delivery process.</p>
Supporting small business as important components of thriving retail centres	<p>Half Yearly Measure: The council's key role as levy payer / collector and supporter of the Lancaster Business Improvement District (BID) is continuing with a draft Renewal Ballot proposal due to be prepared by Lancaster BID and considered by the council for approval in Quarter 1 of 2015/2016.</p> <p>The council continues to support the Lancaster District Chamber of Trade in their a feasibility study for a Morecambe Business Improvement District agreeing internal arrangements to target a ballot in Spring 2016. The council is also continuing to act as the accountable body in support of the Portas Pilot Initiative led by Morecambe Town Council and the Morecambe Town Team. The final tranche of funding has been committed and officers will support progression of key projects to completion.</p> <p>The Townscape Heritage Initiative (THI) 2 – A View for Eric pilot business support and advice scheme supported a professional business adviser; diagnostic business analysis and action planning, and the opportunity to apply for a small cash grant to initiate identified actions. The scheme evaluation report has been received, showing that the 19 businesses involved in the THI were appreciative of the scheme and valued the input. For a relatively small amount of money practical results have been achieved and the council has a suite of case studies, testimonials and outcomes that will inform future small business support initiatives.</p>

Measure	Comments
Priority: Sustainable Economic Growth	
Outcome: The attractiveness and offer of the district, as a place to visit or invest in, will be improved (continued)	
<p>Lancaster and Morecambe urban centres will be enhanced by investment in the built environment, heritage assets and the public realm</p>	<p>Half Yearly Measure: Lancaster: A key activity has been working with Lancashire County Council to monitor the success of the Experimental Traffic Regulation Order. Early assessment is that is working reasonably well to reduce traffic within the pedestrian zone to more acceptable levels but that to sustain this there will need to be continuing focus on ensuring sufficient enforcement. Officers are monitoring the condition of the streets improved to date through Lancaster Square Routes towards undertaking snagging works this autumn to remedy any deficiencies in the streetworks Work on the layout of the Charter Market and to encourage quality have delivered positive results in the appearance and ambience of the market and making the city centre more vibrant. The second phase of pedestrian wayfinders was installed the final quarter with coverage now extending across the whole pedestrian zone and outward to the train and bus stations. Further phases will be subject to funding. Officers are working with the Lancaster BID team on a range of further actions to help better maintain the centre and to effect further improvements. Through the Section215 initiative officers continue to work with building owners to advice and encourage these to maintain the appearance of properties in good condition.</p> <p>Morecambe:- Work to implement the Morecambe Area Action Plan (MAAP) requires a combination of effective partnership and community working that will often need to be led, and involve direct action, by the council, such as the 'Connecting Eric' project at the central seafront. This is the first main element in the longer-term implementation of the MAAP - preparation was completed in quarter 4 and works are now well underway, involving changes to improve the general efficiency of car parks on the central seafront at both sides of the Eric Morecambe statue, create a real pedestrian gateway to the town centre from the seafront, provide a new bus stop /coach pull in and a new play area. Other changes as part of this project will improve provision for taxis on Marine Road Central. The 'Connecting Victoria Street' project should improve the key pedestrian route from the new gateway into the town centre and make 'Royalty Place' at the junction of Victoria and Market Streets. The project also involves improvements to taxi ranks and an increased disabled parking provision at the Library car park. Partnership working is ongoing to bring forward a wide range of other actions within the MAAP, including improvements on public and private land</p>
<p>Economic impact of the arts in the district will be measured with the Council moving towards an ensuring role to support a range of delivery partners</p>	<p>Quarterly Measure: The Council has Service Level Agreements (SLA's) with the Dukes Theatre, Ludus Dance, Litfest & More Music. Over the course of the year these organisations have worked with over 300 artists and over 200 volunteers, reaching a local audience of 86,167 and a further 43,754 people from outside the district. Between these four organisations there have been 42 new commissions whilst supporting 19 people with full time employment, 58 part time and over 4,500 employment days for artists.</p>

Measure	Comments
Priority: Sustainable Economic Growth	
Outcome: Lancaster and Morecambe Bay will be recognised as important destinations	
Destination brands for Lancaster and the Lune Valley and Morecambe Bay will be developed with partners to establish these areas as important visitor destinations	Quarterly Measure: The Lancaster and Morecambe Bay brands are being rolled out with broad take-up of the brands using the online brand toolkit. The Online Toolkit continues to be developed in partnership with Marketing Lancashire, including the development of the image library. Business workshops for local businesses and creative agencies are in the process of being delivered. Ahead of the next phase for delivery, planning for broader destination management is being considered in closer detail.
Visitor spend will be increased	Quarterly Measure: This measure incorporates visitor income at both Morecambe and Lancaster Visitor Information Centres as well as the calculated economic impact of council run events, such as Vintage by the Sea Festival. The VIC's continue to develop their role as an integral part of The Storey and Platform venues – supporting programming of shows/events, marketing and ticket sale and visitor reception at the Platform. Lancaster VIC staff work closely with creative businesses at The Storey as well as developing good working relationships with nearby attractions including Lancaster Castle and the Museums. Lancaster VIC provide a box office/ticketing service for the building and the VIC Team are working to further develop their supporting role to the Storey by further encouraging future venue, room and business bookings. Morecambe VIC's gross income levels continue to perform well - generated by sales of Platform tickets (sole agent in Morecambe), Stagecoach tickets and passes (sole agent in Morecambe) in addition to sales of books, maps and giftware. In Quarter 4 gross income at Lancaster and Morecambe VIC amounted to £11,700 and £68,500 respectively. The Vintage by the Sea Festival took place during Quarter 3 attracting 40,000 visitors to Morecambe. The final economic evaluation for this event (which was significantly more popular than the similar Seaside Festival) has recently calculated that spend valuing £465,356 was generated.
Visitor numbers will be increased	This measure incorporates visitor enquiries at both Morecambe and Lancaster Visitor Information Centres and the Unique visitors to the council's destination page on Visitlancashire as well as the estimated number of people attending council run events. The VIC Team play an important role as the 'shop front' for visitors to the area, both before and during their stay and are often their first point of contact. The staff act as a knowledge base for all tourism enquiries with both visitor and local residents benefitting from their experience and expertise. The VICs continue to play a vital role, assisting visitors responding to marketing campaigns through handling enquiries, website updates and brochure fulfilment. In Quarter 4 Lancaster and Morecambe VIC's had enquiries from 13,604 and 7,464 visitors respectively. Since January 2015, the council has hosted destination pages on Marketing Lancashire's visitlancashire.com website. The number of 'visitors' to the council's destinations of Morecambe Bay and Lancaster totalled 13,049 in Quarter 4. There were no council run events in the last quarter of the year.

Corporate Complaints Analysis 2014/15

Status by Service	<i>Environmental Services</i>				Total by Status
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Not upheld	7	5	5	5	22
Partially upheld	2	2	0	1	5
Upheld	17	15	5	7	44
Total by Service by Quarter	26	22	10	13	71

Status by Service	<i>Governance</i>				Total by Status
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Not upheld	2	0	0	1	3
Partially upheld	0	0	0	0	0
Upheld	0	0	0	0	0
Total by Service by Quarter	2	0	0	1	3

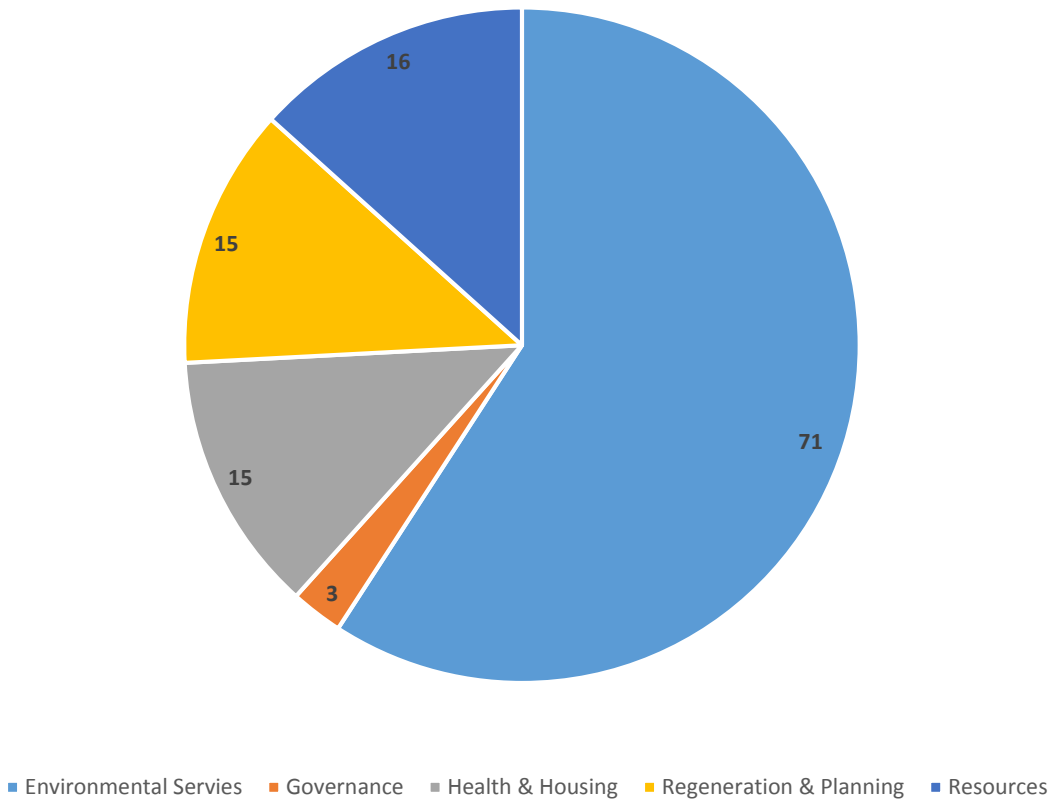
Status by Service	<i>Health & Housing</i>				Total by Status
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Not upheld	2	3	2	3	10
Partially upheld	1	2	0	0	3
Upheld	0	2	0	0	2
Total by Service by Quarter	3	7	2	3	15

Status by Service	<i>Regeneration & Planning</i>				Total by Status
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Not upheld	1	3	2	3	9
Partially upheld	1	2	2	1	6
Upheld	0	0	0	0	0
Total by Service by Quarter	2	5	4	4	15

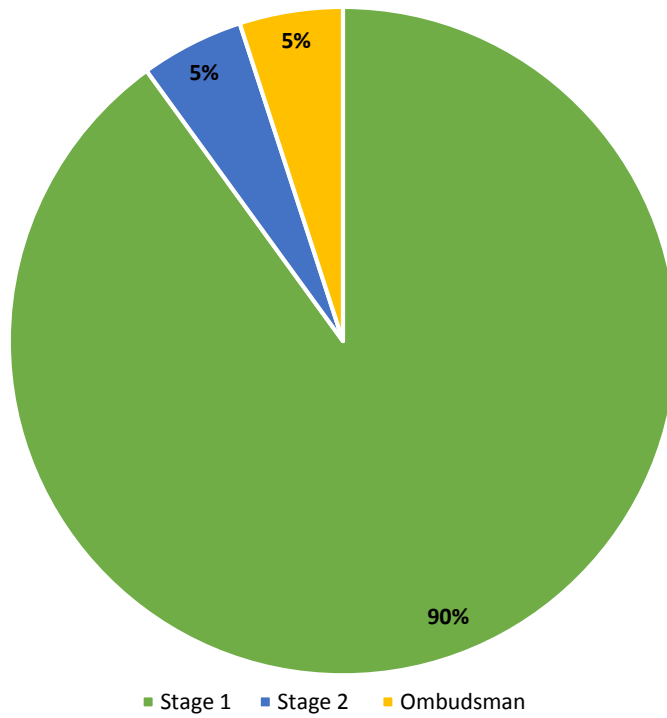
Status by Service	<i>Resources</i>				Total by Status
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Not upheld	3	0	2	3	8
Partially upheld	0	0	1	4	5
Upheld	1	2	0	0	3
Total by Service by Quarter	4	2	3	7	16

Total by Quarter - All Services	37	36	19	28	120
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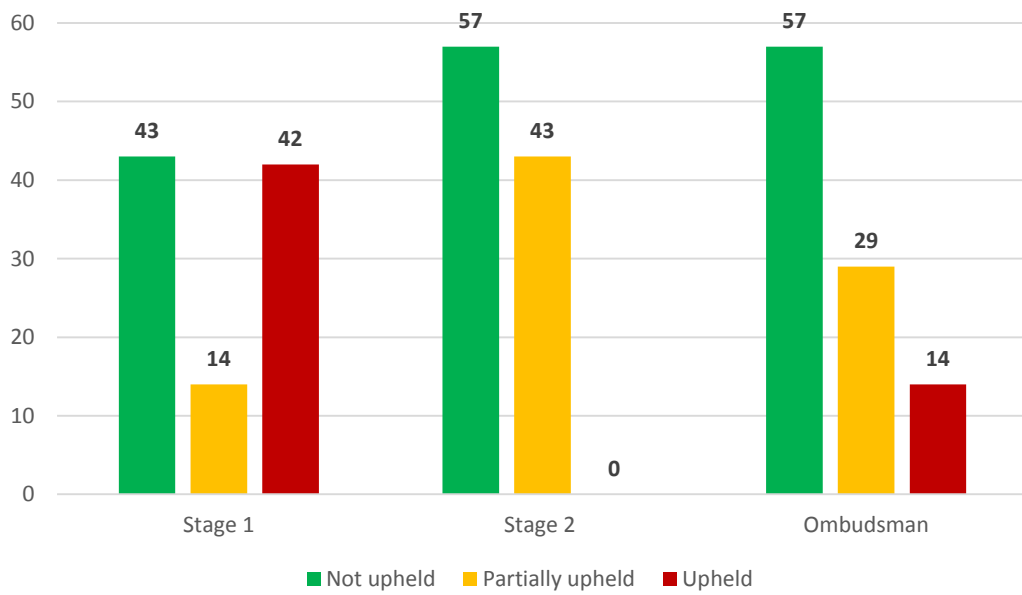
Number of Complaints by Service



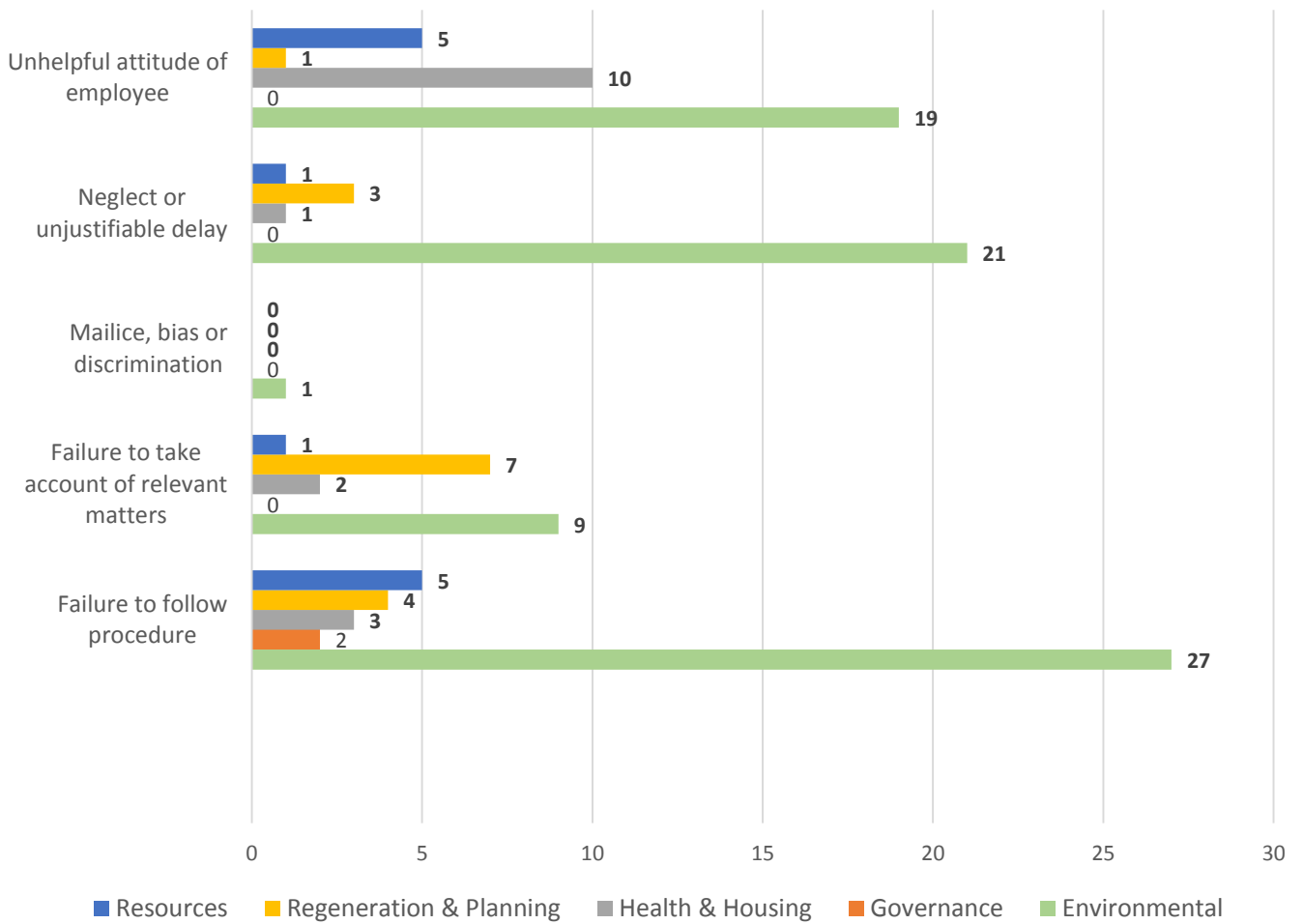
% Complaints by Stage - 2014/15



Number of Complaints by Status - 2014/15



Number of Complaints by Type - 2014/15



CABINET

**Urgent Business Report
4 August 2015**

Report of Chief Officer (Governance)

PURPOSE OF REPORT			
To advise Members of actions taken by the Chief Executive, in consultation with the relevant Cabinet Members and request Cabinet to consider lifting the exemption on the Urgent Business Report dated 4 th July 2015.			
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>
		Referral from Officer	X
Date of notice of forthcoming key decision			n/a
This report is public but the appendix is exempt			

RECOMMENDATION

- (1) That the actions taken by the Chief Executive, in consultation with the relevant Cabinet Members in accordance with the Scheme of Delegation, in respect of the Visitor Information Centre – The Platform, Morecambe be noted.
- (2) That Cabinet be requested to consider lifting the exemption on the Urgent Business Report since the reason for the exemption, i.e. not to prejudice the Council’s position at auction, is no longer applicable.

1.0 VISITOR INFORMATION CENTRE – THE PLATFORM, MORECAMBE

The decision is exempt from publication and is set out in an exempt decision notice appended to the report.

2.0 Background

The Chief Executive consulted with the Leader and Cabinet Member with responsibility for Property to make a decision in accordance with the City Council’s Urgent Business Procedure. The 999-year leasehold of the above property was up for auction and consideration was required as to whether the City Council should seek to acquire it, subject to valuation and due diligence. Details of the decision and the reasons for urgency were set out in a report exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local

Government Act 1972, a copy of which is appended to this report. The Chairman of the Overview and Scrutiny Committee was consulted and agreed to waive the five day call-in period in accordance with Overview and Scrutiny Procedure 17.

When dealing with exempt information, it is inevitable that circumstances will change, and that information that may have been sensitive when a decision was being taken, may no longer be so when events may have moved on. The reason for the exemption was simply not to prejudice the Council's position at the auction and following the auction the exemption is no longer applicable. However, the Council's requirements with regard to confidential and exempt information currently provide that any information which has been treated by a member body as exempt shall remain so until the member body "lifts" the exemption. Accordingly, Cabinet is requested through this report to agree to "lift" the exemption in respect of the Urgent Business Report – Visitor Information Centre – The Platform, Morecambe dated 3 July 2015.

3.0 Conclusion

Approval was given to the action referred to in 1.0 above, which is reported to this meeting in accordance with the City Council's Constitution, Part 4, Section 4, Cabinet Procedure Rule 1.10(b). The Council's bid was not successful and the premises were sold for £323,000.

RELATIONSHIP TO POLICY FRAMEWORK Comments were contained in the original report.
CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing) Comments were contained in the original report.
LEGAL IMPLICATIONS Comments were contained in the original report.
FINANCIAL IMPLICATIONS Comments were contained in the original report.
OTHER RESOURCE IMPLICATIONS Comments were contained in the original report.

SECTION 151 OFFICER'S COMMENTS

Comments were contained in the original report.

MONITORING OFFICER'S COMMENTS

Comments were contained in the original report.

BACKGROUND PAPERS

none

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CABINET

**Visitor Information Centre, The Platform, Morecambe
Urgent Business**

Report of Chief Officer (Resources)

PURPOSE OF REPORT			
To seek approval to acquire the 999 year lease for the above premises either by way of a pre-auction offer or through the auction process.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date of notice of forthcoming key decision	25 June 2015		
This report is exempt from publication by virtue of paragraph Schedule 12a of the Local Government Act 1972.			

RECOMMENDATIONS OF CHIEF OFFICER (RESOURCES)

- (1) That Officers be authorised to acquire the unexpired 999 year lease for the VIC Offices at the Platform, Morecambe, either through pre-auction negotiations or through participation in the auction, subject to a maximum valuation ceiling of £300K.

Note- the recommended maximum valuation ceiling was amended to £310,000 when the Chief Executive and Cabinet Members were briefed.

- (2) That the Capital Support Reserve be used to finance any acquisition, with any additional incidental costs being met from existing revenue budgets.
- (3) That (1) and (2) above be subject to consultation being undertaken with a view to waiving call in, in accordance with Overview and Scrutiny Procedure Rule 17, to enable the decision to be implemented immediately.

1.0 Introduction

- 1.1 An opportunity has arisen to acquire the unexpired 999 year lease for the Visitor Information Centre adjoining the Platform in Morecambe. The current

owners plan to dispose of their interest in the premises at an auction to be held in London on 09 July with the guide price set at £275,000.

- 1.2 In order to take part in the auction, the Council must register by Tuesday 07 July and make available a deposit of 10% of the guide price. Any participation would be undertaken on line or by phone.
- 1.3 The City Council currently leases the premises from the current owner on a 25 year lease which expires on the 30 November 2022. The current rent is £24,800 p.a. but is subject to a rent review on the 1st December 2017 so there is the possibility that this figure may increase as a result.

2.0 Proposal Details

- 2.1 Even in these times of austerity, and whatever the Council's long term plans for the Platform's current operations or the asset itself, a compelling business case exists for the council to acquire the unexpired term of the 999 year lease for this premises. As the Council already holds the freehold for the premises, upon purchase the 999 year lease would effectively disappear and revert back to the Council's unfettered freehold tenure.
- 2.2 In simple terms, the estimated cost to the Council of this current lease up to its termination date in roughly 7 years' time is approximately £175K plus the cost of all dilapidations required which would be agreed at the end of the lease term. By purchasing the unexpired term of the 999 year lease the council would both reduce this outgoing revenue stream and gain a saleable asset. Furthermore, as the Council also owns the freehold on the adjoining Platform, there would no doubt be some additional marriage value in securing both premises under Council ownership.
- 2.3 There would also be operational benefits for the Council in terms of the Visitor Information Centre being the obvious front door/shop front to the Platform, and so acquiring the unfettered freehold would allow greater control and flexibility over the future use of the building.
- 2.4 The council has identified a maximum budget of £300K to acquire the premises although Officers would aim to pay less than this financial ceiling. Early stage market research has revealed that yields in this area are in the region of 8-9% which is fairly consistent with that of the 9.02% being advertised by the auctioneer in order to justify the premises guide price of £275K.
- 2.5 Until the Council has determined its affordable priorities going forward and achieved a financially sustainable budget (i.e. one that is balanced in the medium to longer term), there is inevitably doubt over the future operations of both the Platform and the Visitor Information Centre in their current form. There is little doubt, however, that the acquisition of the Visitor Information Centre at or below the proposed maximum financial ceiling would represent good value for money.
- 2.6 Whether or not the existing uses continue, or the premises are disposed of jointly or used to contribute towards regeneration in the area, the reduced outgoing revenue stream and increased marriage value make this a compelling if somewhat opportunistic investment.

3.0 Options and Options Analysis (including risk assessment)

	Option 1	Option 2: Authorise Officers either to:	
	Do Nothing	Purchase through pre-auction offer	Or purchase at auction (ceiling of £300K)
Advantages	No additional capital implications. The Capital Support Reserve would remain available for other purposes.	Revenue savings. Acquisition of a saleable asset. Enhanced marriage value in bringing the Platform and VIC together under the same freehold.	Revenue savings. Acquisition of a saleable asset. Enhanced marriage value in bringing the Platform and VIC together under the same freehold.
Disadvantages	The council would miss an opportunity to benefit from gaining the unfettered freehold and the potential marriage value of the Platform and VIC.	There would be an up-front capital cost – using up the available balance of the Capital Support Reserve.	There would be an up-front capital cost – using up the available balance of the Capital Support Reserve.
Risks	Potential future uncertainties of a new landlord.	May be rejected. There could be potential for the Council to acquire for less at the auction.	May be outbid. There could be potential for the council to acquire for less by making a pre-auction offer.

4.0 Officer Preferred Option (and comments)

4.1 Option 2 is the preferred option. Depending on circumstances and information available leading up to the auction, a pre-auction offer may be made or alternatively, Officers may simply participate in the auction. Either way, there are opportunities and risks. If Officers seek to secure the acquisition ahead of the auction, currently there is no basis on which to offer more than the guide price. Also, if the property is acquired through one route, there is no way of knowing whether a better price could have been achieved through the other route. (The only circumstance in which this would be known is if a pre-auction offer is turned down, but then the Council goes on to be successful at auction, at a lower price). Such risks must be accepted.

4.2 A maximum ceiling of £300K is proposed, as this gives some leeway in the event that bidding exceeds the guide price of £275K. Whilst Officers have

attached an indicative valuation of £240K to acquiring the lease, on top of this there would be some marriage value gained, given that the Council owns the freehold of the adjoining Platform venue. This has a potential value of £50K, but this is only an indication and clearly the value of property will be affected by the economy generally and how Morecambe is perceived by potential investors. Also, the acquisition would enable annual net savings to be gained. Drawing on all these factors, £300K seems a reasonable ceiling but there is no single 'right' amount and so another ceiling could be considered – but any increase would need to be financed.

5.0 Conclusion

5.1 Acquisition of this premises for a price below the Council's identified financial ceiling is considered good value for money no matter what the future holds for the premises.

<p>RELATIONSHIP TO POLICY FRAMEWORK</p> <p>Whilst generally the Council seeks to reduce its property holdings as part of its property rationalisation, this proposal would simplify the property interests in the Platform/VIC Offices and give greater flexibility, in support of the Council's future priorities.</p>
<p>CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)</p> <p>There are no direct implications arising.</p>
<p>LEGAL IMPLICATIONS</p> <p>There are no other specific legal implications arising at this time. Legal Services would be involved as appropriate in the acquisition process.</p>
<p>FINANCIAL IMPLICATIONS</p> <p>A very simple summary of the financial appraisal is provided below, up to the end of the current lease period. Given the relatively short period, the amounts involved and the proposed method of financing, discounted cash flow appraisal has not been used. Instead, cash figures have been used. Final figures will depend on any actual purchase price.</p> <p>It is proposed to use the available balance on the Capital Support Reserve of £299K to finance any acquisition, although the maximum ceiling has been fixed at a rounded £300K (revenue budgets would be used to finance any minor difference and other purchase costs).</p> <p>Clearly this would mean that the Capital Support Reserve would not be available for any other purpose (such as for covering off any shortfalls in other receipts). These risks are considered manageable however. For example it is known that opportunities to generate additional capital receipts will come through in the next couple of months. Whatever the actual position, the financing of the capital programme will be kept under review, as part of normal monitoring arrangements.</p>

In short, the proposal would enable the Council to make revenue savings approaching £20K each year, to help offset the cost of the initial investment. After 7 years, in simple terms around/approaching half of the investment cost would be paid back – but the Council would have increased the market value of its asset base by say £290K to £325K as an indication, and allowing for the potential marriage value with the Council's other property holdings at the Platform.

Financial Year	Annual rent of £24,800, subject to review 1st December 2017. Assumes a 5% rent increase	Passing Rent	Valuation Estimate £240,000		Auction Estimate £275,000	
			Revenue Cost of Capital - 40 Years	Savings	Revenue Cost of Capital - 40 Years	Savings
2015/16		£24,800	£6,000	–£18,800	£6,875	–£17,925
2016/17		£25,100	£6,000	–£19,100	£6,875	–£18,225
2017/18		£26,000	£6,000	–£20,000	£6,875	–£19,125
2018/19		£26,000	£6,000	–£20,000	£6,875	–£19,125
2019/20		£26,000	£6,000	–£20,000	£6,875	–£19,125
2020/21		£26,000	£6,000	–£20,000	£6,875	–£19,125
2021/22	Lease ends 01/12/2022	£17,333	£6,000	–£11,333	£6,875	–£10,458
Building insurance recharge based on last years figures		£458 x 7 yrs	£3,206	£0	£3,206	£0
Total cost/(-) saving until end of lease		£174,439	£45,206	–£129,233	£51,331	–£123,108
Pay Back Percentage at end of Lease Period				-54%	-45%	

Notes:

R&M costs of £14,000 have been identified as part of the latest condition survey. These will be met from the R&M budget. The potential marriage value of merging ownership of the Platform and VIC buildings is estimated to be £50,000. This additional value has not been factored into the above calculations, which purely set out the direct cash savings. The capital support reserve currently has an unallocated balance of £299,000 which could be used to purchase the building.

OTHER RESOURCE IMPLICATIONS**Human Resources/ICT/Open Spaces****Property:**

As reported.

SECTION 151 OFFICER'S COMMENTS

The s151 Officer has contributed to this report, which is in her name (as Chief Officer (Resources)).

DEPUTY MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

None.

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E-mail: nmuschamp@lancaster.gov.uk

Ref:

URGENT BUSINESS – Visitor Information Centre, The Platform, Morecambe

Councillor Consultation

*I am in agreement with the recommendation: -

To agree: -

- (1) That Officers be authorised to acquire the unexpired 999 year lease for the VIC Offices at the Platform, Morecambe, either through pre-auction negotiations or through participation in the auction, subject to a maximum valuation ceiling of £310K.**
- (2) That the Capital Support Reserve be used to finance any acquisition, with any additional incidental costs being met from existing revenue budgets.**
- (3) That (1) and (2) above be subject to consultation being undertaken with a view to waiving call in, in accordance with Overview and Scrutiny Procedure Rule 17, to enable the decision to be implemented immediately.**

Signed:

Name: Councillor Eileen Blamire

Position Held: Leader of the Council

Name: Councillor Abbott Bryning

Position Held: (Cabinet Member with Responsibility for Property)

Dated: 4.7.15

URGENT BUSINESS – Visitor Information Centre, The Platform, Morecambe

Chief Executive Decision

*I agree to exercise my delegated authority and approve: -

- (1) That Officers be authorised to acquire the unexpired 999 year lease for the VIC Offices at the Platform, Morecambe, either through pre-auction negotiations or through participation in the auction, subject to a maximum valuation ceiling of £310K.**
- (2) That the Capital Support Reserve be used to finance any acquisition, with any additional incidental costs being met from existing revenue budgets.**
- (3) That (1) and (2) above be subject to consultation being undertaken with a view to waiving call in, in accordance with Overview and Scrutiny Procedure Rule 17, to enable the decision to be implemented immediately.**

Signed:

Mark Cullinan
Chief Executive

Dated: 4.7.15

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