



## Meeting Agenda

**Cabinet**  
**Town Hall, St Annes**  
**Wednesday 20 July 2011, 7:00pm**

**The main doors to the Town Hall will be open to the public at 6:45pm**

**This meeting will be filmed for publication on the Council web site**



## **CABINET**

### **MEMBERSHIP**

#### **LEADER – COUNCILLOR DAVID EAVES**

<b>Councillor</b>	<b>Portfolio</b>
KAREN BUCKLEY	FINANCE & RESOURCES
SUSAN FAZACKERLEY	LEISURE & CULTURE
TREVOR FIDDLER	PLANNING & DEVELOPMENT
CHERYL LITTLE	SOCIAL WELLBEING
ALBERT POUNDER	CUSTOMER & OPERATIONAL SERVICES
THOMAS THRELFALL	ENVIRONMENT & PARTNERSHIPS

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## **Our Vision**

*Fylde Borough Council will work with partners to provide and maintain a welcoming, inclusive place with flourishing communities.*

## **Our Corporate Objectives**

- To Promote the Enhancement of the Natural & Built Environment
  - To Promote Cohesive Communities
  - To Promote a Thriving Economy
- To meet the Expectations of our Customers

## **The Principles we will adopt in delivering our objectives are:**

- To ensure our services provide value for money
- To work in partnership and develop joint working

## A G E N D A

PUBLIC PLATFORM	
To hear representations from members of the public in accordance with Cabinet procedure rules	
PROCEDURAL ITEMS	
1. <b>DECLARATIONS OF INTEREST:</b> If a member requires advice on Declarations of Interest he/she is advised to contact the Monitoring Officer in advance of the meeting. (For the assistance of Members an extract from the Councils Code of Conduct is attached).	4
2. <b>CONFIRMATION OF MINUTES:</b> To confirm as a correct record the Minutes of the Cabinet meeting held on 28 June 2011 attached at the end of the agenda.	4
URGENT ITEMS	
3. <b>URGENT ITEMS</b> (The Chairman will be requested to indicate whether or not he accepts that any additional item should be considered by the Cabinet as a matter of urgency, in accordance with section 100 of the Local Government Act 1972 (as amended)).	4
4. <b>POLICY DEVELOPMENT SCRUTINY COMMITTEE – RECOMMENDATIONS</b>	To Follow
ITEMS FOR DECISION	
5. <b>SPITFIRE MEMORIAL</b>	8 - 16
6. <b>COMMUNITY PARKS IMPROVEMENT PROGRAMME</b>	17 - 29
7. <b>PAYROLL EFFICIENCIES - MANAGEMENT REVIEW</b>	To Follow
8. <b>ASSET MANAGEMENT PLAN AND CAPITAL STRATEGY</b>	31 - 57
9. <b>MODERNISATION OF THE WASTE SERVICE – FROM BOXES TO BINS</b>	58 - 69
10. <b>OPERATION OF THE MAYORALTY</b>	70 - 87
11. <b>EXCLUSION OF THE PUBLIC</b>	88
12. <b>LEASE OF FAIRHAVEN COTTAGE</b>	89 - 96

**Personal interests**

**8.—(1)** You have a personal interest in any business of your authority where either—

(a) it relates to or is likely to affect—

- (i) any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by your authority;
- (ii) any body—
  - (aa) exercising functions of a public nature;
  - (bb) directed to charitable purposes; or
  - (cc) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union),

of which you are a member or in a position of general control or management;

- (i) any employment or business carried on by you;
  - (ii) any person or body who employs or has appointed you;
  - (iii) any person or body, other than a relevant authority, who has made a payment to you in respect of your election or any expenses incurred by you in carrying out your duties;
  - (iv) any person or body who has a place of business or land in your authority's area, and in whom you have a beneficial interest in a class of securities of that person or body that exceeds the nominal value of £25,000 or one hundredth of the total issued share capital (whichever is the lower);
  - (v) any contract for goods, services or works made between your authority and you or a firm in which you are a partner, a company of which you are a remunerated director, or a person or body of the description specified in paragraph (vi);
  - (vi) the interests of any person from whom you have received a gift or hospitality with an estimated value of at least £25;
  - (vii) any land in your authority's area in which you have a beneficial interest;
  - (viii) any land where the landlord is your authority and you are, or a firm in which you are a partner, a company of which you are a remunerated director, or a person or body of the description specified in paragraph (vi) is, the tenant;
  - (xi) any land in the authority's area for which you have a licence (alone or jointly with others) to occupy for 28 days or longer; or
- (b) a decision in relation to that business might reasonably be regarded as affecting your well-being or financial position or the well-being or financial position of a relevant person to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward, as the case may be, affected by the decision;

(2) In sub-paragraph (1)(b), a relevant person is—

- (a) a member of your family or any person with whom you have a close association; or
- (b) any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- (c) any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
- (d) any body of a type described in sub-paragraph (1)(a)(i) or (ii).

**Disclosure of personal interests**

- 9.—(1)** Subject to sub-paragraphs (2) to (7), where you have a personal interest in any business of your authority and you attend a meeting of your authority at which the business is considered, you must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.
- (2) Where you have a personal interest in any business of your authority which relates to or is likely to affect a person described in paragraph 8(1)(a)(i) or 8(1)(a)(ii)(aa), you need only disclose to the meeting the existence and nature of that interest when you address the meeting on that business.
- (3) Where you have a personal interest in any business of the authority of the type mentioned in paragraph 8(1)(a)(viii), you need not disclose the nature or existence of that interest to the meeting if the interest was registered more than three years before the date of the meeting.
- (4) Sub-paragraph (1) only applies where you are aware or ought reasonably to be aware of the existence of the personal interest.

- (5) Where you have a personal interest but, by virtue of paragraph 14, sensitive information relating to it is not registered in your authority's register of members' interests, you must indicate to the meeting that you have a personal interest, but need not disclose the sensitive information to the meeting.
- (6) Subject to paragraph 12(1)(b), where you have a personal interest in any business of your authority and you have made an executive decision in relation to that business, you must ensure that any written statement of that decision records the existence and nature of that interest.
- (7) In this paragraph, "executive decision" is to be construed in accordance with any regulations made by the Secretary of State under section 22 of the Local Government Act 2000(d).

#### **Prejudicial interest generally**

- 10.—**(1) Subject to sub-paragraph (2), where you have a personal interest in any business of your authority you also have a prejudicial interest in that business where the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.
- (2) You do not have a prejudicial interest in any business of the authority where that business—
- (a) does not affect your financial position or the financial position of a person or body described in paragraph 8;
  - (b) does not relate to the determining of any approval, consent, licence, permission or registration in relation to you or any person or body described in paragraph 8; or
  - (c) relates to the functions of your authority in respect of—
    - (i) housing, where you are a tenant of your authority provided that those functions do not relate particularly to your tenancy or lease;
    - (ii) school meals or school transport and travelling expenses, where you are a parent or guardian of a child in full time education, or are a parent governor of a school, unless it relates particularly to the school which the child attends;
    - (iii) statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992, where you are in receipt of, or are entitled to the receipt of, such pay;
    - (iv) an allowance, payment or indemnity given to members;
    - (v) any ceremonial honour given to members; and
    - (vi) setting council tax or a precept under the Local Government Finance Act 1992.

#### **Prejudicial interests arising in relation to overview and scrutiny committees**

- 11.—** You also have a prejudicial interest in any business before an overview and scrutiny committee of your authority (or of a sub-committee of such a committee) where—
- (a) that business relates to a decision made (whether implemented or not) or action taken by your authority's executive or another of your authority's committees, sub-committees, joint committees or joint sub-committees; and
  - (b) at the time the decision was made or action was taken, you were a member of the executive, committee, sub-committee, joint committee or joint sub-committee mentioned in paragraph (a) and you were present when that decision was made or action was taken.

#### **Effect of prejudicial interests on participation**

- 12.—**(1) Subject to sub-paragraph (2), where you have a prejudicial interest in any business of your authority—
- (a) you must withdraw from the room or chamber where a meeting considering the business is being held—
    - (i) in a case where sub-paragraph (2) applies, immediately after making representations, answering questions or giving evidence;
    - (ii) in any other case, whenever it becomes apparent that the business is being considered at that meeting;
 unless you have obtained a dispensation from your authority's standards committee;
  - (b) you must not exercise executive functions in relation to that business; and
  - (c) you must not seek improperly to influence a decision about that business.
- (2) Where you have a prejudicial interest in any business of your authority, you may attend a meeting (including a meeting of the overview and scrutiny committee of your authority or of a sub-committee of such a committee) but only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
GOVERNANCE AND PARTNERSHIPS DIRECTORATE - FOR THE CHAIRMAN OF THE POLICY DEVELOPMENT SCRUTINY COMMITTEE	CABINET	20 JULY 2011	4

## POLICY DEVELOPMENT SCRUTINY COMMITTEE - RECOMMENDATIONS

To Follow

Continued....

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
DIRECTOR COMMUNITY SERVICES	CABINET	20 <sup>TH</sup> JULY 2011	5

## THE SPITFIRE MEMORIAL

### Public Item

This item is for consideration in the public part of the meeting.

### Summary

The report describes a proposal for the development and provision of a Fylde Spitfire Memorial in Lytham St Annes sponsored by The Spitfire Memorial Fund.

The report sets out the context and details of the proposal and makes recommendations to support the project.

### Recommendations

1. That the Cabinet endorses the principle of the proposal received from The Spitfire Memorial Fund to develop a Spitfire Memorial in Lytham St Annes.
2. That officers work in support of the Spitfire Memorial Fund to identify a preferred location for the Memorial and to provide technical, engineering and planning advice to the Memorial Fund organisers.
3. That the final details of the scheme be delegated to the Director of Community Services in consultation with the Director of Strategic Development and the relevant portfolio holders.

### Reasons for Recommendation

1. To progress the consideration of The Spitfire Memorial.
2. To recognise and assist with an important community partnership processes to develop the Spitfire Memorial by the Spitfire Memorial Fund.

Continued....

## **Alternative options considered and rejected**

1. Not to support the Spitfire Memorial Fund organisers would fail to recognise the part played in raising funds for the original Lytham St Anne's Spitfire by the public during the Second World War and would fail to acknowledge the part played by the aircraft industry in Fylde and the loss of life associated with the aircraft during this conflict.

## **Cabinet Portfolio**

The item falls within the Leisure & Culture Portfolio: - Councillor Susan Fazackerley

### **1. Background**

1.1 The Fylde Spitfire Memorial Fund is proposing to sponsor a permanent memorial to be located in an appropriate position in Lytham St Anne's in recognition of the local efforts made during WW2 to fund the provision of a Spitfire aircraft in support of the war effort.

1.2 The Fylde Spitfire Memorial Fund has been operating for approximately three years. The fund aims to raise a total of £60,000 for a three aircraft scheme – Appendix 1 Approximately £30,000 has been raised to date for the installation of one replica spitfire as a permanent memorial to the WW2 effort. In the first instance The Spitfire Memorial Fund propose to install a single replica aircraft with associated lighting and interpretive information.

1.3 The aircraft to be built will be a replica of the the Lytham St. Anne's Spitfire W3644. The replica will be exact in every detail as the original aircraft carrying the 19 Squadron RAF markings and the name of Lytham St. Anne's. The construction of the aircraft is due to be complete during 2011.

1.4 The actual Spitfire W3644 was shot down by whilst escorting larger bombing aircraft on a mission over Morlaix, France. The Lytham St Annes Spitfire crashed into the sea and was lost on June 23rd 1942.



*Photograph of a similar replica Spitfire and mounting arrangement*

1.5 Further Information on the Spitfire can be seen via the web link - [www.w3644.com](http://www.w3644.com)

## **2. Current Situation**

### **The spitfire memorial fund**

2.1 The Spitfire Memorial Fund proposes to establish a memorial in Lytham St Anne's, potentially on Fylde Borough Council owned land. The memorial would initially be a single pole mounted replica of the Lytham St Anne's spitfire similar to the photograph above. The spitfire would be lit and information provided by an interactive memorial screen and a scrolling "Roll of Honour". The ultimate aim of the Spitfire Memorial Fund is for 3 replica aircraft within a garden area set out with the outline of a Wellington bomber.

### **Fund raising**

2.2 The Spitfire Memorial Fund has raised funds for the construction of the replica spitfire and construction of the aircraft is underway. In addition the fund would pay for the installation of the memorial and associated engineering, the necessary planning application and all other costs. It is requested that Fylde BC support the project by providing staff time to identify a suitable site, provide structural checks on the design, provide technical support and a lease on the land at a peppercorn rent.

### **The Location**

2.3 A number of locations have been suggested, which are outlined below:

	<b>Possible FBC Locations</b>
1	The fairground site at the west end of Lytham Green
2	Adjacent the old Land Registry building at the east end of Lytham Green
3	Fairhaven Lake Gardens (various locations may be possible & linked with the current master planning exercise)
4	Roundabout at the end of the M55/ Preston New Road junction
5	Roundabout at Whitehills adjacent B & Q
6	Grassed area adjacent St Pauls Ave car park (north end of Fairhaven Lake)
7	In front of the Beach Terrace Café in Lytham St Annes

2.4 The potential locations listed all have pro's and con's, which will need further detailed evaluation both from the Council's point of view and that of the Fund organisers. The Fund organisers are also pursuing location options in private ownership.

Should the preferred location be on Fylde Borough Council land it would be necessary to consider the future lease arrangements and on what basis the Memorial would be maintained. The Memorial would also be subject to the usual planning processes.

### **Visitors and Tourism.**

2.5 While the Spitfire Memorial would primarily recognise those fallen in conflict, the role played by the Spitfire and the part played by the aircraft industry during conflict, it is envisaged that there will also be a positive tourism draw which is expected to benefit the local visitor economy.

### **Management and maintenance**

2.6 The future ownership of the Memorial would need to be resolved with the Fund organisers, so that management and maintenance costs, including insurances are clear. This will require the drawing up of a legal agreement. The Fund organisers are expected to establish themselves as a charitable organisation with the necessary organisational and management practices in place.

## **Timescale**

2.7 The ambitious outline timescale for the project is detailed below, assuming that the Fund Organisers have the necessary funding in place at the appropriate time.

<b>Process</b>	<b>Date</b>
'In principle' report to Cabinet	July 2011
Preferred site established	August 2011
Planning application	August 2011
Planning Committee	September 2011
Land lease arrangements	September 2011
Insurances and indemnities in place	September 2011
Spitfire Memorial Fund incorporation as charity complete	September 2011
Design complete and quotations received	September 2011
Portfolio Holder Report	October 2011
Installation complete	October/November 2011
Opening ceremony	December 2011

## **Financial Implications**

2.8 Any agreement to support this project should be on the basis that no capital or revenue costs will be incurred by Fylde Borough Council at any stage, apart from provision of technical, engineering and planning advice.

## **3. Risks**

3.1 The risk assessment is attached at Appendix 1.

## **4. Conclusion**

4.1 The report recognises the success to date of the Spitfire Memorial Fund in raising £30,500 of public donations for the establishment of the Spitfire Memorial in Lytham St Annes.

4.2 The memorial will be a permanent tribute to those fallen in conflict, the role played by the people of Lytham St Annes, the Spitfire and the part played by the aircraft industry during conflict.

4.3 It is anticipated that the Memorial will provide a further attraction for visitors.

Darren Bell	01253 658465	20 July 2011	Spitfire Memorial
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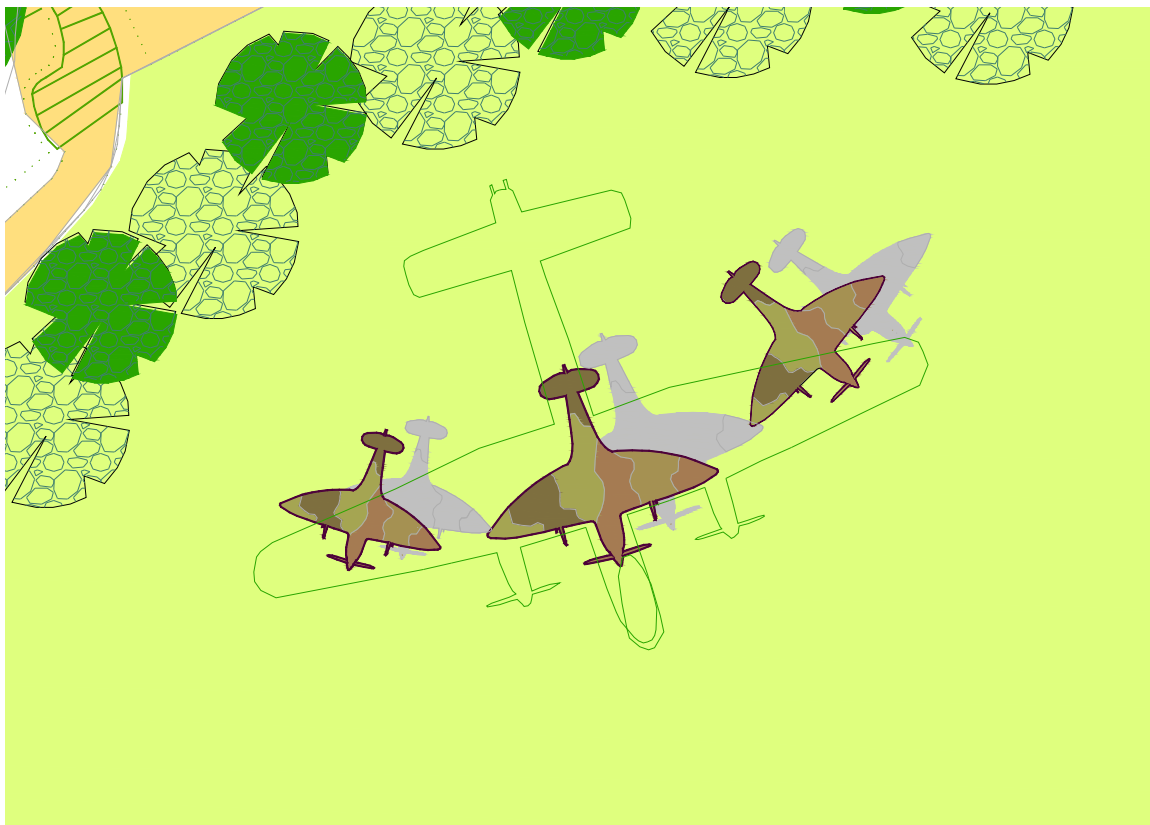
#### List of Background Papers

Name of document	Date	Where available for inspection
None		N/A

#### IMPLICATIONS

Finance	The financial implications of this scheme are included within the main body of the report
Legal	If the structure is erected on council-owned land, the council would be responsible in the first instance for any claims arising from it. The council will therefore need to consider putting in place appropriate legal arrangements to transfer that responsibility. This would involve making sure that the memorial fund was properly established as a legal entity.
Community Safety	None arising from this report
Human Rights and Equalities	None arising from this report
Sustainability	Management and maintenance of the memorial will be the responsibility of The Spitfire Memorial Fund.
Health & Safety and Risk Management	A risk assessment and insurance requirements will be carried out by the Spitfire Memorial Fund. The implementation of the memorial will include a construction health and safety plan.

## The Spitfire Memorial - Image Showing the 3 Plane Configuration



## Committee Risk Assessment Template

Directorate: Community Services

Date of Assessment: 24<sup>th</sup> June 2011

Section: Leisure Services

Assessment Team: Darren Bell, Steve Ball, Andy Moss

Assessment Activity / Area / Type: Spitfire Memorial.

Do the hazards create a business continuity risk? No

RISK DESCRIPTION	RISK LIKELIHOOD	RISK IMPACT	RISK MITIGATION	RESIDUAL RISK	RISK OWNER / RISK REGISTER
Failure of the structure of the memorial	4	3	The Spitfire Memorial Fund to provide structural engineering services to design the memorial, Fylde BC to arrange for a check on the structural calculations.		
Exposure of the proposed location	4	3	The Memorial Fund to carry out a risk assessment on the proposed location with particular regard to its exposure and the effect of wind blow sand.		
The public will try to climb the structure	4	3	A risk assessment will be carried out during the design stage by the Spitfire Memorial Fund and appropriate measures taken to avoid injury to the public by the fund.		
Safety of the public visiting the memorial	4	3	A risk assessment will be carried out during the design stage by the Spitfire Memorial		

			Fund and appropriate measures taken to avoid injury to the public by the fund.	
Loss of external funding	2	2	All funding will be raised by The Spitfire Memorial Fund	Darren Bell
Increased maintenance implication for Fylde Council.	2	2	Management and maintenance of the memorial will be the responsibility of The Spitfire Memorial Fund on land leased to the fund from Fylde BC. The risk will remain with FBC should the fund be wound up.	Darren Bell
Failure of contractor to deliver to specification	2	2	Technical support will be provided by Fylde BC to check on the contractors and the Funds processes.	Darren Bell
Possibility of personal injury to the public during the construction period.	2	2	A pre contract health and safety plan will be developed by the contractor to ensure the safe operation within the site for The Spitfire Memorial Fund. Areas of active construction will be fenced off and information provided about safety aspects of the construction site. The contractor will carry five million pounds public liability insurance.	Darren Bell
Increased risks to the public as a result of the development.	4	3	A full risk assessment will be completed for the memorial before it is developed and	Darren Bell

			before it is open to the public.	
Poor communication with key parties to ensure the implementation of the project on time and to budget	2	2	A Communication plan will be implemented.	Darren Bell
Failure to meet project milestones	2	2	Project monitoring to be carried out monthly by project monitoring team	Darren Bell

Risk Likelihood  
6 = Very High  
5 = High  
4 = Significant  
3 = Low  
2 = Very Low  
1 = Almost impossible

Risk Impact  
1= Negligible  
2 = Marginal  
3 = Critical  
4 = Catastrophic

Multiply the likelihood by the impact and if the score is above 12 then mitigating action should be undertaken to reduce the risk. This action should be recorder and monitored in either a directorate or corporate risk register.

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
DIRECTOR OF COMMUNITY SERVICES	CABINET	20 <sup>TH</sup> JULY 2011	6

## COMMUNITY PARKS IMPROVEMENT PROGRAMME

### Public Item

This item is for consideration in the public part of the meeting.

### Summary

The report identifies progress with the community parks development programme and requests that section 106 contributions for the provision of open space facilities are allocated as detailed.

### Recommendations

That in order to support the relevant groups in the improvement of public open space, Cabinet is recommended:

1. to agree that £16,225 from section 106 monies held by the Council for public open space provision be allocated in respect of the Hope Street Park scheme, and that a further individual detailed report about the project will be presented to Members in due course for approval to ensure that the Council's financial regulations are satisfied;
2. to approve a funded revenue budget increase of £10,000 in 2011/12 from section 106 monies held by the Council for public open space provision, and agrees to allocate that amount to New Fylde Housing for the improvement of public open space at Lower Lane; on condition that New Fylde Housing be required to enter into an agreement with Fylde Borough Council prior to release of funds, and to provide details of how the funds have been used within 12 months of their use;
3. to approve a funded budget increase of £9,250 in 2011/12 from section 106 monies to the Council's capital programme for the amphitheatre project at Park View Playing field, to supplement the lottery funding already secured; and
4. to agree that the Council will act as the accountable body for individual schemes and funding streams where necessary.

Continued....

## **Reasons for recommendation**

To use section106 contributions in a structured manner to support community projects and maximise the opportunities to gain external grant funding.

## **Alternative options considered and rejected**

To use section106 contributions to deliver other projects or initiatives – rejected because conditions of the section 106 agreements state that contributions need to be spent on the provision or improvement of public open space and recreational facilities within the local area of the housing development. The projects stated in this report are the main community parks projects in their respective localities where a section106 contribution is available.

## **Cabinet Portfolio**

The item falls within the following Cabinet portfolio:

Leisure and Culture: Councillor Susan Fazackerley

Planning and Development: Councillor Trevor Fiddler

## **Report**

### **Background**

1. The Council owns many parks and open spaces, some of which would benefit from regeneration and increased community utilisation. Leisure Services officers have been proactive in encouraging the community to establish 'Friends' groups, to work in partnership to develop their local park or open space.
2. These projects are designed not just to improve facilities but to bring the community together through planning the design and a range of events and activities. Also community groups can access many external funding grants that councils are ineligible to apply to.
3. There are currently 22 active 'Friends' groups throughout the borough that are assisted by officers who take the group through the 'community parks improvement programme'. The main stages of the process are:
  - Establish a constituted 'Friends' group
  - Undertake several public consultation exercises
  - Produce a masterplan for the site based on the consultation
  - Produce specifications and a cost breakdown
  - Produce a funding strategy and apply for funding grants, including utilisation of section 106 monies at some sites
  - Tender and build the new facility
  - Encourage and assist the 'Friends' group in future events and use
  - Ensure that the site is well maintained and managed
4. Waddington Road Playingfield and Kirkham Memorial Gardens have been recently taken through this process and now benefit from high quality facilities that meet community need. Both groups are proactive in hosting community events and the user numbers at both sites have increased significantly.

- In addition to the smaller sites, officers are currently working to develop a full restoration management plan for Fairhaven Lake and the wider coastal strip.

### Current Situation

- The planning process generally requires housing developers to contribute towards improvements to public open space in the area of the development.
- The Council has received and is holding funds that have been secured through developer contributions associated with new housing developments in a number of locations throughout the Borough.
- In order to facilitate the funding of some schemes Members are requested to consider allocating certain section 106 contributions against pending community parks improvement projects. This will increase the opportunity of gaining additional external grant funding to each project and help deliver the groups' ambitions. The extract from each of the section106 agreements identifying how public open space contributions must be utilised is attached at Appendix A.
- Relevant section 106 contributions are listed below against what is considered the most appropriate project:

**Table 1**

<b>Application Number</b>	<b>Development</b>	<b>Project</b>	<b>Amount</b>
05/0647 & 05/0648	Rock Factory and The Gables	<div style="display: flex; align-items: center;"> <div style="font-size: 4em; margin-right: 10px;">}</div> <div> Hope Street Park  St Anne's     <b>Total</b> </div> </div>	£8,000
07/1176/22	Barton Road (1)		£1,600
07/1176/22	Barton Road (2)		£400
09/0581	Nateby Close		£4,625
07/1225/17	Tuxford Road (1)		£1,300
07/1225/17	Tuxford Road (2)		£300
			<b>£16,225</b>
07/0958	Hunter Road	Lower Lane  Freckleton  <b>Total</b>	£10,000   <b>£10,000</b>
09/0525/24	Station Road (1)	Park View Playingfield	£7,400
09/0525/24	Station Road (2)	Lytham  <b>Total</b>	£1,850  <b>£9,250</b>

- The three improvement projects which could benefit from section 106 funding are at different stages, as detailed below:

### Hope Street Park, St. Anne's

11. The 'Friends of Hope Street Park' group was established as a constituted Friends group in 2009. Local consultation events have been carried out over the last 12 months with residents, elected members and local schools, to gauge what facilities and activities local people want to see on the site.
12. A masterplan and funding strategy has been produced in full consultation with local people. A cost plan has been developed for the site which is in the region of £400k. This includes improved play facilities, teenager facilities, park infrastructure repairs and improvements to the bowling facilities and a community garden area.
13. Due to the extent of the project the funding strategy has been phased. The funding identified below will contribute towards achieving Phase 1 which will see teenage and children's play facilities renewed. Numerous funding bids have been submitted by the group and the capital funding strategy required to deliver the project is shown below:

**Table 2**

<b>Funding</b>	<b>Amount</b>	<b>Status</b>
Section 106 monies	£16,225	Pending Cabinet approval
Community Spaces (Lottery)	£47,999	Secured
Lancashire Environmental Fund	£30,000	To be confirmed
Veolia	£30,000	To be confirmed
<b>Total</b>	<b>£124,224</b>	

14. In due course a further report will be brought before Members for approval of this scheme, to ensure that the Council's financial regulations are satisfied

### Lower Lane, Freckleton

15. During 2008 New Fylde Housing developed affordable housing at Lower Lane, Freckleton, and as part of the section 106 agreement provided monies as a contribution towards the provision and/or improvement of open space/community facilities.
16. New Fylde Housing is currently undertaking a wider regeneration of Lower Lane, with a wide range of partner agencies, and has secured funding for the employment of both a caretaker and a community development worker, to be based on the estate in order to facilitate the process. The action plan for this wider regeneration is attached at Appendix B, containing an action to redevelop the play area.
17. This redevelopment also supports delivery of the Fylde Housing Action Plan which identifies the need to work with housing associations on plans for neighbourhood improvement within their stock.
18. New Fylde Housing has requested that a proportion of the section 106 monies initially paid to the Council are allocated towards the redevelopment of the children's play area adjacent to the community hall at Lower Lane. It is envisaged that these monies will be used to lever in further external funding for the redevelopment of the play area. The company has expressed a wish to procure and manage this project with the local management committee. It will therefore be required to enter into an agreement with Fylde Borough Council prior to the release

of funds, to provide details of the scheme and subsequently to account for how the funds have been spent.

### Park View Playingfield

19. Park View 4 U has been working in partnership with the Leisure Services team to secure funding to improve recreational facilities on Park View Playing field for several years.
20. The group has been highly successful and has secured funding for children's play and wheel based activities, a new community building, woodland walk and support staff to develop community involvement.
21. The group has recently secured £46k to develop a natural amphitheatre on the site and would benefit from additional funding to carry out infrastructure landscaping to integrate the facility into the parkland setting.
22. The amphitheatre project was presented to cabinet on 28<sup>th</sup> June 2011 when Cabinet resolved:
  - To approve a fully funded addition to the capital programme of £46,000 funded through the Community Spaces (Lottery) fund
  - To approve the letting of the contract for the amphitheatre construction to William Pye Ltd in the sum of £46,000.
  - To acknowledge the significant time and dedication of Park View 4 U Community Group in bringing this project to fruition, together with the assistance and support of Fylde Borough Council.
23. As detailed in the previous report, the lowest quotation to deliver the group's aspirations was £59,975 received from William Pye Limited. This was then value engineered down to £46,000 by removing certain elements of the scheme in order to meet the original budget.
24. It is considered appropriate that the identified section 106 contribution is allocated to this project, to supplement the lottery funding already secured. This will enable the majority of the scheme to be delivered as originally anticipated.
25. The majority of the Council's financial reporting requirements such as future revenue budget impact, value for money, risk assessment, viable alternatives, procurement path and scheme objectives were addressed in the report to Cabinet on 28 June 2011. However the revised cost breakdown is as follows:

**Table 3**

Demolition	£2,000
Groundworks	£5,500
Hard Surfacing	£35,750
Landscaping	£10,000
Preliminaries	£1,000
Contingency	£1,000
<b>Revised contract sum</b>	<b>£55,250</b>

26. Members are requested to consider approving a funded budget increase of £9,250 in 2011/12 from section 106 monies to the Council's capital programme for the amphitheatre project at Park View Playingfield, to supplement the lottery funding of £46,000 already secured, making the scheme total £55,250 as detailed above.

### **Risk Assessment**

27. There are some minor risks associated with the actions referred to in this report, as detailed at Appendix C. Appropriate amendments have been made to the directorate operational risk register to accommodate these risks where necessary. It is also necessary for the Council to assume Accountable Body status for some funding streams in order secure funding. This role includes a commitment to ensure that the monies received from the funding streams are accounted for separately and used solely for the projects detailed in the submissions. It also carries with it a risk of grant clawback from the Council in the event of non-compliance with the funding body's requirements. This risk is considered to be minimal.

### **Conclusion**

28. The Council has an active programme of community parks improvement projects and the allocation of section 106 contributions to projects in the locality of housing developments will greatly assist in taking these projects forward.
29. In order to ensure compliance with the Council's financial regulations a further detailed scheme in relation to Hope Street Park will be brought forward for approval by Cabinet in due course.

Report Author	Tel	Date	Doc ID
Clare Platt	(01253) 658602	28.04.103	20.07.11 s106 Open Space

List of Background Papers		
Name of document	Date	Where available for inspection

### **Attached documents**

Appendix A – Extract from s106 Agreements re Public Open Space  
Appendix B – Lower Lane Action Plan  
Appendix C – Risk Assessment Template

IMPLICATIONS	
Finance	For the projects where the Council is accountable body a more detailed report will be presented to Members for approval, once funding sources and scheme details are finalised. These future individual project reports are ultimately likely to result in fully funded additions to the

	<p>Council's capital programme, the Council's contribution being met from s106 monies already held by the Council, and staff resources in supporting the bidding process, scheme design, project management and scheme delivery, and financial monitoring to ensure compliance with grant conditions and expedite grant claims. External bids for funds will include contributions to cover these staff resource costs where possible. The Council's role as accountable body for some funding bids carries with it a small element of risk, as detailed in paragraph 27 of the report.</p>
Legal	<p>Section 106 contributions are made by developers under specific agreements relating to particular developments. A payment made under a section 106 agreement must fall within the terms of that agreement, in terms both of geography and scope. A developer is normally able to require repayment of section 106 contributions if they have not been spent within ten years on a project falling within the terms of the agreement. The cabinet will therefore need to be satisfied that each suggested application of section 106 contributions falls within the terms of the agreement it was paid under. With reference to Lower Lane Freckleton, it will be necessary to develop a legal agreement with the New Fylde Housing to include how they are to use the allocated money.</p>
Community Safety	<p>Improving the quality of open space facilities provides an opportunity to increase public use and reduce nuisance behaviour.</p>
Human Rights and Equalities	<p>All the improved facilities will allow access and use by disabled people and comply with disability specifications.</p>
Sustainability and Environmental Impact	<p>None arising from this report.</p>
Health & Safety and Risk Management	<p>Considered in the body of the report.</p>

## Appendix A

Application Number	Development	Extract re Public Open Space Clause
05/0647 & 05/0648	Rock Factory (rear St Albans Road) & The Gables (Orchard Road) St Anne's	Contribution towards the provision or maintenance of public open space in the vicinity of the sites
07/1176/22	Barton Road, St Anne's	To provide or improve or facilitate the provision or improvement of public open space or the public realm likely to benefit the occupiers of the dwellings
09/0581	Nateby Close, St Anne's	To provide or improve or facilitate the provision or improvement of public open space or the public realm likely to benefit the occupiers of the dwelling
07/1225/17	Tuxford Road	To provide or improve or facilitate the provision or improvement of public open space or the public realm likely to benefit the occupiers of the dwelling
07/0958	Hunter Road, Freckleton	Towards the provision and/or improvement of open space facilities or community facilities
09/0525/24	Station Road	To provide or improve or facilitate the provision or improvement of public open space or the public realm likely to benefit the occupiers of the dwellings



## Lower Lane Action Plan

NFH Officers: Tammy Bradley/ Richard Lowthian/ Sue Fisher/ Paul Glover

	<b>Action</b>	<b>Timescale</b>	<b>Target/Performance Indicators (to be agreed)</b>	<b>Lead Officer Agency</b>
1	<b>IT, broadband etc</b>	June/July	SF working with IT to set up the Centre	Sue Fisher
2	<b>Lower lane Community Centre News letter</b>	Monthly July onwards	Monthly updates to residents on estate	CD worker & Sue Fisher
3	<b>NFH approved 12 month funding appointment of Community Development Worker - in process of being recruited</b>	May 2011 On going re- advertised	Interviews due to be held end June	Sue Fisher/Stephen Heath YMCA
4	<b>Housing Management issues Housing surgery</b>  <b>Planning for real (Repair &amp; main estate issues)</b>	Weekly  Launch 5 <sup>th</sup> June	Area Team to manage weekly morning service/ number of resident attending issues raised  A1 plan of estate Community residents & Stakeholders to identify biggest repair and maint issues on estate and other issues feed back Completed need to agree how to progress with biggest issues	Paul Glover/Richard Lowthian  Richard Lowthian
5	<b>NFH approved funding for caretaker - position appointed</b>	Now appointed <b>Completed</b>	Sue Fisher to manage	Sue Fisher
6	<b>Awards for All funding received for £9900 to create community garden, improve</b>	On going	Community Development worker to manage agreed KPI	CD worker

	<b>facilities at Community Centre</b>			
<b>7</b>	<b>Multi agency work group meets regularly on the estate</b>	Ongoing	Next meeting early July – meet quarterly Discuss pledges made with relevant agencies	Sue Fisher
<b>8</b>	<b>Around 20 agency pledges received to provide support and services on the estate</b>	On going	Sue Fisher to work with agencies who pledged support Agree KPI for pledges	Sue Fisher /CD worker
<b>9</b>	<b>Big Lunch arranged Sunday 5 June</b>	5th June 2011	Sue Fisher leading Official Launch Food Face painting Planning for real Cadbury spots and stripes LCC Young people Service activities Numbers attending issues raised? <b>COMPLETED</b>	
<b>10</b>	<b>Energy Share Fund Bid for energy efficiency works to community centre through energy share ongoing</b>	30 <sup>th</sup> June	Maggie Hayes leading on this project details to Energy Share Funding <a href="http://www.energyshare.com/fund/aboutapplying">www.energyshare.com/fund/aboutapplying</a> Hits on web site for project Feasibility studies & Assessments Managing the savings made	Maggie Hayes/ Ami O'Donnell
<b>11</b>	<b>FBC 106 sums - may be available to improve play facilities on the estate</b>	TBC	RL to work with Fylde BC on funding to improve play area	
<b>12</b>	<b>Training being delivered from the Community Centre</b>	Ongoing	Sue Fisher working with adult learning and Blackpool College – once installed at the Centre will work with closely with community to identify their needs	Sue Fisher/CD Worker
<b>13</b>	<b>Football training being</b>	TBC	TB & ET to confirm details after meetings	Tammy Bradley

	<b>explored with BFC</b>			Eric Tamanis
<b>14</b>	<b>Clean Sweep initiative</b>	5 <sup>th</sup> June 2011	Fylde BC Community Safety Team Lancashire Police Community Payback NFH Places for People Feed back on CS initiative	Fylde BC Community partnership
<b>15</b>	<b>Communal Garden Competition Garden Tool Loan scheme NFH Annual Garden Competition</b>	Ongoing	Community Development worker post Number of tool loans made Number of entries Prizes won  Sue F arranging visit for YPS to visit communal gardens in Blackpool	CD worker/Sue Fisher
<b>16</b>	<b>Fylde Together Big Society competition</b>	<b>Completed</b>	Sue Fisher completed application entry form	Sue Fisher
<b>17</b>	<b>Community Centre notice Board</b>	<b>Completed</b>	Sue Fisher CD worker to manage	Sue Fisher CD worker
<b>18</b>	<b>PR Marketing</b>	On going	Tim Frier Big Lunch Launch Newsletter	Richard Lowthian /Tim Frier/Sue Fisher

# Committee Risk Assessment Template

Directorate: Community Services			Date of Assessment: 1 <sup>st</sup> July 2011		
Section: Leisure Services			Assessment Team:Clare Platt, Darren Bell, Andy Moss		
Assessment Activity / Area / Type: Construction of amphitheatre, Park View, Lytham					
Do the hazards create a business continuity risk?    No					
RISK DESCRIPTION	RISK LIKELIHOOD	RISK IMPACT	RISK MITIGATION	RESIDUAL RISK	RISK OWNER / RISK REGISTER
Section 106 funding falling within the terms of the agreement in terms of geography and scope.	3	3	All section 106 contributions listed have been made in lieu of providing public open space on the development site. Many are specifically to benefit the occupiers of the development. The projects listed are in open space and recreational improvements in the vicinity of the development sites.		Darren Bell
Repayment of the section 106 contributions if they have not been spent within the specified timescale	1	1	All the section 106 agreements are relatively recent - none date back beyond January 2008		Darren Bell
New Fylde Housing failure to allocate the funding appropriately	3	3	Develop a legal agreement with New Fylde Housing stating how they are to use the allocated money		Darren Bell
The Councils role as	2	2	Ensure that the funding is		Darren Bell

Continued....

accountable body

accounted for separately and  
used solely for the projects  
detailed in the submissions

Risk Likelihood

6 = Very High

5 = High

4 = Significant

3 = Low

2 = Very Low

1 = Almost impossible

Risk Impact

1 = Negligible

2 = Marginal

3 = Critical

4 = Catastrophic

Multiply the likelihood by the impact and if the score is above 12 then mitigating action should be undertaken to reduce the risk. This action should be recorded and monitored in either a directorate or corporate risk register.

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
CHIEF EXECUTIVE	CABINET	20 JULY 2011	7

## PAYROLL EFFICIENCIES - MANAGEMENT REVIEW

To Follow

Continued....

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
DIRECTOR OF STRATEGIC DEVELOPMENT SERVICES	CABINET	20 <sup>TH</sup> JULY 2011	8

## ASSET MANAGEMENT PLAN AND CAPITAL STRATEGY

### Public Item

This item is for consideration in the public part of the meeting

### Summary

The report presents a draft Asset Management Plan and Capital Strategy for member consideration.

### Recommendations

- 1) That Cabinet adopts the Asset Management Plan and Capital Strategy
- 2) That Cabinet gives consideration to the member input and support given to the asset management function.

### Alternative options considered and rejected

An alternative would be not to adopt the recommended good practice set out in the Asset Management Plan and Capital Strategy but, instead, to make ad hoc, unstructured decisions on the management of the Council's assets and capital.

### Cabinet Portfolio

The item falls within the following Cabinet portfolios:

Planning and Development - Councillor Dr Trevor Fiddler  
Finance and Resources - Councillor Karen Buckley

### Report

Continued....

## Background

1. The council is under a duty to manage its assets and capital resources in order to best deliver its objectives as set out in the Corporate Plan. There are two important plans/strategies that contribute in discharging this duty.

## Asset Management Plan

2. The Asset Management Plan (Appendix A) is a five-year plan showing how the council intends to use its land, property and other assets to deliver services it has agreed to provide. Contained within the plan is a commitment to report on a biennial basis to members on progress. The attached document provides an updated asset management plan for members consideration and adoption.
3. A recent internal audit report on Asset Management made a number of recommendations which are incorporated into the attached document. However one particular recommendation was for Cabinet to consider whether additional member engagement is desirable on asset management issues in order to support the work of the Portfolio Holder. Previously, there has been a Member Champion role which covered asset management but this has not been occupied since 2009. Members are asked to consider how this recommendation might be addressed.

## Capital Strategy

4. The Capital Strategy (Appendix B) is a high level summary of the Council's approach to the delivery of the priorities and objectives set out in the Corporate Plan through capital investment. This requires periodic updating and adoption. It is especially important in helping to prioritise scarce resources when demands exceed capacity.

## Risk/Conclusion

5. The attached asset management plan and capital strategy provide details of agrees and pending projects and contain recommended good practice procedures and protocols which should be adopted if the council wishes to continue to improve. Failure to adopt the recommended good practice will lead to a more unstructured approach to asset and capital management.

Report Author	Tel	Date	Doc ID
Paul Walker	(01253) 658431	30 <sup>th</sup> June 2011	

List of Background Papers		
Name of document	Date	Location

### Attached documents

- |            |   |                       |
|------------|---|-----------------------|
| Appendix A | - | Asset Management Plan |
| Appendix B | - | Capital Strategy      |

IMPLICATIONS	
Finance	None arising directly from this report. Separate reports will be presented to Members either at the most relevant time or as part of the budget planning process.
Legal	See health & safety and risk management below.
Community Safety	There are no implications
Human Rights and Equalities	There are no implications
Sustainability	There are no implications
Health & Safety and Risk Management	The repair and maintenance of the Council's assets is a key issue which if not addressed can increase the risk of accidents and claims.



FYLDE BOROUGH COUNCIL



## Asset Management Plan

July 2011

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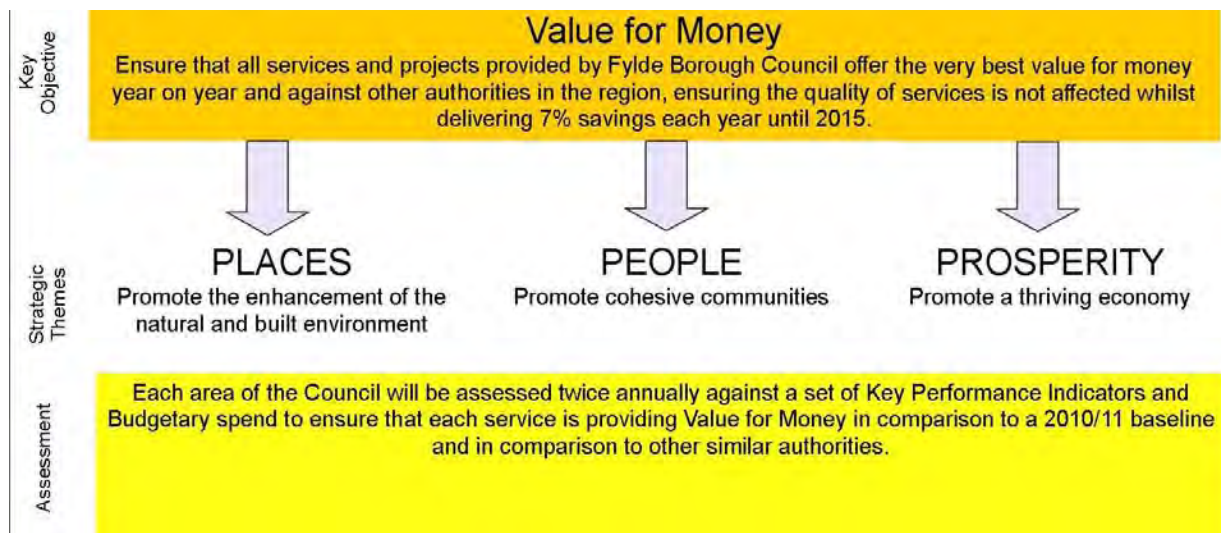
## The Asset Management Plan

### The strategic framework

The Council has agreed a Corporate Plan with a vision, key objectives and three strategic themes.

**Vision:**

“Fylde will be a welcoming place energetic, highly skilled, healthy people in flourishing communities”



This plan covers the Council's management of land and property assets that it has an interest in. It does not include the management of vehicles, plant, equipment, artwork or civic regalia.

A clear aim has been developed for this service:

*'To maximise the use of all the Council's land and property assets in supporting the council's strategic objectives and priorities'*

The Asset Management Plan (AMP) sets out to:

- Obtain value for money from buildings and land.
- Maximise the return from the use of buildings and land in helping services promote the strategic themes of places, people and prosperity.
- Comprehensively assess the capital and revenue consequences of holding or disposing of assets in the Council's portfolio.
- Achieve effective corporate management of the capital programme and existing assets.
- Seek public/private partnership opportunities and alternative funding sources.

There are two other key plans and strategies in addition to the Council's Corporate Plan which also have an impact on delivery of the asset management plan, they are

- the Sustainable Communities Strategy
- Local Development Framework.

The strategic decision making arrangements described below ensure assets are managed with consideration to these strategic plans.

Each asset managed/owned by the council is held for one of the following three objectives:

Community – these are assets that are held in perpetuity for the benefit of the community and which may have restrictions on their use or their disposal, e.g. Parks, Recreation Grounds, Playing Fields, Allotments and Public Open Space. The Council's objective is to maintain and enhance these assets to maximise their benefit to the community. Other than strategic assets which are considered to be of significance to the Borough as a whole, the Council recognises that these objectives can often be best achieved by transferring the assets to Parish Councils who will be more in touch with local needs and priorities.

Operational – these are assets held and occupied by the Council for the delivery of services for which it has either a statutory or discretionary responsibility, e.g. Council Offices, Depots, Public Conveniences and car parks. The objective is to actively manage these assets to maximise operational and financial efficiency. It is also important to ensure assets are procured, managed, operated and disposed of in a sustainable way that minimises any negative impacts on the environment. This can be achieved in a number of ways including rationalising the amount of space occupied by Council services and exploring opportunities for sharing space with other public sector partners.

Investment – these are assets which are let by the Council and generate rental income. This includes purely commercial lettings, such as cafes and leisure facilities, and also lettings to charities and community organisations at nil or concessionary rents. The principal objective is to maximise income to the Council, though regard is also had to the contribution made by the assets to wider Council objectives such as tourism and community wellbeing. Investment assets are under constant review to consider whether they should continue to be held or be disposed of, and in the case of lettings at under value, to consider whether the level of Council support continues to be appropriate.

## **Organisational arrangements for Corporate Asset Management**

### Asset Management

Asset Management is included within the services of the Strategic Development Directorate (SDS). The service in particular is managed by two key officers:

The Principal Estates Surveyor, who is a Chartered Valuation Surveyor and is a member of ACES and RICS. He is situated in the Regeneration and Tourism Division and has responsibility for the following aspects of service:

- Asset Management Group
- Asset Management Plan
- Estates and valuation
- Management of the assets database
- Asset reviews
- Letting of properties and concessions

The property maintenance function of asset management is the responsibility of the Head of Technical Services and is a member of RICS. He has responsibility for the following aspects of service:

- Capital and minor improvement works
- Management of property maintenance contracts
- Building cleaning
- Responsive and planned building maintenance
- Condition surveys
- Christmas trees and illuminations

### Strategic Decision Making

The Cabinet is responsible for the exercise of all of the Council's functions which are not the responsibility of any other part of the Council's organisation. This includes agreeing the Asset Management Plan and the acquisition and disposal of assets. One member of The Cabinet is established as the portfolio for Asset Management (Planning and Development Portfolio Holder). The Cabinet portfolio holder can consider reports through the individual member decision process.

The Director of Strategic Development Services has the delegated authority to approve taking, granting, and renewing leases for periods not exceeding seven years. The Council's Constitution which defines this is updated on an annual basis by full Council.

The Policy Development Scrutiny Committee monitors the Asset Management Plan and has undertaken specific asset reviews and made recommendations to Cabinet for disposal or changed management.

Management Team co-ordinates and liaises between services and considers the corporate implications of policy and service reviews.

The Asset Management Group (AMG) is responsible for proposing policy and reviewing assets. The AMG has been developed as a cross-service management forum and meets periodically. The membership comprises a representative from each of the main service areas. This membership ensures that the AMP is informed by and supports the key corporate and service plans and objectives.

The Corporate Performance Monitoring Group (CPMG) is responsible for overseeing corporate performance, projects and capital monitoring. As with the AMG it is a cross service management group with a representative from each of the main service areas.

Decisions in relation to the letting and management of Concessions are taken by the Director of Strategic Development in consultation with the Concessions Liaison Group which includes the following members and officers; Cabinet member for Leisure & Culture, the Member Tourism Champion, Principal Estates Surveyor, Tourism Officer, Head of Regeneration and Tourism and the Head of Leisure Services. This group meets on an ad hoc basis as necessary, such as when Concessions are tendered.

### Asset Review

A systematic review of assets is undertaken by the Principal Estates Surveyor based on the following principles:

- a full cycle of reviews will be carried out over a five year period.
- priority will be given to land and property where there are known to be outstanding issues and where subsidies are provided by the council
- reviews of individual properties will be brought forward if issues arise.

A task and finish group of the Policy Development Scrutiny Committee is currently assisting in a specific review on land and property provided at a subsidy and will be making recommendations to Cabinet.

### Asset Valuations

For balance sheet purposes all Council assets must be revalued at least once every five years, with additional impairment valuations where there is a significant change likely to affect the value of an asset. The Principal Estates Surveyor and the finance team have developed a programme of annual asset valuations to ensure that this requirement is met.

## **Consultation and Continuous Improvement**

### Internal

The Head of Technical Services seeks and receives feedback on a regular basis from property users through the annual planned and reactive maintenance service, during annual spending reviews with Service Managers responsible for property and through regular meetings of the AMG.

### External

The Council uses a variety of techniques to seek feedback on its policies and services. These include a Citizens Panel, quality of life survey, service specific surveys and on-line forums. These all help in the development of council policy and improvement of services which in turn informs asset requirements. Further information is generated by the Council's ongoing review of its partnerships, where these partnerships involve use of the Council's assets. Specific strategies and plans are themselves produced following external consultation.

The Principal Estates Surveyor is a member of the Fylde Coast Asset Management Forum, made up of the chief estates surveyors of local authorities and other public sector bodies, and of 'Make it Lancashire', a similar group covering the whole county. This ensures an exchange of information to assist in partnership working including the sharing of property assets where possible.

In 2009/10 the Borough Council was one of a small number of local authorities which was successful in its application to be included in an Advancing Assets Demonstration Programme, operated by the Government's Asset Transfer Unit and designed to assist authorities to implement the Quirk proposals. This Programme was recently completed and was useful in respect of the transfer of the two swimming pools, as well as in respect of discussions with ParkView4u and other community organisations.

## **Data Management**

### Data Requirements

The property related data currently available within the authority includes:

- condition surveys and backlog maintenance estimates,
- annual revenue expenditure,
- proposed capital expenditure,
- asset values including in some cases alternative use valuations,
- floor areas, floor plans (CAD), site plans and title detail summaries.

The validity of this information is tested on a regular basis:

- as part of the 5 year rolling programme of condition surveys.
- annually through consultation with financial services.
- as part of the capital programme.
- as part of the 5 year rolling programme of asset re-valuation exercise.
- as part of the property review process.

The Council is responsible for 185 buildings and miscellaneous structures. A corporate asset register is maintained by Finance as part of the council's financial/Constitutional obligations and is examined periodically by external auditors. From this a basic operational database is kept to record the many pieces of operational data for each asset. This includes a wide variety of information such as location, internal features, size, gross and lettable floor area, type of construction, heating system, utilities provided, ref no. and location of meters, typical energy consumption, (Display Energy Certificate if applicable), condition survey, DDA survey, Mechanical & Electrical survey, electrical installation periodic survey, PAT testing, lightening conductor testing, pressure vessel testing, survey/test findings and date of next survey, fire and intruder alarms, CCTV details and servicing, asbestos information, legionella risk assessments, fire safety risk assessments, etc, etc.

The Council has been seeking to acquire a proprietary software system in order to better manage data on all its assets. Although at the present time it is unlikely that there will be resources available to procure a system Officers will be evaluating which system is best designed to hold and manage the asset management data on behalf of the borough council. Such software will enable the Council to readily access information on buildings, such as rent reviews, current property income and expenditure and environmental impact. This in turn will assist the service to become more resource efficient and ensure compliance with legislation. The outputs of this system would interface with 'Performance Plus' the council's new performance management system.

### Condition Surveys

Condition surveys are carried out on a regular rolling basis and information is gathered on the overall condition of the portfolio (condition categories A-D/I-3). The identified maintenance requirement is incorporated into the medium term financial strategy as part of the budget setting process. Whilst the council has to prioritise its limited resources information of this nature will

help it focus on what assets are achieving the council's objectives. Progress is being made with a backlog of building maintenance highlighted in recent surveys.

## **Performance Management and Monitoring**

The council has adopted a corporate performance management framework. The software system 'Performance Plus' holds and manages the various corporate targets and performance indicators which are used to highlight exception performance which is reported to Scrutiny and Cabinet. Specific asset management information will be uploaded onto 'Performance Plus' to manage AMP performance.

### Local Property Performance Indicators

Some local property performance indicators (LPPI's), are recorded. These property PI's are related to information already available as part of the data collection exercise. However when a proprietary software system has been procured more reports will be available to inform service management decisions.

## **Progress to date**

### Strategic

- **Civic and Office accommodation**  
The project to deliver improved back-office and civic accommodation for the council has been reviewed during the past 12 months following concerns over the cost of a new build construction. As a result the Council has agreed a cost limited refurbishment of the existing Town Hall buildings within the funding realised from the sale of assets at St David's Road depot, Derby Road, Wesham and the Public Offices site on Clifton Drive South in St Annes. A number of surveys have been carried out and a scheme of refurbishment has been prepared along with rationalisation of depot and storage requirements. The three sites are being actively marketed for sale in order to finance the project which is in line with Council policy.

### Management arrangements

- **Officers**  
Since appointment the Principal Estates Surveyor has dealt with a number of issues requiring attention, in particular lease reviews and renewals which have improved management and control over the council's estate as well as significantly increasing income. The remaining client property maintenance role resides with other officers in the Technical Services Unit.
- **Property valuations**  
One of the benefits of the appointment of an in-house Chartered Valuation Surveyor has been that property valuations can be undertaken without the need to appoint external specialists resulting in further savings.
- **Resources**  
During the past year an energy and resource reduction plan was agreed and is being implemented to help deliver efficiencies in a number of areas including asset management.

### Maintenance/improvements.

- **St Annes Pool –**  
Cabinet resolved to reopen this pool in early 2010 following a tendering exercise which selected the Fylde Coast YMCA as the preferred operator. As a result a £322K refurbishment project has been carried out to renovate the building, pool and plant/equipment to improve the visitor experience. The pool has now been leased to the YMCA and was re-opened on 1<sup>st</sup> September 2010.
- **Crematorium**  
During 2010, nearly £900K worth of investment was made in replacing the cremators and refurbishing the crematorium chapel. Both elements of work were undertaken at the same time to reduce the impact of operational closure and loss of income.
- **Lowther Pavilion.**  
The gents and ladies toilets have been refurbished in the past 2 years to provide much improved facilities to visitors. This compliments work previously carried out to the entrance foyer. Future investment decisions affecting Lowther Pavilion and Gardens will be the responsibility of the independent Trustees.

### Operational matters

- **Central Vehicle Maintenance Unit (CVMU) Depot**

In the past year £300K has been invested in a new Central Vehicle Maintenance Unit at Snowdon Road, St Annes. This has allowed other leases to be terminated. The new facility now provides the latest modern facilities and equipment for the maintenance and repair of the council's vehicle fleet as well as the provision of MOT testing.

### Regeneration

- **Lytham St Annes 2020 Vision**  
A draft regeneration vision for Lytham St Annes was published in January 2010. The document contains six strategic projects that would be delivered by the public and private sector by 2020. As a first milestone a number of constituent '2012' projects seek to implement elements of the proposals aimed at enhancing the visitor offer and experience that will coincide with the hosting of the Open Golf Championship. The projects include proposals to significantly invest and upgrade a number of Fylde's key tourism assets such as Fairhaven Lake, The Promenade and Seafront.
- **St Annes Town Centre regeneration**  
Garden Street was the latest phase of the refurbishment of the Town Centre to be completed which took place during 2009. The high quality public realm works provide a link from the Town Centre to Ashton Gardens and help frame the vista between the two. This phase cost approximately £140,000 with the majority of funding being provided by the Lancashire and Blackpool Tourist Board. Similar work is now underway in Orchard Road, St Annes and Station Road Lytham.
- **Farmers markets**  
A successful Farmer's Market has become established in St Annes town centre on one day every month, operating from a Council owned car park. Following on from this success the same market has started trading in Lytham town centre, also one day a month.
- **Concessions.**  
During early 2010 a number of sea front concessions were reviewed and re-let for three years. These included donkeys, deckchairs, bouncy castles and mobile ice cream stands. In spite of the recession, the level of interest was very strong with total income increasing by 42% compared to previous levels, mainly fixed in 2007.

### Assets reviews, acquisitions and disposals

- **Asset acquisition and disposal policy**  
Since the last update of the AMP in 2008, the Policy and Service Review Scrutiny Committee has expressed concern that the Constitution of the Council set out no specific policies for the acquisition and disposal of land and buildings. Such transactions were undertaken in accordance with policies intended for general assets of a non-fixed nature, and it was clear to the committee that these policies were inappropriate for property transactions. During 2009 new procedural documents were prepared relating to the acquisition and the disposal of land and buildings. These relate to all property transactions, including leases and licences and cover the process for making the decision to acquire or dispose of in interest in land, as well as the procedures aimed at ensuring that transactions are transparent and reflective of market value. The policies were recommended by Scrutiny and have now been incorporated into the Constitution
- **Disposals**
  - In 2009 the former central vehicle maintenance depot at Heeley Road, St Annes was sold for residential development at a price significantly in excess of its estimated market value, reflecting the fact that there was a special purchaser who already owned the adjacent Fairways garage site.

- In April 2009 the Tourist Information Centre, which has a prominent location in St Annes town centre, closed and became surplus to operational requirements. Half of the building was let to Blackpool Transport on a long lease at a nominal rent. Planning permission was obtained for change of use to a café, and Blackpool Transport's interest was acquired. The property has since been let, together with an outside seating area, and opened for trade in March 2010 as the Clockhouse Café.
- As part of the £2m Lottery funded restoration scheme for Ashton Gardens, the former Ashton Institute building has been rebuilt in a prominent location adjacent to the lodges and main access. The letting of this colonial style pavilion has been agreed to a tenant who will support community uses in the park and trade as a café during the day and a restaurant in the evening. The facility opened for business in July 2010.
- The former mortuary building in the Crematorium has been refurbished and let to a funeral director on a 7 year lease.
- The transfer of several areas of open space sites in Freckleton, Staining, Wesham and Wrea Green were agreed during the past year or so. These transfers follow the Council's 'in principle' desire to see all open space assets throughout the Borough transferred to Parish Council's, in order to create a greater feeling of local ownership and involvement.

## **Future plans**

### Strategic

- Asset reviews  
A new tranche of asset reviews is being undertaken which is looking specifically at land and property which is let at a subsidy and whether they represent the most effective use of those assets at the current time.
- Asset transfers  
A cross party member working group will be looking at the issue of the further transfer of open space assets to Town/Parish Councils in respect of the identification of strategic assets and with regard to the budgetary and governance implications and arrangements.

### Maintenance/Improvements

- Lytham Windmill  
Works will be completed during the coming months on the repair, refurbishment and repainting of Lytham Windmill following storm damage.
- Condition surveys  
During 2010 there were two major projects delivered by the service; St Annes pool and the Crematorium which has meant the rolling programme of planned condition surveys have fallen behind schedule and will be given greater priority over the next few months. Any capital investment needed will be brought to members attention as part of budget setting cycle.
- Planned building maintenance  
The essential planned maintenance work has been undertaken; however some non urgent elements such as painting have been delayed on some properties due to staffing capacity and budgetary restraint to generate in year savings.
- Footpath condition

The council is responsible for footways and cycle ways along the promenades in St Annes and Lytham along with those running through parks and open spaces under its ownership/control. There has been no planned programme of re-laying these features for several years. Only urgent/hazardous repairs have been undertaken using revenue budgets which are already under strain. A recent survey has identified significant need to invest in a programme of resurfacing over a period of time. A request for funding will be presented for consideration in the near future.

#### Operational requirements

- **Parks/Cleansing depot facilities**

As part of the rationalisation of operational sites there are some existing parks/cleansing depot facilities which need to be relocated as part of the impact of the accommodation project. Work is underway to identify alternative options for consideration by members.

#### Regeneration

- **Public Realm - 2012 Golf**

Work has started on a number of public realm projects in the lead up to July 2012 when the British Open returns to Royal Lytham St Annes. These projects mainly focus on upgrading the commercial area of St Annes, which is the focus for retail outlets, bars, restaurants and other services. It includes linkages between the town centre and the Promenade hotels and the town centre and the golf course. It includes the frontage of the new Travelodge hotel on Clifton Drive South. Other smaller projects are to commence at key gateways to the borough including Ansdell and Lytham railway stations. Much of this work is funded by external sources.

- **Pristine place – 2012 Golf**

During the next 12 months in the lead up to The Open in 2012 there will be a focus on ensuring that the town centres and main public spaces are presented as being attractive, clean and welcoming. This will help to create an impression of a high quality host destination for the visiting public, creating a legacy for maximizing the image and perception of the Borough as a clean, attractive and well cared for place. Again, much of this is funded from external sources and includes coordinating painting works to public infrastructure features such as shelters and railings, etc.

- **Beach Huts**

Proposals have been submitted to reintroduce the concept of beach huts as a concession on the seafront at St Annes. Beach huts were a feature of many seaside resorts in the past including St Annes. There are a number of issues relating to the development of these that are being assessed and considered before a decision can be taken as to whether this is appropriate or feasible. The proposal will need planning permission.

- **The Island/Promenade**

In late 2009 The Island Leisure Complex on St Annes promenade went into receivership and the main uses closed. It comprises a mixed use leisure facility, including cinemas, function suite, restaurant and amusement arcade, in a prime location on the sea front. The property is held on a sub-lease from Mitchells and Butlers (M & B) who operate the adjacent pub/restaurant. The Receivers have now let the premises to PDJ Management (Lytham) Ltd who intends to open the cinema complex in the near future. Officers will be working with the new Operator to ensure the site is developed successfully and appropriately.

The Asset Management Plan summaries the future plans (detailed above). These will be considered and assessed alongside the Capital Strategy and will form part of the annual budget setting cycle and the preparation of the Medium Term Financial Strategy.

## Asset Management Action Plan for 2011/12

Action	Target	Benefit/ Improvement	Performance Measure
<b>Strategic management</b>			
Regular Asset Management Group meetings held	Three per year	Ensures good corporate management of the council's assets	Meetings held and minuted
Prepare regular Strategic Asset Management Report	Next completed in 2013	Ensures good corporate management of the council's assets	Report prepared and reported to Cabinet/Portfolio Holder
Undertake asset valuations annually as part of a five yearly rolling programme	March 2012	Required by statute	Positive feedback from external auditors
Asset reviews undertaken	15 reviews agreed in the current financial year and 10 in each of the next 2 years	To obtain more effective use out of the council's assets	Reviews undertaken and reported to Portfolio Holder
Asset disposals in accordance with resolutions	5 residential ground rent disposals agreed and completed	Additional capital receipt	Disposals agreed by Portfolio Holder and completed.
<b>Town Hall</b> <ul style="list-style-type: none"> <li>Market sites for disposal</li> <li>Work up a scheme of refurbishment</li> <li>Review &amp; rationalise miscellaneous depot &amp; storage facilities</li> </ul>	Specific project plan in place but a final decision taken to proceed by end of 2011	Ends continued uncertainty and delivers improved accommodation for the Council	Sustainable solution agreed and resolved by Cabinet/Council
<b>Maintenance/Improvements</b>			
Planned maintenance	October 2011	Planned	Planned maintenance programme back on track
Repair and refurbishment of Lytham Windmill	August 2011	Improved facilities and environmental benefits	Windmill repaired, renovated and painted
Consider report on condition of footways and cycle ways and commence programme of investment	September 2011	Reduction in complaints and claims	Improved condition of footways and cycle ways

<b>Action</b>	<b>Target</b>	<b>Benefit/ Improvement</b>	<b>Performance Measure</b>
<b>Operational</b>			
Secure permanent alternative depot facilities for parks/cleansing in rationalisation of operational depots.	End of 2011	Improved facilities	Facilities secured
<b>Performance Management</b>			
Secure improved property information system	Review complete by March 2012	Improved data quality and performance reporting	The most suitable software system identified and resourcing options identified
<b>Regeneration projects</b>			
Complete 2012 public realm projects	June 2012	Improved public realm	Projects successfully completed
Deliver pristine place initiatives	June 2012	Improved environment	Initiatives delivered and visitor satisfaction increased
Work with new operator of The Island to ensure refurbishment and operation is developed appropriately	Ongoing	Ensure sustainability of the Borough's largest tourist facility	The island re-opened and operating and contributing to the resort offer.

Proposed Local Property Performance Indicators for compilation during 2011	
Measure	
<b>General to all buildings –</b>	
Ratio of reactive maintenance to planned maintenance.	
◇	Reactive maintenance- day to day unplanned repairs divided by
◇	Planned maintenance- maintenance carried out on a regular planned basis or as a result of a one off annual inspection.
Repair and maintenance costs per sq.m.	
◇	total repair and maintenance costs (out-turn budget figures)
◇	o divided by the gross floor area
Percentage of accommodation vacant or underused.	
◇	Gross floor area of vacant or underused property as a percentage of the total gross area.
<b>For office accommodation –</b>	
(a) Number of persons employed by the council on 31/3	
(b) Gross internal floor area of the office buildings on 31/3 (GIFA)	
(c) Running costs of all office accommodation taken from the budget out-turn figures	
Space utilisation rates per person based on gross floor area.	
$b/a = \text{metres squared per person}$	
Annual running costs per square metre.	
$c/b = \text{£ per square metre}$	
Annual running costs per employee.	
$c/a = \text{£ per person}$	

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FYLDE BOROUGH COUNCIL



## Capital Strategy

July 2011

# **FYLDE BOROUGH COUNCIL**

## **CAPITAL STRATEGY**

### **I. OVERVIEW**

This strategy sets out the Council's approach to capital investment and disposals and the approach that will be followed in making decisions in respect of the Council's Capital assets.

Capital investment is an important ingredient in ensuring the Council's Vision is achieved and given that capital resources are limited. It is critical therefore the Council makes best use of these resources. Consequently this strategy seeks to:

- Ensure our spending decisions meet our vision and key priorities;
- Influence and develop partnership working both local and national;
- Maximise the use and contribution of the Council's capital assets in achieving the Council's vision;
- Encourage innovation and value for money in the use of capital assets;
- Ensure that whole life costs and benefits both capital and revenue are fully considered along with an assessment of any future cost considerations involved;
- Maximise the availability of capital resources for investment;
- Ensure that the Council retains only the level of assets appropriate to the services it provides; and
- Ensure through its links with the Asset Management Plan and Medium Term Financial Strategy good management and stewardship of assets in the Council's ownership.

The Capital Strategy sets out:

- The Council's vision and priorities and its consequent capital priorities and plans;
- How capital schemes are identified and developed in response to these plans and priorities;
- How decisions will be made on the bids for additional capital resources (including stakeholder investment and customer consultation);
- How capital schemes will be assessed and evaluated;
- How choices are made between schemes competing for available resources;
- How the resultant Capital Programme will be monitored and evaluated in both financial and non-financial terms; and,
- Details of how corporate reviews of existing capital assets will be undertaken;

### **2. FYLDE'S VISION – PRIORITIES & TARGETS**

The Council's vision is that "Fylde will be a welcoming place with energetic, highly skilled, healthy people in flourishing communities."

The key objective is that "we will seek to ensure that all services and projects provided by Fylde Borough Council offer the best value for money, ensuring that the quality of services is not adversely affected by future public spending reductions."

There are three main strategic themes which flow from this:

**Places:** Promote the Enhancement of the Natural & Built Environment

**People:** Promote Cohesive Communities

**Prosperity:** Promote a Thriving Economy

Capital schemes are directly linked with the Council's priorities as articulated in the Corporate Plan and the Sustainable Community Strategy. The Council's Corporate Plan shows how our priorities contribute to the shared vision of the Fylde Local Strategic Partnership of making Fylde a welcoming place with energetic, highly skilled, healthy people in flourishing communities with a diverse and prosperous culture and economy that encourages everyone to contribute.

### **3. IDENTIFYING & DEVELOPING CAPITAL SCHEMES**

1. On an annual basis the Council will review progress against its overall vision and each of its priorities.
2. As a result of that review the need for capital investment will be identified, if appropriate.
3. The Council will also review its Asset management Plan and identify any capital investment needs arising.
4. As a result of those reviews any capital investment needs identified will be developed into capital scheme options.
5. In reviewing the progress against priorities and the Asset Management Plan the Council will consult with relevant partners for their views on
  - i) the need for investment;
  - ii) the options available to satisfy the need; and
  - iii) the expected outcomes

### **4. DEVELOPING CAPITAL SCHEMES**

All proposed schemes requiring council capital resources should have as a minimum the following information:

- 1) A description of the schemes;
- 2) The priority it contributes to;
- 3) The aims and objectives and expected outcomes of the scheme;
- 4) Nature and outcome of consultation with stakeholders and customers;
- 5) Whole life Capital and Revenue costing;
- 6) Efficiency and improvements to value for money; and
- 7) Risk assessment implications
- 8) Urgency (i.e. statutory requirements and Health and Safety issues)

All capital schemes will then be assessed by the Performance Management and Capital Programme Working Group against the following criteria;

- i) Service criteria
  - Meets the Council's priorities
  - Meets the needs of the Asset Management Plan
- ii) Statutory criteria
  - Meets government initiative
  - Meets statutory obligation
- iii) Financial criteria
  - Produces a revenue saving or improves value for money
  - Is funded/part funded from external resources
- iv) Needs criteria
  - Assessment of public priority
  - Assessment of political priority
  - Assessment of the project brief including consultation and potential risks
- v) Partnership criteria
  - Is fully supported by appropriate partners/stakeholders
  - Involvement of partners in proposed scheme

It is expected that the scheme proposer will use the [council's corporate project management process](#) to consider and assess the need for the project against the above criteria.

Management Team will then consider capital scheme recommendations as assessed by the Performance Management and Capital Programme Working Group.

Ultimately where there are competing demands on the availability of resources this will be reviewed by the Corporate Management Team.

The considerations of Management Team will form part of the annual budget cycle and the preparation of the Medium Term Financial Strategy (MTFS)), which will subsequently be presented to Cabinet. Cabinet will then make recommendations as part of their annual budget setting proposals to Budget Council for approval on any schemes it wishes to include in the 5 year Capital Programme as part of the MTFS. The table attached details the Capital Programme consideration cycle.

Any schemes approved by Council will be the subject of detailed reports to Cabinet in accordance with the Council's constitution.

## **5. MONITORING OF APPROVED CAPITAL SCHEMES**

The monitoring of individual schemes will be the responsibility of the sponsoring Director, who will initiate any reports required during the life of the scheme in accordance with the Council's constitution.

The overall programme will be monitored by the Performance Management and Capital Programme Working Group. This group; will comprise of officers representing all directors and the Chair of the group will be appointed by the Chief Executive.

The Performance Management and Capital Programme Working Group will monitor spend and progress on individual schemes within the Programme. This information contributes to the preparation of quarterly capital monitoring reports prepared by the Section 151 Officer for Corporate Management Team and the Portfolio Holder for Finance and Resources. These

reports will update on both the financial position and progress on schemes making any recommendations required.

All capital schemes are subject to a post-completion review within one year of completion. These reviews will be undertaken by the Performance Management and Capital Programme Working Group and will consider:

- 1) Financial Performance
- 2) Achievement of non-financial objectives including
  - timeliness
  - Customer Satisfaction
  - Analysis of expected and actual outcomes
  - Assessment of sustainability
- 3) Overall project evaluation
- 4) Any lessons to be learned

Post completion reviews will be considered by Directors in conjunction with Portfolio Holders and participating partners if appropriate.

## **6. REVIEW OF ASSET HOLDINGS AND ASSET MANAGEMENT STRATEGY**

The Council's Asset Management Plan will be reviewed on an ongoing basis by the Council's Corporate Property Officer and will report any issues to the Performance Management and Capital Programme Working Group, Management Team and the Portfolio Holder.

This will include any assets held by the Council that are no longer either required or fit for purpose and appropriate recommendations made regarding retention for alternative use or disposal.

### **CAPITAL PROGRAMME CONSIDERATION CYCLE**

The following cycle shows consideration of capital programme bids within the Council's Medium Term Financial Strategy framework.

<b>Meeting Dates</b>	<b>Detail</b>
September	Capital bids submitted to the Performance Management and Capital Programme Working Group for consideration and assessment.
October	Assessment and recommendations made to MT by the Performance Management and Capital Programme Working Group
November	Report to Cabinet to present latest 5 Year Financial Forecast
November	Report to Council to receive updated Financial Forecast
November	Consideration of potential capital programme schemes by Management Team

December/January	Consideration by Cabinet of capital schemes for inclusion in annual budget proposal
January	Forecast update to Cabinet (if needed)
February	Cabinet Budget Meeting and consultation on Budget & Policy Proposals (including achieving Fylde's priorities)
March	Council Budget Meeting
March	Statutory Date to set Council Tax

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# REPORT



REPORT OF	MEETING	DATE	ITEM NO
CUSTOMER & OPERATIONAL SERVICES	CABINET	JULY 20 <sup>TH</sup> 2011	9

## MODERNISATION OF WASTE COLLECTION SERVICES (FROM BOXES TO BINS)

### Public item

This item is for consideration in the public part of the meeting.

### Summary

The report provides details of a number of options available to bring about an improvement to the waste collection service addressing the current major challenges with the existing service while at the same time achieving service delivery efficiencies.

### Recommendations

1. That the Cabinet support the proposed service delivery improvements to the waste collection service.
2. That, having regard to feedback received from the Overview and Scrutiny Committee, the Cabinet indicates their preferred option from the report for service improvement.
3. That the preferred option is taken forwards through the budget preparations for 2012/13.

### Reasons for the recommendation

The recommendation has been proposed to achieve the following objectives:

- To improve and future proof the collection arrangements for dry recyclables
- To introduce collection arrangements that are appropriate to the disposal requirements and offer long term stability
- To increase the levels of customer satisfaction with the collection service

- To increase the level of recycling across the borough
- To improve the operational efficiency of the service
- To achieve the improvements within existing service budgets

### **Alternatives Options Considered and Rejected**

Three options are outlined in the report with the only other alternative to retain services as they are. This has not been rejected at this stage but it is currently inefficient because of the need to use additional Kerbsider vehicles to accommodate the boxes and sacks. No savings or service efficiencies would be realised if the existing service was retained and the Authority has a duty to secure best value in all service delivery.

### **Portfolio Holder**

Customer & Operational Services : Councillor Albert Pounder.

### **The Service Background**

1. The current waste collection arrangements in place at Fylde were established in 2004. At the time Fylde was one of the first collection authorities to introduce a three stream waste collection service involving weekly collections of different waste materials with disposal collected one week followed by waste for recycling the other week.
2. The changes meant that residents still receive a weekly collection of waste but are required to sort the waste. By sorting the waste into recycling and disposable waste the Council benefits from the cost sharing agreement with the disposal Authority which is Lancashire County Council. The cost sharing agreement is currently £18.10p per household per annum which results in a total of £656,215.50p per annum for Fylde. In order to qualify for the cost sharing payment a household must participate in the three waste stream collection arrangements. This makes a significant contribution to the service and a key reason why the current cost of the service equates to £1.16p per week per household.
3. The cost sharing arrangements have been driven by the need to reduce the amount of waste being sent to landfill which is subject to penalty payments through the per tonnage charge, this is currently £88 per tonne. There is also the need to recycle more to reduce waste and contribute to environmental benefits. Without a three stream waste collection service the cost per household would be greater.
4. Over the 7 years of the three stream waste collection service residents in Fylde have been supportive with excellent participation rates and many requests for more containers to recycle more waste. The opportunity and the benefits of recycling have been embraced by the majority of the community in Fylde.
5. As the Collection Authority, Fylde is required to put in place collection arrangements compatible with the Disposal Authority infrastructure. In 2004 the requirement was for a number of recyclable materials to be sorted at the point of collection. This meant residents required a green bin for green waste and cardboard, a green box for plastics, tins / cans and glass and a blue bag for paper.

Residents were required to sort the materials into the different containers however the Disposal Authority required the plastics, tins / cans and glass to also be sorted.

6. It was unacceptable and impractical to expect the residents to sort these as well. Collection arrangements were put in place that enabled the crew to sort the plastic, tins / cans and glass at the roadside. This required the use of side loading, as opposed to rear loading, vehicles called Kerbsiders.

### **The Service Changes**

7. Over time the Disposal Authority has made significant changes to their infrastructure leading to changes to the collection service. The new PFI facilities at Leyland and Thornton are part of the new infrastructure along with the move away from landfill sites. Also during this time the recycling industry has become more sophisticated and the requirement to sort different materials has changed. The key changes are listed below:
  - The requirement to separate cardboard from green waste led to the introduction of the white paper/cardboard sack at Fylde
  - The ability to co-mingle (collect as mixed) plastics, tins / cans and glass removing the need for roadside sorting and removing any benefit the Kerbsider vehicle had and in fact making side loading a disadvantage
  - The option to place food waste in either the grey or green bin – meaning that the majority of the waste that would lead to odour and / or vermin problems can be disposed of each and every week
8. The Collection Authority (Fylde) has responded to the requirements of the Disposal Authority and the changes in the wider waste market to continue to benefit from the cost sharing arrangement. However, this is not always easy because the main equipment required for the service, the vehicles and the containers, are expensive. The majority of vehicles and containers are purchased over the life of the asset and typically paid for over a five or seven year period. This means there is a time lag between the required changes made by the Disposal Authority and the most efficient means of collection. Heavy duty vehicles and thousands of containers cannot simply be procured, delivered and distributed without appropriate finances and proper planning.

### **The Service Challenges**

9. Residents in Fylde are more than happy to recycle and take pride in doing so. However, the majority of complaints received are about the containers and the collection arrangements. The number one reason for contacting us is to request additional or replacement green boxes for recycling. A 55 litre green box is insufficient for most household recycling requirements with many households requiring three or four. This problem will be greater with the potential introduction on new dry recyclables such as yoghurt cartons, tetra pack and other materials that in future may also be co-mingled with the plastics, tins /cans and glass.

10. The annual cost of replacing green boxes is approximately £10,000, investigations carried out into why so many are requested showed that a larger majority of residents simply recycle more but the green box is also very versatile. They have been seen used as flower boxes, storage containers and after a cut or two the seat of a go kart. Replacing the green box with something that has more capacity and with less alternative uses would have significant benefits.
11. A large number of enquiries are also received about the white sack used for cardboard and paper collections introduced as a best value option at the time. A large number of the white sacks are lost or as with the green box alternative uses are found for them and there is a considerable number replaced each week. The sack has been relatively unpopular as a means of storing cardboard and paper. The nature of the local environment with strong coastal winds and the capacity of the sacks have been particular issues. Providing an alternative to the white sack with something that has more capacity and more substance would have significant benefits.
12. The side loading Kerbsider vehicles are due for replacement in two years time. With the developments in collection and sorting of recyclable material the demand for Kerbsider vehicles has decreased. The majority of authorities that have moved to alternate weekly collections over the last few years have been able to co-mingle the dry recyclables making the use of a larger bin far more economical than the boxes. The vehicles required to support bin collection schemes are rear loading and as such the availability of Kerbsiders has decreased and the price has increased. Procuring Kerbsider vehicles for the same cost in a less mature market is a challenge that will need to be addressed.
13. Visual conformation of the challenges with both the green box and the white sack can be experienced by viewing any street on collection day. The combination of the green bin, a white sack or sacks, one or more green boxes and some of the older blue bags are untidy in appearance before and after collection. The dedication of many residents to recycle often means that multiple sacks, bags and boxes are placed out for collection.

### **The Blue Bin Pilot Scheme**

14. In November 2010 the Council was successful in securing a grant from the County Council to pilot a project that involved replacing the 55 litre green box (or boxes) with a blue 240 litre wheeled bin for the storage and collection of co-mingled recyclables. Research that supported the bid for funding indicated that a significant number of residents would recycle more waste if they had a larger container. It was found that once the 55 litre green box was full many residents would 'feel that' they had fulfilled their recycling requirement and put recyclables into the grey bin until the box or boxes were empty again.
15. The other findings from the research in support of the pilot scheme included the untidy appearance of multiple boxes, the challenges with and without lids, the side loading vehicles now that sorting is not required at the point of collection and the constant demand for replacement boxes. The pilot scheme took place in Staining because of the geography of the village in terms of its location in the borough and the suitability with the collection rounds.

16. Results from the pilot scheme were encouraging and included:

- Over 20% increase in the weight of glass, cans and plastic bottles recycled
- An average decrease of over 500kg per collection in the amount of waste sent for disposal
- An estimated annual decrease of 13 tonnes in the amount of waste sent for disposal
- Participation has increased from on average of 80% to consistently over 90% per collection.
- If the success of the blue bin scheme in Staining was replicated across the borough, conservative estimates indicate that the amount of waste sent for disposal would fall by 188 tonnes and the amount of glass, cans and plastic bottles recycled would increase by over 370 tonnes per year.
- A reduction in operating costs as a result of the containers and the use of a traditional rear loading vehicle – savings realised in time, fuel and labour
- An increase in customer satisfaction and positive feedback from residents comment post scheme satisfaction surveys are due to start on 4/7/11 and finish on 20/7/11 – this will provide evidence of satisfaction rates
- A reduction in the number of complaints about the collections in the area including missed collections
- No requests for additional or replacement containers and a very small number of damaged bins

17. It should be stated that when the bins were originally delivered to the 900 plus households in the pilot area two residents objected to having a bin as opposed to a box. Residents were given the option of keeping the boxes for one of the many functions they could be put to use or leaving them out to be returned. The majority of residents retained the 'storage' boxes and put them to good use.

18. The pilot scheme was deemed a success and officers were tasked with investigating the possibility of extending the scheme to other areas of the borough and the cost implications of this.

### **The Service Delivery Options**

19. The Modernisation of the waste service over the last 18 months has produced a number of financial and operational benefits. The improvement achieved as a result of the Modernisation work along with a stable budget position and the longer term certainty of collection requirements created as a result of the PFI facility has presented an ideal opportunity to review the service delivery arrangements. Officers have been working on options that can address the current challenges experienced with the service whilst at the same time deliver financial savings and

improve operational efficiency. A number of key objectives were set which included:

- To improve and future proof the collection arrangements for dry recyclables
- To introduce collection arrangements that are appropriate to the disposal requirements and offer long term stability
- To increase the levels of customer satisfaction with the collection service
- To increase the level of recycling across the borough
- To improve the operational efficiency of the service
- To achieve the improvements within existing service budgets

20. The requirement to achieve financial savings was not one of the objectives set. However, the three options under consultation all provide financial savings when compared to the current operational budgets for the service. If the success of the blue bin scheme could be replicated across the borough there are clear operational and financial efficiencies to be realised.

21. The team led by the former Assistant Director of Operational Services carried out a full and detailed analysis of all the operational costs and procurement implications of vehicles and containers. Three options have been proposed that can offer a part or whole solution to the current challenges experienced by the service and at the same time offer savings.

22. The existing collection service requires different vehicles to collect different dry recyclable materials. This means that two vehicles each with a driver and at least one crew member are required to collect dry recyclable materials adding significantly to the cost of the service.

23. Three alternatives have been detailed below to provide options to replace green boxes and white sacks with wheeled bins for the collection of co-mingled dry recyclate (plastic bottles, cans, glass bottles and jars) and paper / cardboard respectively. Table 1 provides details of the current cost of the collection service together with the proposed costs of the three options while Table 2 includes the indicative savings to be achieved for each of the options against the current service.

#### **Option One - 240L W/B to replace Box (free of charge)**

24. Option One is to build on the success of the blue bin pilot project in Staining and to provide a 240 litre blue bin to every household in the borough free of charge. The blue bin would be used to collect the dry recyclable material that is currently placed in the green box. Residents will have the option to retain the existing box, or in most cases boxes they have, and put them to one of the many multiple uses already identified. This option will require the Kerbsider vehicles to be replaced by Twin Pack vehicles that are capable of collecting all the dry recyclable material at

once removing the need for two vehicles resulting in operational service efficiencies.

**Option Two - 240L W/B to replace Box (free of charge) & 240L W/B to replace White Sack (chargeable)**

25. Making changes to collection services requires a great deal of time and resource particularly in planning and communicating the changes. The white sacks, in fact any bag or sack used to collect cardboard and paper has proven to be impractical and unsightly. The weather often gives rise to problems with sacks or bags and residents have required several to accommodate all the material. Option 2 is the same as Option 1 but with residents having the option to purchase a brown bin to replace the white sack / blue bag for paper and cardboard.

**Option Three - 240L W/B to replace Box & 240L W/B to replace White Sack (free of charge)**

26. The Council may face a challenge for charging separately for a brown bin and it could create a two tier service delivery system that discriminates against the less wealthy members of the local community. Option 3 seeks to address this by proposing that all residents are offered a brown bin for the collection the cardboard and paper free of charge. Even with both bins being provided free of charge there is a saving to be made from the service changes.

27. These options aims to provide a cost effective option for the future of recycling collections that will improve recycling rates and customer satisfaction whilst also improving operational arrangements and reducing operational costs. Not considering these options and remaining with the existing arrangements (55L Green Box and white sack) will not provide the potential service delivery benefits and savings identified below.

**Table 1: Comparison of Costs**

	<b>Year 1</b> <b>2012/13</b>	<b>Year 2</b> <b>2013/14</b>	<b>Year 3</b> <b>2014/15</b>	<b>Ongoing</b>
<b>Current Service</b>	<b>£717,033</b>	<b>£717,033</b>	<b>£717,033</b>	<b>£717,033</b>
<b>Option 1</b>	<b>£622,554</b>	<b>£613,054</b>	<b>£551,170</b>	<b>£551,170</b>
<b>Option 2</b>	<b>£619,054</b>	<b>£609,554</b>	<b>£547,670</b>	<b>£547,670</b>
<b>Option 3</b>	<b>£708,742</b>	<b>£699,242</b>	<b>£637,357</b>	<b>£637,357</b>

**Table 2: Comparison of Estimated Savings**

	<b>Year 1</b> <b>2012/13</b>	<b>Year 2</b> <b>2013/14</b>	<b>Year 3</b> <b>2014/15</b>	<b>Year 1-3</b> <b>Savings</b>	<b>Ongoing</b>
<b>Current Service</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>
<b>Option 1</b>	<b>£94,479</b>	<b>£103,979</b>	<b>£165,864</b>	<b>£364,321</b>	<b>£165,864</b>
<b>Option 2</b>	<b>£97,979</b>	<b>£107,479</b>	<b>£169,364</b>	<b>£374,821</b>	<b>£169,364</b>
<b>Option 3</b>	<b>£8,291</b>	<b>£17,791</b>	<b>£79,676</b>	<b>£105,759</b>	<b>£79,676</b>

*\*All financial figures are subject to final ratification by the Finance unit but they are based on existing and known employee, vehicles and container costs with appropriate contingency built in for sickness absence and non productive time.*

28. All the estimated costs for each option are based on using the existing procedures and processes current budget provision to procure the containers and vehicles and the extensive knowledge and experience of the officers responsible for the service. There could be further potential savings through the financing of the containers and vehicles but this would be determined by lending rates at the time of purchase. The calculations have taken consideration of none productive staff time and a 5% allowance for sickness absence. All the savings are conservative estimates.

29. It should be noted that whilst the rationale for the implementation of Option 1 is based soundly upon a successful pilot study within the Borough, Options 2 and 3 have not been trialled in a similar way. There is not therefore, a similar level of compelling evidence for the adoption of either Option 2 or Option 3 as there is for Option 1. The selection of Option 1 would also produce the highest level of recurring savings.

30. The purchase of the vehicles will be made as part of the normal vehicle replacement programme starting in June 2012, with the overall position on the fleet reducing from 6 to 4 vehicles by September 2012. Current budget provision is in place and reflected in the calculations to meet the future cost of leasing/borrowing over the life of the asset whichever is the most cost efficient option to maximise savings for the Council which will be taken nearer the time of purchase.

31. The containers will have to be purchased up-front in bulk which will require an initial capital outlay as detailed in table 3 below:

**Table 3: Capital outlay (bin purchase)**

<b>Option</b>	<b>Capital outlay (£)</b>
<b>Option 1</b>	<b>580,000</b>
<b>Option 2</b>	<b>1,160,000</b>
<b>Option 3</b>	<b>1,160,000</b>

The on-going revenue cost of this capital outlay is contained within the cost comparison at tables 1 and 2 above.

32. If Option 2 was selected, the capital outlay identified in table 3 would be offset by charges to customers for the purchase of their own individual bins. There is current budget provision in place and reflected in the calculations to cover the costs of borrowing/leasing of the bin purchase over the life of the asset.
33. Members therefore need to be aware that the overall borrowing of the Council may increase in future years and will be fully financed from current budget provision. Without the new Twin Pack vehicles the estimated savings estimated in all options are not achievable.
34. If Members decide to proceed with any of the options outlined above a further report to Council will be required, setting out the relevant capital approvals in order to satisfy the capital financial procedure rules set out in the Council's constitution.
35. The three options presented in this report achieve savings primarily because of the changes made to the operation of the service. These savings are achieved by the changes from the Kerbsider vehicles to a Twin Pack vehicles reducing both the number of vehicles and employees to deliver the service. Any reduction in the number of employees will be managed through the reduced use of agency employees and the scheduled end dates of employees on fixed term contracts.
36. The fact that every option would achieve a saving compared to the existing service and the need to change the collection arrangements when the Kerbsiders need to be replaced are sound reasons for this modernisation of the service. The feedback received from residents as part of the day to day survey work carried out and the analysis on customer contact including complaints support the lack of popularity for the boxes, white sacks and blue bags. The reduced number of requests for replacement boxes and sacks would also create additional capacity to deal with further service improvement.

### **Advantages of Wheeled Bin Recycling Service**

37. Members are reminded that the primary reason for proposing the changes to the service is not to achieve financial savings. The fact that any of the options will achieve a saving when compared against the current service cost is an added benefit. The primary reason the changes are being proposed is to improve what is one of the most important and high impact services that the Council is responsible for. The need to address the ongoing challenges with the current boxes and sacks is a priority if the Council want to achieve higher levels of satisfaction with the service. At the same time to continue with the existing arrangements would not represent best value.
38. A number of key advantages have been identified in connection with the delivery of a wheeled bin recycling service including:
  - Increased storage capacity makes it easier for residents to recycle
  - Increased recycling rates and decreased waste sent to landfill

- Improved waste containment and less spillage
- Improved street cleanliness and customer satisfaction
- Reduced manual handling risks for crews and residents
- Reduce replacement costs for lost boxes / white sacks

### Risks and Mitigating Measures

39. Various risks have been associated with the transition from a kerbside box to a wheeled bin. These are detailed below with mitigating measures:

Risk	Mitigating Action
A percentage of residents will not want additional bins	<p>Comprehensive consultation with residents and ‘selling’ of the benefits realised from the pilot project</p> <p>Effective promotion and communication of the changes, road shows, press coverage and focus on the health and cleanliness benefits and safety, strength and capacity of bins.</p> <p>Obtain buy in from key stakeholders and alternative of smaller size bin will be possible for properties with a accommodation issues.</p> <p>A simultaneous campaign to review the need for the green wheeled bin in properties where there is no garden will lead to the reduction of a bin in some properties and further operational savings.</p>
Failure to deliver the operational efficiencies	<p>Operational staff will be involved with the planning and delivery of the service change.</p> <p>Routesmart software will be utilised to model the collection rounds to optimise vehicle routing and allocation of resources.</p> <p>Existing fixed term contracts and agency use will allow for reduction of the staffing levels.</p> <p>Existing data on bin replacement rates compared to boxes and sacks support estimates of savings on resources and cost.</p> <p>Bartec in cab technology will monitor numbers and collections.</p>
The Disposal Authority change arrangements	<p>The cost of the PFI facilities has led to longer term reassurances, plans and commitments from the Disposal Authority.</p> <p>Lancashire wide waste group must be consulted on future changes and almost all the authorities have changed collection arrangements for the long term.</p>
Additional contacts during the roll out period	<p>The successful model used for the initial introduction of wheeled bins will be applied with a dedicated number and staff for the launch.</p> <p>All media will be used to communicate the changes – press, leaflets, social media and web.</p>

40. The proposals are consistent with the Modernisation Strategy that has supported the transformation work in Operational Services and the changes will deliver the following outcomes:

- Improve existing collections & future proof the collection arrangements
- Address the two biggest sources of complaints about the service
- Meet customer expectations for better containers
- Increase overall customer satisfaction
- Increase recycling levels – generating more income
- Reduce waste for disposal – saving on cost
- Create a tidier borough – less spillage and not as unsightly
- Create capacity and reduce waste through less contacts
- Deliver service operational savings

41. Details of the proposals have been presented to Scrutiny on July 14<sup>th</sup> 2011 and feedback from the committee will be presented to Cabinet at the meeting.

IMPLICATIONS	
Finance	The financial implications are outlined in the main body of the report. Further reality checking of the financial data is currently being carried out to confirm the estimates produced by the operational service team.
Legal	There are no direct legal implications arising from the report.
Community Safety	There are no direct community safety implications.
Human Rights and Equalities	There may be some indirect impact if any of the containers were offered through optional charging. The potential adverse impact on those residents with lower incomes would need to be part of an equality impact assessment.
Sustainability	The change to alternative containers for dry recyclable material will support additional recycling volumes and reduced waste for disposal.
Health & Safety and Risk Management	There are no direct health and safety or risk management implications arising from the report.

Report Author	Tel	Date	Doc ID
<b>ALLAN OLDFIELD</b>	<b>(01253) 658576</b>	<b>JUNE 20<sup>TH</sup> 2011</b>	

List of Background Papers		
Name of document	Date	Where available for inspection

List of appendices

**None**

# REPORT



REPORT OF	MEETING	DATE	ITEM
GOVERNANCE	CABINET	20 <sup>th</sup> JULY 2011	10

## OPERATION OF THE MAYORALTY

### Public Item

This item is for consideration in the public part of the meeting.

### Summary

A number of recommendations were made in February 2011 by the Policy Development Scrutiny Committee in relation to the operation of the Mayoralty.

The Cabinet requested a further report on proposals to revise certain aspects of the policy relating to the operation of the Mayoralty. This report presents these criteria for further consideration.

### Recommendation

1. That the Cabinet either:
  - a) confirm the current protocol on the operation of the Mayoralty;
  - or
  - b) agree to the replacement of Section 1 of the protocol with the revised working detailed in Appendix B of the report.

### Reasons for recommendation

To clarify the principles of operation of the Mayoralty.

### Alternative options considered and rejected

Because the report arises out of a direct recommendation from a scrutiny committee no alternatives are considered.

## **Cabinet Portfolio**

The item falls within the following Cabinet portfolio:- Leader : Councillor David Eaves

## **Report**

### **Background**

1. The Policy Development Scrutiny Committee undertook a review of the operation of the Mayoralty during 2010 and made recommendations to the Cabinet about its future.
2. Two of those recommendations were as follows:
  - I. To recommend that, where there is more than one member eligible for selection in any year, the draw to resolve the issue should be made well in advance;*
  - II. In future, to ensure that the part of the policy which permits any Member to decline appointment for one year, for one instance only, is enforced. And that declining the appointment again in the subsequent year will result in the Member losing seniority and being moved to the bottom of the list.*
3. The Cabinet asked that a further report be received in relation to these two points.

### **Considerations**

4. A copy of the current protocol for the operation of the Mayoralty and the revised seniority list following the recent election is attached at Appendix A.
5. From the current seniority list the succession of councillors to the position of Mayor is clear until May 2014 and falls as follows:

2011-12	-	Cllr H Henshaw
2012-13	-	Cllr T Threlfall
2013-14	-	Cllr T Ashton
6. On the basis of the current seniority arrangements there are four potential nominations from May 2014 (Cllrs Eastham, Hardy, Nulty and Speak) and it is anticipated that the arrangements to resolve the order of seniority between these four councillors can be resolved prior to the end of 2011.
7. Therefore, on this basis the first recommendation (2.i above) of the scrutiny committee appears to be satisfied.
8. With regard to recommendation 2.ii above, this matter relates to the interpretation of Section 1 of the attached protocol. In particular, whether it is appropriate for a councillor, who has reached the top of the seniority list, to decline acceptance of the position for one year on a recurring basis.
9. A current example of this would be Councillor Ashton, who was first eligible for the Mayoralty as part of a group of three including Cllrs Mulholland and Oades in 2010. At that time Councillor Ashton indicated

he would not be able to take up the position and was 'slotted-in' with the following group of eligible councillors; councillor Mulholland indicated that he wished to decline the position permanently and councillor Oades took the position.

10. The order of succession outlined in paragraph 5 above has been arrived at by agreement with the councillors concerned. The second recommendation from the scrutiny committee (paragraph 2.i above) would have the effect of moving councillor Ashton to the bottom of the list if he declined the position in 2013/14. Such a scenario would also have the effect of bringing forward the selection of Mayor from the next eligible group of councillors from the seniority list; i.e. Cllrs Eastham, Hardy, Nulty and Speak.
11. Members may feel that the wording of section 1 of the current protocol provides sufficient clarity and flexibility for its purpose. However, if Members are minded to agree a more rigorous interpretation of the succession criteria as is suggested by the scrutiny committee in paragraph 2.i above, it is suggested that the wording of section 1 of the current protocol (Appendix A) be replaced with the wording detailed in Appendix B.

Report Author	Tel	Date	Doc ID
	(01253) 658	July 2011	

List of Background Papers		
Name of document	Date	Where available for inspection
Attached as appendices	July 2011	Town Hall

#### Attached documents

- Appendix A - Protocol for the operation of the Mayoralty
- Appendix B - Alternative Section 1 of the Mayoralty protocol

IMPLICATIONS	
Finance	None arising directly from the report.
Legal	The seniority protocol is only advisory and the council can elect any councillor as Mayor, regardless of seniority.
Community Safety	None arising directly from the report.
Human Rights and Equalities	None arising directly from the report.

Sustainability and Environmental Impact	None arising directly from the report.
Health & Safety and Risk Management	None arising directly from the report.



## Operation of the mayoralty

<b>Title of Policy</b>	<b>Operation of the mayoralty</b>
<b>Purpose of Policy</b>	<b>A written policy encompassing procedure notes for the Mayor/Deputy Mayor and Mayoral Team to follow for each mayoral year</b>
<b>Date of Policy</b>	<b>December 2007 (Cabinet approval November 2007)</b>
<b>Policy Review Date</b>	<b>December 2009      Amended February 2010 Amended February 2011    Amended May 2011</b>
<b>Policy Author</b>	<b>Tracy Scholes, Director of Governance and Partnerships</b>

### Introduction

This policy has been produced to set out procedures for the operation of the mayoralty.

Throughout the mayoral year, the mayoral support staff will aim to ensure that the Mayor and other Civic representatives receive suitable support and advice in order to undertake their year in office to the full and that the work undertaken benefits both the office of Mayor and the people of Fylde.

The Governance and Partnerships Directorate, which is managed by Tracy Scholes, provide the support for the Mayoralty. The mayoral team is managed by Ian Curtis, Head of Governance, and comprises Anne McVittie, the Mayors Secretary, Alan Blundell, Mayors Attendant/Driver and Jo Christensen, Casual Mayors Attendant/Driver. There is also a further Attendant/Driver employed on a casual basis

The mayoral team provides administrative support to the Mayor together with attendant services at engagements.

As soon as nomination for the mayor elect has been approved by Council, the mayoral staff will invite the Mayor-Elect, Mayoress\Consort-Elect, Deputy Mayor-Elect and Deputy Mayoress\Consort-Elect to an induction meeting. This is the chance for the team to outline the provisions of this policy to the Mayor and outline what support can be expected during the mayoral year.

## **1. Selection of the Mayor**

The method of selection of the Mayor is based on seniority of service and the most up-to-date seniority list is attached. If in an election year the Mayor-Elect is not re-elected, the position will be offered to the next councillor on the list and if declined, the list will be followed until an acceptance of the position is made.

If a member becomes eligible for office on the seniority list but declines the position it will be ascertained if they wish to decline the position permanently and if they do so, their name will be placed at the bottom of the list with this intent stated. However, if they wish to decline the position for one year only, their name would appear at the top of the list the following year.

Once a member has held the position of Mayor they will not be eligible to hold the position again.

In years where a number of members become eligible for the office in the same year it is recommended that they should decide between themselves the order in which the position should be held. If no agreement is reached, the current Mayor will conduct a draw to determine the order of office.

If a member, having previously stated that they do not want to be considered for the position subsequently has a change of circumstances and decides that they wish to be included within the seniority list, they will be inserted into the list at a position agreed by the Leader and the Chief Executive.

In the case where a member has broken service in terms of length of office, the member will re-join the list at the most recent term of office to which they were elected, but will be elevated to a higher ranking than those others elected at the same time.

## **2. Role and Functions of the Mayor**

These are described in Article 5 of the Constitution as follows:

### **(a) First Citizen**

*The Mayor has precedence in and is the first citizen of the Borough*

### **(b) Promotion of the Council**

*The Mayor promotes the Borough and the Council as a whole and acts as a focal point for the community*

### **(c) Ceremonial Matters**

*The Council is responsible for determining the civic and ceremonial duties that the Mayor is to carry out.*

(d) Chairman of the Council

*The Mayor presides over meetings of the Council.*

Within Fylde, the Mayor takes precedence over all others except the Queen and certain members of the Royal family. In addition H.M. Lord Lieutenant for the County and the current High Sheriff being, in the exercise of the Royal Prerogative, also enjoy precedence over the Mayor. On occasions of Royal visits to the Borough the purpose of which is not directly associated with the borough, H.M. the Queen, in exercise of the Royal Prerogative, has directed that the Chairman of the County Council and his/her partner, and the County Chief Executive and his/her partner be presented to the Royal Personage immediately before the Mayor and Mayoress. Where the purpose of a Royal visit is purely a municipal matter, the Mayor and Mayoress of the Borough will take precedence over any County Council representatives.

Formal introductions should be made as, "The Worshipful the Mayor of the Borough of Fylde". On less formal engagements the correct introduction is "the Mayor of Fylde" and when speaking to the Mayor, the correct form of address is "Mr Mayor", even if the Mayor is female.

### **3. Role and Functions of the Deputy Mayor**

These are described in Article 5 of the Constitution as follows:

If the Mayor is away, the Deputy Mayor discharges the roles, functions and responsibilities of the Mayor

The Deputy Mayor-Elect is chosen personally by the Mayor-Elect and acts in the Mayor's absence. He/she is not entitled to wear either the Mayoral Robes or the Mayor's Chain of Office but is provided with a Chain of office, which they will be responsible for during their year in office.

Protocol states that the Deputy Mayor and Deputy Mayoress/Consort should not wear the chain of office when in the company of the Mayor, unless permission has been granted by the Mayor. This in practice is usually given at Civic functions hosted by the Mayor in the Town Hall.

### **4. Mayoress\Consort**

The Mayor appoints the Mayoress or Consort personally and the Mayoress or Consort wears a chain of office when performing duties.

### **5. Mayor's Chaplain**

The Mayor may appoint a Chaplain to provide spiritual support during the year of office. This includes opening Council meetings with a prayer, saying grace at Civic Dinners and planning and officiating at the Civic Sunday Service.

## **6. Impartiality**

When performing his\her duties, the Mayor represents the whole of the Fylde community and should be seen to be impartial on matters, which might be considered controversial by some such as politics and religion.

## **7. Main Events in the Mayoral Calendar**

### **(i) Annual Council Meeting\Mayor Making Ceremony**

The Council will elect the Mayor, at each Annual Meeting of the Council, which usually takes place in May in Lowther Pavilion. Although this is a formal meeting of the Council, the primary purpose of the meeting is to appoint the Mayor and Deputy and as a consequence this meeting is often referred to as 'Mayor Making'.

As this is in main a ceremonial occasion, there is a wide invitation list to the event and hospitality is provided. In addition to all Councillors and partners, the following guests are invited: Honorary Aldermen, former Mayors, former Mayoress and consorts, MP and guest, County Councillors for the Fylde and guests, Parish and Town Council Chairpersons and guests, local organisations and businesses, Mayor's personal guests (up to 60), Deputy Mayors personal guests (up to 40), and Chaplains (outgoing and incoming).

During the Annual General Meeting, arrangements will be made for the Halberds to be removed from the outgoing Mayor's home and they will be installed at the incoming Mayor's home.

The council finances the mayor making ceremony apart from any photographs which the Mayor Elect may wish to request which should be financed from the Mayor's Allowance.

### **(ii) Civic Sunday**

The Civic Sunday Service and Parade is usually organised shortly after the Annual meeting. Administrative support will be provided for the organisation of this event by the Mayoral Team. However, as this is the Mayor's personal service, the content of which he\she should decide upon with the Mayor's Chaplain.

The Council finances Civic Sunday expenses.

### **(iii) Armistice Day - 11.00am - 11 November**

Events to mark the 2 minutes silence on the 11th November will be arranged and will be attended by the Mayor and Deputy Mayor (in attendance at differing locations).

#### **(iv) Remembrance Sunday and Parade – Second Sunday in November**

Services will be held in the morning in Lytham and St Annes and will be attended by the Mayor and Deputy Mayor. A Service will normally be held in the afternoon in Kirkham and will be attended by either the Mayor or the Deputy Mayor.

#### **(v) Mayoress at Home**

Date and venue to be determined by Mayoress and Mayor's Secretary (this event is paid for out of the Mayoral Allowance).

#### **(vi) Royal Garden Party**

Two invitations are extended to the Council in each year for attendance at the Royal Garden Party. One of these invitations is extended to the Mayor Elect for he/she and his/her guest to attend the event (or the Deputy Mayor Elect as their representative). The Mayor Elect is able to choose in order of preference from three dates offered for the annual attendance at the Royal Garden Party, although he/she may not be offered his first choice.

The Mayoral Team will make travel arrangements to and from London for the Mayor Elect and Mayoress/Consort Elect through the most cost-effective means.

### **8. Chairing Council Meetings**

As the person presiding at meetings of the Council, the Mayor has the following particular responsibilities. He/she is assisted by the Deputy Mayor:

- To uphold and promote the purposes of the Constitution and to interpret its provisions and give rulings on points of order as and when necessary
- To conduct the meetings of the Council in such a way that its business can be carried out efficiently and with regard to the rights of all Councillors and the interests of the community
- To ensure that the Council meeting can be a forum for the debate of matters of concern to the local community and a place at which Councillors who are not members of the Executive Cabinet are able to hold the Cabinet to account.

### **9. Official engagements**

A wide variety of invitations will be received during each year and, due to volume, it is inevitable that some must be declined. It is therefore of paramount importance that engagements should be prioritised where possible.

An official engagement is one for which the Mayor's Secretary has received an official invitation from the host of the function. There should be a role for the Mayor to perform and it must be in keeping with the dignity of the office. Invitations made to the Mayor in person either written or oral must not be accepted; instead the invitation must be made in writing to the Mayor's Secretary. The Mayor must not solicit invitations to events, as this would undermine the dignity of the office.

The Mayor is supported in the attendance of events by the Deputy Mayor and it is at the discretion of the Mayor as to precisely which invitations are to be passed to the Deputy Mayor. A small travel allowance is included within the budget for the Mayoralty to supplement the provision of the Council's own mayoral car. However, as this is a minimal budget, the number of engagements attended by the Deputy Mayor where official transport is provided are extremely limited and the Deputy Mayor is requested to use his/her own transport. This should be a factor for any member to take into account when considering if they wish to accept the position of Deputy Mayor.

The Mayor's Secretary will regularly update and issue the Mayoral Calendar, which lists all the engagements accepted during the Mayoralty.

It is preferable that the Mayor should leave in advance of the last guests at any event. However protocol dictates the Mayor should not leave a dinner, except by arrangement, before the toast to the guests has been proposed and responded to. When an engagement is accepted, a conclusion time for the event is indicated on the engagement form. Recognition needs to be taken of the Working Time Directive, which stipulates there should be no continuous working in excess of six hours and this is applicable to the Attendant/Driver.

Taking into account the level of invitations received there needs to be agreed guidance on the value or quality of different types of engagements.

The National Association of Civic Officers has undertaken research into this subject, and has produced a set of performance indicators relating to each engagement attended. They have concluded that every invitation received must fall within one of seven major types of activity: -

- **Social** – work colleagues, fellow councillors etc.
- **Community** – attending events such as local amateur dramatics, sports clubs, church group's etc.
- **Promoting**– Council initiatives, tourism etc.
- **Civic Hosting** – Receptions, buffets dinners in connection with community and promoting.
- **Charities** – fundraising events
- **Civic Circuit** – visiting other authorities, Civic services, Balls, tours etc.
- **Council/Ceremonial** – Chairing Council Meetings, Remembrance Sunday, Civic Sunday etc.

These broad headings can be broken into smaller units without altering the meaning of them.

The National Association of Civic Officers suggest that the list is placed in the following order of priority and the Council endorses that each engagement should be scored as indicated. The engagements scoring the highest are those supporting the community leadership and promotion, thereby contributing to raising the reputation of the council or which are community and corporate plan objectives. If two invitations are received for the same date and time, priority should be given to the one scoring the highest in terms of the ranking (obviously this would not be possible if one had been received far in advance of another and already accepted). The Mayors Secretary will give guidance in these circumstances.

• <b>Civic Circuit</b>	<b>1</b>
• <b>Social</b>	<b>1.5</b>
• <b>Charities</b>	<b>2</b>
• <b>Council/Ceremonial</b>	<b>3</b>
• <b>Civic Hosting</b>	<b>3</b>
• <b>Community</b>	<b>5</b>
• <b>Promoting</b>	<b>5</b>

The average number of events attended by the Mayor and Deputy from 2007/08 was 296 and in 2011/12, the number of events attended by the Mayor or Deputy Mayor will be restricted to this number in order to ensure that the mayoralty operates within budgetary limits. Where practicable, events should be limited to those that focus on the Fylde and its near environs as opposed to attending engagements wider afield to ensure that the focus of the work of the Mayor is on community development work within the Borough and raising and promoting the work of the Council to its residents.

## **10. Late engagements**

Invitations to events or functions are normally received well in advance. This allows the Mayor, his/her support staff and the wider Business Unit to properly plan and organise the Mayor's time and provides a proper framework for the operation of the mayoral office.

If an invitation for an engagement is received less than seven working days prior to the event it will not be considered, unless the Mayor's Secretary perceives that the engagement is of major importance to the Borough, as the Mayor is entitled to expect that event organisers will extend him/her the courtesy of allowing for adequate time to be allocated and for staffing arrangements to be made.

## **11. Mayoral Charities**

During the year in office the Mayor may wish to raise funds, and organise fund raising events in aid of nominated charities, which should be registered with the Charity Commission.

Although charity fundraising is not one of the Council's Corporate Objectives it is a worthwhile activity, but should be kept in context. The extent of the charitable events in a mayoral year is at the discretion of the Mayor.

At the earliest opportunity the Mayor Elect should seek a meeting with his/her nominated charities (in particular if these are local charities) and seek their support in organising any additional charity events, which might be sought outside the support offered by the Mayoral Team. The Mayoral Ball is usually the largest event of the fund raising year and the date and venue are determined by the Mayor and Secretary at an early date.

## **12. Mayor's Official Photograph for Members' Room**

Shortly after the Annual Council Meeting, arrangements will be made by the Mayor's Secretary for a local photographer to come into the Town Hall for a photo-sitting in the Mayoral robes for the Mayor to select the official Mayoral portrait. The Council will finance the cost of the official photograph.

## **13. Official Photograph of Council**

If the Mayor wishes to have an official photograph of Council during his Mayoralty, the Mayor's Secretary will arrange for a local photographer to take one. Copies will be available for the Mayor and Councillors to purchase from the photographer.

## **14. Biography**

The Mayor-Elect and Deputy Mayor-Elect are requested to forward biographical details to the Mayor's Secretary as soon as possible after the confirmation of their appointment. Brief details of the Mayoress and Deputy Mayoress/Consort would also be useful. These will be shown on the Council's website and circulated to the Press.

## **15. Chains of Office and Robes**

The Chains of office should be worn at all official engagements within the Borough and for all full Council Meetings. The Mayor's Attendant is responsible for the maintenance and security of the Chains of office worn by the Mayor and Mayoress/Consort. The Chains of Office are to be stored in a safe place as agreed by the Executive Manager taking on the requirements of the Council's insurers.

When attending an engagement outside the Borough of Fylde permission to wear the Chains of Office must be sought from the Mayor (Mayor's Office) of the area to be visited. The mayoral team will seek this permission prior to the visit. There is however, an agreement between the Boroughs of Fylde, Blackpool, Preston and Wyre that the Mayor of one of these Boroughs has automatic permission to wear the Chain of office in either of the neighbouring Boroughs. The chains should not be taken on engagements where their security could be put at risk, for example, trips abroad or far afield when unaccompanied by the Attendant/Driver.

The Deputy Mayor and Deputy Mayoress/Consort will be responsible for their own chains of office during their year in office.

The Robes may be worn at all Council Meetings and at all functions where the Mace is carried, e.g. Civic Sunday, Remembrance Sunday Services. There may be occasions when the Mayor is asked specifically to wear the Robes, i.e. a visit to the Town Hall from a school etc. The Mayor always has discretion whether or not to wear the Mayoral robes on any of these occasions.

## **16. Mayoral Car**

The Council will provide a chauffeur-driven mayoral car for the use of the Mayor and Mayoress for all official engagements. The Mayor's Attendant will drive the car and act as chauffeur. This car is also for the use of the Deputy Mayor in the absence of the Mayor.

Attending the Queen's Garden Party at Buckingham Palace is the exception to this arrangement as outlined earlier in this document.

The mayoral car is for use on official engagements and care must be taken not to allow inappropriate use of the vehicle. However, when attending an official engagement, the Mayor, at his/her discretion, may offer use of the car to another person attending the engagement.

The Attendant is responsible for the regular cleaning and checks of the vehicle. He/she will ensure that the car at all times reflects the highest standards of cleanliness to the bodywork and interior.

The Mayoral car may, subject to relevant regulations, display the Borough coat of arms pennant when on official engagements within the Borough. The pennant must never be displayed unless the Mayor is present in the vehicle and must be removed as soon as the Mayor leaves the vehicle. It would be correct to display the pennant for the Deputy Mayor when deputising in the absence of the Mayor.

The overnight location/storage of the Mayoral car is determined by a Risk Assessment which takes into account the safety of the Driver/Attendant balanced against the security of the car. This Risk Assessment is the responsibility of the Head of Governance and must be adhered to. If there is an opportunity to house the mayoral car at the Mayor's home during the mayoral year, this should be raised prior to the commencement of the mayoral year to allow for a Risk Assessment to be carried out and the location agreed by the Head of Governance.

## **17. Mayor's Parlour**

The Mayor's Parlour in the Town Hall is for the official sole use of the Mayor during his/her year in office. It is used for providing hospitality to the Mayor's guests, and for official meetings and briefings at which the Mayor is present. Meetings with the Mayor's Secretary will take place in the Parlour. Before the Parlour is used by any other person or for any other purpose, permission must be sought from the Mayoral Team.

In the absence of the Mayor, the Mayor's Parlour will be locked at all times.

## **18. Mayor's Attendant**

The Attendant has a duty of care for the Mayor's wellbeing at all times.

The Attendant will be available to accompany the Mayor (or Deputy if he/she is deputising for the Mayor) on all official engagements and will be responsible for the security of the Mayoral Chains of Office at all times. The only exception to this would be whilst attending the Queen's Garden Party at Buckingham Palace when the Attendant is not admitted to the Palace grounds.

The Attendant will maintain at all times, whilst on duty, a clean and smart appearance. He/she will be well mannered and courteous but prepared to be firm, and intervene when the situation demands.

The duties of the Attendant are many and varied, but in broad terms it is the responsibility of the Attendant to ensure that the Mayor arrives punctually at engagements. While at the function the Attendant will ensure that the Mayor is formally introduced to the host and afforded the appropriate precedence. The Attendant will then be on hand to advise on matters of protocol and tradition and will undertake any other duties, which may arise, within the parameters of his/her role, including taking photographs at engagements.

The Attendant is also the Borough Mace-Bearer and will precede the Mayor on all appropriate ceremonial occasions.

## **19. Mayor's Secretary**

The Mayor's Secretary provides administrative support to the Mayor. This includes dealing with all incoming and outgoing mail, organising the diary, producing mayoral itineraries and submitting press releases. The Mayor's Secretary is part of the wider Governance and Partnerships Directorate and the Mayor is asked to respect that her duties sometimes extend beyond that of purely dealing with mayoral administration.

The Mayor's Secretary will also undertake duties outlined in association with the Mayor's Charities which will include raising sponsorship, banking cash and administering the Mayors charity accounts.

The Mayor's Secretary will discuss with the Mayor all new invitations received each week through a means convenient to the Mayor (for example, telephone or face-to-face meeting). A time will be arranged for this meeting each week and this meeting is held in the Mayor's Parlour. The Mayor's Secretary will offer advice on the suitability and priority of all invitations in line with this Policy.

In addition, the Mayor's Secretary will organise the main civic events, which were outlined earlier in this document.

The Mayor's Secretary will work predominantly office hours.

## **20. Speeches**

Whilst every effort is made to ensure that the Mayor is advised when a speech is required at an engagement (the Mayoral Engagement form should indicate this), there are occasions when the Mayor is called upon to say a few 'impromptu' words. It is therefore important that the background information available has been read beforehand.

## **21. Mayoral Allowances**

Both the Mayor and Deputy Mayor are provided with an allowance each year to support their year in mayoral office. This increases each year with inflation. This is supplemental to the standard member's allowance which they receive as a member of the Council. This budget is provided each year through the budget setting process.

The Mayor's Secretary will provide guidance on what the allowance should be used for. Examples of how this money is expended include clothing purchases, hospitality at events such as cocktail parties and photographer for the annual meeting.

In addition to this, the Mayor's Secretary is budget holder for other areas, which support the mayoralty, such as transport costs for the mayoralty. Whilst the Mayor is not directly responsible for these budgets there is an expectation that the Mayor's Secretary will update the Mayor on the spend against these budgets and the Mayor will act within the parameters of these budgets. The Mayor's Secretary will run through these budgets with the Mayor at the commencement of the mayoral year and will periodically report on these budgets to the Mayor through the briefing meeting process.

## **22. Website**

The Council's website contains pages for the Mayor. These normally carry the Mayor's biography, photograph, weekly engagements and links to the Mayor's charities. The Mayor may also use his pages as an on-line journal of his activities and impressions during his year in office. The Mayor's Secretary will ensure that any material is posted on the website

## Appendix B

- A. The method of selection of mayor is based on seniority of service. A seniority list is maintained for this purpose which is updated after every local election.
- B. If a member becomes eligible for the office of Mayor on the seniority list but declines the position it will be ascertained if they wish to decline the position permanently and if they do so, their name will be placed and maintained at the bottom of future versions of the list. If they wish to decline the position for one year only, their name will appear along with the next group of members who are eligible for the position.
- C. A Member who has declined acceptance of the position on one occasion who is unwilling to accept the position at the second eligible date will be moved to the group of Members at the bottom of the list (above those Members who has ruled themselves out on a permanent basis).
- D. In those years where a number of members become eligible for the officer in the same year they should be asked to determine between themselves the order in which the position should be held. If no agreement can be reached, the current Mayor will conduct a draw to determine the order of office.
- E. If in an election year the Mayor-Elect is not re-elected, the position will be offered to the next councillor on the list and if declined, the list will be followed until an acceptance of the position is made. The circumstances described in this paragraph shall not be taken account of when considering paragraph F.
- F. If a Member, having previously declined the position of Mayor under the terms of paragraph C or has indicated that they wish to decline the position permanently under the terms of paragraph B, subsequently has a change of circumstances and requests that they be reconsidered for the position will be inserted into the seniority list at a position agreed by the Council.
- G. In the case where a Members has broken service as a councillor, the member will re-join the list at the most recent term of office to which they were elected, but will be elevated to a higher ranking that those other councillors elected at the same time.

FYLDE BOROUGH COUNCIL MAYORALTY		
SENIORITY LIST – UPDATED June 2011		
	COUNCILLOR	DATE ELECTED
10/11	LIZ OADES (Mayor in 2010/11)	1991
11/12	HOWARD HENSHAW	1995
12/13	TOM THRELFALL	1995
13/14	TIM ASHTON (self-excluded from draw with Cllr Oades in 2010/11)	1991
1	KEVIN EASTHAM	1999
1	PETER HARDY	1999
1	LINDA NULTY	1999
1	HEATHER SPEAK	1999
5	CHRISTINE AKEROYD	2002
6	MAXINE CHEW	2003
6	PETER COLLINS	2003
6	ALBERT POUNDER	2003
6	FABIAN C. WILSON	2003
12	KEITH BECKETT	1983 & 2007 (broken service 1986-2007)
13	BRENDA ACKERS	2007
13	BEN AITKEN	2007
13	KAREN BUCKLEY	2007
13	DAVID CHEDD	2007
13	JOHN DAVIES	2007
13	DAVID EAVES	2007
13	TONY FORD	2007
13	KATHLEEN HARPER	2007

13	KEN HOPWOOD	2007
13	ANGELA JACQUES	2007
13	CHERYL LITTLE	2007
13	ELAINE SILVERWOOD	2007
13	JOHN R. SINGLETON	2007
28	LEONARD DAVIES	2009
29	FRANK ANDREWS	2010
30	KAREN HENSHAW	2010
31	TIM ARMIT	2011
31	SUSAN ASHTON	2011
31	JULIE BRICKLES	2011
31	SUSANNE CUNNINGHAM	2011
31	ALAN CLAYTON	2011
31	SIMON COX	2011
31	DAVID DONALDSON	2011
31	CHARLIE DUFFY	2011
31	GAIL GOODMAN	2011
31	NIGEL GOODRICH	2011
31	PAUL HODGSON	2011
31	EDWARD NASH	2011
31	RICHARD REDCLIFFE	2011
31	VIV WILLDER	2011
31	PETER WOOD	2011
	<b>Current Councillors already served as Mayor</b>	
	L Rigby	
	D Prestwich	
	P Hayhurst	
	S Fazackerley	
	T Fiddler	
	<b>Councillor ruling themselves out permanently</b>	
	K Mulholland	

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
GOVERNANCE & PARTNERSHIPS	CABINET	20 JULY 2011	11

## EXCLUSION OF THE PUBLIC - LEASE OF FAIRHAVEN COTTAGE

### Public Item

This item is for consideration in the public part of the meeting.

### Recommendation

1. Members are invited to consider passing a resolution concerning the exclusion of the public from the meeting in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972 on the grounds that the business to be discussed is exempt information as defined in paragraph 3 of Schedule 12A of the Act.

## Cabinet



Date:	Tuesday, 28 June 2011
Venue:	Town Hall, St Annes
Committee members:	Councillor David Eaves (Leader) Councillor Susan Fazackerley (Deputy Leader) Councillors Karen Buckley, Dr. Trevor Fiddler, Cheryl Little, Albert Pounder, Thomas Threlfall
Other Councillors:	Councillors Christine Akeroyd, Fabian Craig-Wilson, Leonard Davies, Kevin Eastham, Ken Hopwood, Kiran Mulholland
Officers:	Phillip Woodward, Joanna Scott, Clare Platt, Tracy Scholes, Paul Walker, Marcus Judge, Lyndsey Lacey
Members of the public:	1 member of the public was present

### 1. Declarations of interest

Members were reminded that any personal/prejudicial interests should be declared as required by the Council's Code of Conduct adopted in accordance with the Local Government Act 2000.

Councillor Susan Fazackerley declared a personal interest in item 13 relating Lowther Gardens Trust in so far as she is a representative of the Borough Council on the Trust.

Cllr Pounder declared an interest in item 7 relating to the Boundary Commission proposal for a review of boundaries in the Normoss aeaa in so far as he is a Member of Staining Parish Council.

### 2. Confirmation of minutes

RESOLVED: To approve the minutes of the Cabinet meeting held on 23 March 2011 as a correct record for signature by the Chairman.

### 3. Urgent items

There were no urgent items of business.

### 4. Policy Development Scrutiny Committee - Recommendations

Councillor Fabian Craig-Wilson (Chairman of the Policy Development Scrutiny Committee) presented the recommendations made by the Committee at its meeting held on 9 June 2011 (previously circulated)

The scrutiny committee recommended the following to Cabinet for approval:

## **1 Waste Enforcement**

1. To support the allocation of resources to enforcement and the change in focus of the dog service away from welfare and education.
2. To agree to a performance report on the impact of the new measures in respect of dog fouling enforcement when they have had the opportunity to be fully implemented (8 to 12 months).
3. To champion the reporting of waste enforcement offences in their local community to support the limited resources available to address a borough wide issue.

Councillor Craig-Wilson further reported that the Committee also considered matters associated with grass cutting on the A585 which appeared to be inadequate and caused problems for the litter pickers. It was agreed that SMB would consider whether to invite a representative from Enterprise (the contractor) or the Highways Agency to scrutiny.

## **2 Scrutiny Review of Monitored CCTV**

1. To recommended that the Council continues with its commitment to the provision of CCTV monitoring.
2. To recommend that CCTV be extended to other appropriate areas subject to appropriate funding being realised.

## **3 Empty Residential Property Position Statement**

The Committee resolved to note the report and information contained in the position statement.

Councillor Craig-Wilson reported that the statement covered domestic properties only and it was further agreed that it would be appropriate for SMB to consider the topic of empty commercial properties as a potential item for scrutiny.

In reaching its decision, Cabinet considered the details set out in the report before it and at the meeting and **RESOLVED** to note and approve the recommendations made by the Policy Development Scrutiny Committee held on 9 June 2011.

## **5. Community Focus Scrutiny Committee - Recommendations**

Councillor Kiran Mulholland (Chairman of the Community Focus Scrutiny Committee presented the recommendations made by the Committee at its meeting held on 16 June 2011 (previously circulated)

The scrutiny committee recommended the following to Cabinet for approval:

## **1 Exploratory on Shore Shale Gas Drilling**

1. To ask the Scrutiny Management Board to look at the feasibility of undertaking an in-depth scrutiny review of the shale gas drilling operations within the borough.

## **2 Citizens Advice Bureau - Monitoring Report**

1. To note the current position outlined in the report.

## **3 Q4 year-end Performance Exception Report 2010/11**

1. To note the report and recommend the removal of the indicators set out in column A of Appendix A of the report.
2. To recommend approval of the Value for Money Assessment for future reports as described in the report.

Councillor Mulholland mentioned that Cuadrilla had written to the Council offering on-going dialogue and consultation on matters associated with shale gas drilling within the borough and in view of this, suggested that members should remain open minded on the matter.

Councillor Buckley enquired about the funding arrangements for Citizens Advice Bureau and in particular, if the Bureau was heavily reliant on grant funding from the borough council. Councillor Mulholland addressed this matter.

In reaching its decision, Cabinet considered the details set out in the report before it and at the meeting and RESOLVED to note and approve the recommendations made by the Community Focus Scrutiny Committee held on 16 June 2011.

## **6. Medium Term Financial Strategy (MTFS) Outturn Position for 2010/11 (including General Fund, Capital Programme and Treasury Management)**

Joanna Scott (Section 151 Officer) presented a comprehensive report on the General Fund outturn (including revenue, capital and treasury management) for 2010/11.

The report provided an overview of the major variations between the latest approved budget estimates and the actual expenditure and quantified the impact on the Council's reserves. The report also included details of the Treasury Management operations for the financial year.

Mrs Scott stated that the Council continued to work with the various budget holders on budget profiling and the potential for future recurring budget savings. She added that the Council still faced an uncertain and turbulent financial future and as a result, the council had restricted non-essential spend which had generated in-year savings through the majority of 2010/11.

Details of various recommendations in relation to risks and contingency issues (concessionary fares scheme, replacement fleet vehicles, new additional government grants) and the budget variances arising from slippage including the associated adjustments were set out in the report. Mrs Scott indicated that as a result of the additional grants received, a revenue underspend (after proposed slippage was taken into account) of £592k had been identified.

In addition to the above, Mrs Scott pointed out that there were still high risk financial pressures facing the council and essentially these related to the following areas:

- Government Grant support ( from 2013/14 onwards)
- Future pensions reviews
- Payroll efficiencies target
- New Homes Bonus
- General inflation uncertainties
- Future Council Tax capping
- Council Tax benefit system changes ( new emerging risk)

In terms of the Capital Outturn, members were advised that the position was in line with the forecast and that the Council had fulfilled the requisite requirements for Treasury Management.

Mrs Scott advised that the report represented an improvement in the Council's General Fund (Revenue) forecast position compared with previous budget forecasts. She stated that the revenue under spend should be regarded as a helpful one-off windfall given the financial challenges faced by the Council. She added that the current MTFS assumed that future (as yet un-quantified) revenue savings would need to be identified from 2014/15 onwards. She advised on that basis, the prudent action would be to retain the under spend in the General Fund Reserves in the first instance to mitigate against future uncertainties. Members were advised that over the longer term, it should be feasible to feed those reserves progressively into spending programmes in order to balance future years' budgets.

Included as appendices to the report were: the General Fund Revenue Expenditure & Income Account; General Fund Outturn for 2010/11; Revenue Budget Slippage Items; Capital Outturn Variances and Prudential Indicators.

Councillor Buckley (Portfolio Holder for Finance and Resources) expressed her grateful thanks to the finance team of presenting a robust position during a challenging period. She added that this had been the result of hard work and due diligence across all departments of the Council over the last year in the delivering in-year savings.

The Leader of the Council endorsed the good housekeeping and tight budget control undertaken during 2010/11. He added that his priority as leader was to ensure that the Council moved forward to a strong financial position and that the Council had achieved remarkable results over the last 12 months.

In reaching its decision, Cabinet considered the details set out in the report before it and at the meeting and RESOLVED:

1. To approve the General Fund Revenue Outturn expenditure as set out within the report together with the recommended adjustments.
2. To approve the Capital Outturn and its proposed financing as set out in the report.
3. To approve the Treasury Management Annual Report and the actual prudential indicators as set out in the report.

## 7. Boundary Commission - Consideration of Boundary Review, Normoss

By way of introduction, Tracy Scholes (Director of Governance and Partnerships) reported that the Boundary Commission is currently considering its work programme with respect to

boundary reviews and had invited the Council to comment on a request received from an elector within the borough.

In summary, correspondence had been received from a resident of Heron Way, Normoss, suggesting a review of the local government boundary in that area. Members were advised that the development transcends the three local authority areas of Blackpool, Wyre and Fylde and that 26 properties were located within the Fylde boundary. Mrs Scholes stated that this had given cause to confusion amongst local residents regarding the payment of council tax and the responsibilities for service delivery in the area.

A plan of the relevant area together with details of the review process was circulated with the agenda.

In reaching its decision, Cabinet considered the details set out in the report before it and at the meeting and RESOLVED to not raise any objection to the Local Government Boundary Commission for England undertaking a Principal Area Boundary Review of the Normoss area, subject to this being dealt with as a small or medium-scale review focusing on the anomaly identified with respect to Herons Reach only.

#### 8. Lytham Hall

Councillor Susan Fazackeley (Portfolio Holder for Leisure and Culture) provided members of Cabinet with an update on the above. In doing so, she stated that the Council had previously resolved to provide financial support (in the sum of £300,000 capital grant) for the restoration plans for Lytham Hall subject to the receipt of specific additional information. The Heritage Trust for the North West had subsequently provided the requisite information and this was included within the report which had been circulated to all Members.

In reaching its decision, Cabinet considered the details set out in the report before it and at the meeting and RESOLVED to confirm the acceptability of the additional information received from Heritage Trust for the North West on the restoration project for Lytham Hall, and that the financial support committed by the Council be released subject to the receipt of the capital receipt referred to in the report.

#### 9. Fylde Coast Economic Development Strategy

Paul Walker (Director of Strategic Development) introduced a report on the Fylde Coast Economic Development Strategy. In doing so, he made reference to the fact that the Council is a shareholder in the Fylde Coast Economic Development Company. He explained that this body provided the recognised route for liaison for the Councils on the Fylde coast with the Lancashire Local Enterprise Partnership.

Members were advised that the EDC had developed an Economic Strategy for the Fylde Coast to guide future dialogue with the LEP and future priorities for targeting inward investment.

An overview of the background and the current position together with relevant considerations were detailed in the report.

A copy of the draft Fylde Coast Economic Strategy was circulated with the agenda for members' consideration.

Councillor Trevor Fiddler (Portfolio Holder for Planning) commented on the content of the strategy and suggested that it needed the wider consideration of Members. In view of this,

he suggested that scrutiny consider the Fylde Coast proposal and its relationship with the Fylde Borough Economic Development Strategy which the Council had adopted in 2008/09. This was endorsed by the Leader of the Council.

At this juncture, the Leader made reference to a question received from Councillor Oades (previously circulated) and suggested that the way forward as suggested by Councillor Fiddler addressed the points raised in the question.

In reaching its decision, Cabinet considered the details set out in the report before it and at the meeting and RESOLVED That the Council's policy and strategic approach to economic development be referred for further consideration and comment to the appropriate scrutiny committee and that the comments of that committee be reported back to Cabinet at the earliest opportunity.

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#### 10. Replacement of two CCTV Vans

Cheryl Little (Portfolio Holder for Social Wellbeing) reported on proposals to deal with two procedural issues relating to the purchase of two CCTV vans.

In her report, Councillor Cheryl Little made reference to the fact that Fylde BC currently provided two CCTV-equipped vehicles which were a key element of the work of the Fylde Community Safety Partnership. She stated that due to the age and condition of the two CCTV vans, options regarding the replacement of the vehicles concerned were considered.

In summary, the provision of funding had been approved by the Executive Committee of the Local Strategic Partnership (LSP) to replace one vehicle and refurbish the other. Subsequent to the approval of funding, an opportunity had arisen to purchase two second hand vehicles from Ealing Council which were already furnished with CCTV equipment.

Councillor Little reported that urgent action had to be taken to secure these vehicles and approval was sought and given by both the LSP and the CSP to use the funding allocated to purchase these two vehicles as opposed to the one originally intended. Details with respect to the associated procedural matters/cost implications were set out in the report.

In reaching its decision, Cabinet considered the details set out in the report before it and at the meeting and RESOLVED:

1. To approve a fully funded addition to the Capital Programme for 2011/12 in the sum of £43,180 for two replacement CCTV vehicles to be met in full from a grant by the LSP.
2. To approve the purchase of the two vehicles as set out in the body of the report.
3. To approve a dispensation from Standing Orders as to Contracts in regard to the purchase of the vehicles on the basis that the items are of a proprietary or special character.

#### 11. Community Parks Improvement Programme - Park View Amphitheatre

Councillor Susan Fazackerley (Portfolio Holder for Leisure and Culture) introduced a report on proposals to develop an amphitheatre at Park View, Lytham.

The report set out the context of the proposal, details of the funding strategy/cost plan, tender process undertaken and details of the key risks associated with the scheme.

In presenting her report, Councillor Fazackerley paid tribute to the invaluable work of the Park View 4U Community Group and the Council's parks staff.

In reaching its decision, Cabinet considered the details set out in the report before it and at the meeting and RESOLVED:

1. To approve a fully funded addition to the capital programme of £46,000 funded through the Community Spaces (Lottery) fund
2. To approve the letting of the contract for the amphitheatre construction to William Pye Ltd. in the sum of £46,000.
3. To acknowledge the significant time and dedication of the Park View 4U Community Group in bringing this project to fruition, together with the assistance and support of Fylde Borough Council.

#### 12. Exclusion of the Public

RESOLVED: That under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business, on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 1 of Schedule 12A of the Act.

#### 13. Lowther Gardens Trust

Clare Platt (Director of Community Services) provided Cabinet with an updated report on proposals to transfer the management and day-to-day operational responsibility of the Pavilion from the Council to the trustees of Lowther Gardens Trust.

In summary, the report set out the background to the Trust, details of its twelve-month business plan, and the financial management arrangements proposed.

In reaching its decision, Cabinet considered the details set out in the report before it and at the meeting and RESOLVED:

1. To approve a virement of £30,000 subsidy (which is included in the 2011/12 service change cost budget) and award it to the trustees towards the management and day-to-day operational costs of Lowther Pavilion.
2. To continue to negotiate with the Trustees regarding the remaining gap of subsidy requested.
3. To request that the Trustees submit a long term (3 - 5 years) business plan, as timetabled in Appendix B of the report.
4. To inform the Trustees that the 30K subsidy is conditional upon:
  - The new Theatre Manager being in post by 1 September 2011
  - The appointment of a new trustee, by 1<sup>st</sup> September 2011, with an accountancy or similar professional background demonstrating financial skills, knowledge and experience

Cabinet - 28 June 2011

- Negotiation of an initial Service Level Agreement to include a specified minimum number of days/weeks when local community/amateur groups can hire the Pavilion for practice/performance.

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