

## Meeting Agenda

**Cabinet**  
**Town Hall, St Annes**  
**Tuesday 28 June 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	
<b>1. 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
<b>2. CONFIRMATION OF MINUTES:</b> To confirm as a correct record the Minutes of the Cabinet meeting held on 23 March 2011 attached at the end of the agenda.	4
URGENT ITEMS	
<b>3. 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
<b>4. POLICY DEVELOPMENT SCRUTINY COMMITTEE – RECOMMENDATIONS</b>	<b>To Follow</b>
<b>5. COMMUNITY FOCUS SCRUTINY COMMITTEE – RECOMMENDATIONS</b>	<b>To Follow</b>
ITEMS FOR DECISION	
<b>6. MEDIUM TERM FINANCIAL STRATEGY (MTFS) – OUTTURN POSITION FOR 2010/11 (INCLUDING GENERAL FUND, CAPITAL PROGRAMME &amp; TREASURY MANAGEMENT)</b>	<b>10- 26</b>
<b>7. BOUNDARY COMMISSION – CONSIDERATION OF BOUNDARY REVIEW, NORMOSS</b>	<b>27- 35</b>
<b>8. LYTHAM HALL</b>	<b>36- 88</b>
<b>9. FYLDE COAST ECONOMIC DEVELOPMENT STRATEGY</b>	<b>89- 140</b>
<b>10. REPLACEMENT OF TWO CCTV VANS</b>	<b>141- 145</b>

<b>11.COMMUNITY PARKS IMPROVEMENT PROGRAMME – PARK VIEW AMPHITHEATRE</b>	<b>146- 153</b>
<b>12.EXCLUSION OF THE PUBLIC</b>	<b>154</b>
<b>13.LOWTHER GARDENS TRUST (EXEMPT ITEM – NOT FOR PUBLICATION)</b>	<b>To Follow</b>

**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	28 JUNE 2011	4

## POLICY DEVELOPMENT SCRUTINY COMMITTEE - RECOMMENDATIONS

To Follow

Continued....



# REPORT



REPORT OF	MEETING	DATE	ITEM NO
GOVERNANCE AND PARTNERSHIPS DIRECTORATE - FOR THE CHAIRMAN OF THE POLICY DEVELOPMENT SCRUTINY COMMITTEE	CABINET	28 JUNE 2011	5

## COMMUNITY FOCUS SCRUTINY COMMITTEE - RECOMMENDATIONS

To Follow

Continued....

# REPORT

REPORT OF	MEETING	DATE	ITEM NO
FINANCE	CABINET	28 <sup>TH</sup> JUNE 2011	6

## **MEDIUM TERM FINANCIAL STRATEGY (MTFS) – OUTTURN POSITION FOR 2010/11 (INCLUDING GENERAL FUND, CAPITAL PROGRAMME & TREASURY MANAGEMENT)**

### **Public Item**

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

### **Summary**

This report sets out for Members the expected General Fund Outturn (including Revenue, Capital and Treasury Management) for 2010/11. Work is still ongoing and some minor variations may be identified which will be reported in future MTFS updates. The report outlines the major variations between the latest approved Budget estimates and the actual expenditure and quantifies the impact on the Council's reserves. The report includes the Council Treasury Management operations for the financial year.

### **Recommendations**

Cabinet is recommended to approve –

1. the General Fund Revenue Outturn Expenditure as set out in Section 2 to 5, Appendix B (Variations from Latest Estimates) and Appendix C (Revenue budget slippage and other adjustments);
2. the Capital Outturn as set out in sections 6 to 8 and its proposed financing as set out in Table 4, and;
3. the Treasury Management Annual Report as set out in sections 9 to 11 and the actual Prudential Indicators set out in Appendix E.

### **Reasons for recommendations**

To satisfy the Council's financial reporting requirements.

### **Alternative options considered and rejected**

No alternatives are proposed.

## **Cabinet Portfolio**

The item falls within the following Cabinet portfolio:  
Finance & Resources, Councillor Karen Buckley

### **Report**

#### **1.0 Introduction**

- 1.1 The Revenue Budget Forecast Update was reported to Council in November 2010 and Cabinet in January 2011, with the Medium Term Financial Strategy (MTFS) and budget decisions presented to full Council for approval in March 2011. This report sets out the outturn position at the end of the financial year to March 2011.
- 1.2 In line with the new Accounts and Audit Regulations 2011, the Council is required to have the pre-audited draft Statement of Accounts formally signed and dated by the Chief Finance Officer (Section 151 Officer), to certify they represent a true and fair view of the financial position of the Authority, by no later than 30th June.
- 1.3 The MTFS outturn position 2010/11 report constitutes part of the Council's performance management reporting procedures.
- 1.4 In considering the outturn for 2010/11 members should be aware that throughout the year there has been close control of recruitment by Management Team and officers with budget holder responsibility were instructed by Management Team, in response to the uncertainty surrounding the Coalition Government's Emergency Budget and Comprehensive Spending Review, to restrict non-essential spend. That instruction remains in place. This has resulted in the generation of in-year savings throughout the majority of 2010/11.

#### **2.0 General Fund Revenue Outturn Position (including Collection Fund)**

- 2.1 This section of the report covers the General Fund Revenue Outturn position for 2010/11. The General Fund Revenue budget can be defined as the day to day running costs associated with the delivery of the Council's services. This is monitored and reported to the Portfolio Holder (Finance & Resources) on a quarterly basis. A number of the in-year favourable variances generated as a result of the Management Team actions were included in the report to the Portfolio Holder to the end of December 2010, in February 2011.
- 2.2 A summary of the General Fund Revenue Account comparing actual expenditure against the revised approved estimate by service is set out in Appendix A. A detailed list of the variances within services which contribute to the outturn position is set out in Appendix B. (Appendix B, for simplicity, excludes internal recharges).
- 2.3 Work continues to be undertaken to interrogate and verify the nature of any budget variances to refine the budget profiling through the year. The outcome of this work will be reflected in future updates of the MTFS.
- 2.4 In arriving at the Outturn position the Council's previously agreed Budget decisions (at Council on 1<sup>st</sup> March 2010) have been implemented.
- 2.5 The following contingency issues are also highlighted and recommended:-

- 1) The legal dispute with bus operators under the Concessionary Fares Scheme has now been settled with all operators. The function has now fully transferred (expenditure and grant) to Lancashire County Council from 1<sup>st</sup> April 2011. It is recommended that the remaining balance of £47k is absorbed into General Fund Revenue Reserves
- 2) All Council's nationally have received a New Burden Grant (NBG) of £34k as a contribution towards potential third party claims in relation to historic Land Charge enquiries. It is therefore recommended that this is held in an earmarked reserve until some certainty emerges over the level of claims in Fylde.
- 3) As part of the approved Operational Services Modernisation Strategy, a number of fleet vehicles were replaced during 2010. The old vehicles were financed via a leasing arrangement, however, borrowing is now a more efficient option. In line with accounting rules, charges for borrowing (principal repayments & interest) are not charged until the year after purchase. Therefore it is recommended that a replacement vehicle financing reserve of £212k is set up to meet the cost of future debt repayments.
- 4) The Council received an additional £169k for Performance Reward Grant (PRG). Although the Council is the Accountable Body for the Fylde PRG, and has to reflect the grant allocations in the Council's accounts, only the Local Strategic Partnership (LSP) can decide how this grant is spent. Until the LSP incur the expenditure, the grant has to be allocated to an earmarked reserve.

2.6 There are a number of budget variances arising from slippage and other adjustments that are recommended for operational effectiveness. These items are listed in Appendix C.

2.7 On the 2<sup>nd</sup> March 2011, Council approved a Revised Revenue Budget net requirement of £10.765m for 2010/11. This has subsequently been adjusted to 10.822m in order accurately reflect the correct accounting treatment for Government Grants received. The outturn position for 2010/11 is a net requirement of £10.140m, resulting in an underspend (before Financing) of £682k. Additional government grants received for PRG & New Burdens Grant, as set out in paragraph 2.5 above, has resulted in a Revenue Budget underspend, before slippage requests, of £889k. The underspend position is detailed in Appendix A and is summarised in Table 1 below.

2.8 Having regard to these adjustments the underlying estimated General Fund underspend is set out in Table 1:

**Table 1 – Estimated General Fund Revenue Budget - Underlying Position:**

	£m
In-Year General Fund Underspend	-0.889 (Fav)
Less Slippage Items (as detailed in Appendix C)	<u>0.297 (Adv)</u>
Underlying General Fund Revenue Underspend (as detailed in Appendix A)	<u>-0.592 (Fav)</u>

- 2.9 A detailed list of the variances within services which contribute to the underspend is set out in Appendix B, which, for simplicity, excludes internal recharges.

### **3.0 Collection Fund Outturn Position**

- 3.1 The Council operates the Collection Fund under the Local Government Finance Act 1988. It contains the income and expenditure relating to Council Tax, and National Non Domestic Rates (NNDR). There was cumulative surplus on the fund as at 31<sup>st</sup> March 2011 of £662k. This will be shared between the Borough Council, the County Council, the Police Authority and the Fire & Rescue Authority in 2011/12 & 2012/13. The Borough Council's share of the surplus is £89k.

### **4.0 Statement of General Fund Revenue Reserves**

- 4.1 Table 2 details the Council's General Fund Reserves position, as a result of estimated Outturn at 31<sup>st</sup> March 2011.

**Table 2 – Statement of General Fund Revenue Reserves**

	Previous Estimate £m	Actual £m	Variation £m
Opening Balance	1.500	1.500	-
Transfer to/(from) Reserves	<u>0.602</u>	<u>1.491</u>	<u>-0.889</u> (Fav)
Closing Balance	<u>2.102</u>	<u>2.991</u>	<u>-0.889</u> (Fav)

- 4.2 The first call on revenue balances in 2011/12 is the proposed slippage of £297k as set out in Appendix C. This will adjust the cumulative general fund revenue balances to £2.694m.

### **5.0 General Fund Revenue Outturn Conclusions**

- 5.1 The Emergency Budget and the Comprehensive Spending Review of 2010 resulted in a great deal of uncertainty for the Council and the beginning of a period of substantial financial constraint. Whilst the Council balanced its financial forecast until the end of 2013/14 further significant savings need to be found from 2011/12 onwards. Recruitment was frozen at an early stage in the year and a freeze on non-essential spend was introduced to maximize short term savings. These actions have delivered an under spend for 2010/11 without any significant impact on service delivery although some coastal protection and core strategy work has been delayed.
- 5.2 On the whole this is not a long term sustainable position as these under spends are predominately made up of one off and non-recurring items. However, in the coming months these will be reviewed in detail and adjustments made in the next forecast should any under spend appear to be recurring. In the meantime the underspend improves the Councils short term position by increasing the overall revenue balance position.
- 5.3 However, the Council continues to face an uncertain and turbulent financial future. The savings agreed at the Budget Council meeting in March 2011 ensured that the Council had a balanced budget for the next three years with further savings of

£465k still needing to be identified from 2014/15 (assuming Council Tax increases of 2.5% per annum from 2012/13 onwards). The high risk financial pressures facing the Council in the future, as reported in the previous MTFS still remain. To summarise again, these high risks are:-

- Government Grant Support (from 2013/14 onwards)
- Future Pensions Reviews;
- Payroll efficiencies Target;
- New Homes Bonus;
- General inflation uncertainties, and
- Future Council Tax capping
- Council Tax Benefit System Changes (new emerging risk)

## 6.0 Capital Outturn 2010/11

- 6.1 From an approved capital programme in 2010/11 of £5.655m, the overall position after taking slippage into account 2010/11 is an in year underspend of £144k against the latest updated estimate (as shown in Table 3). This includes slippage of £147k leaving an underlying overspend of £3k.
- 6.2 The 1<sup>st</sup> quarter update of the Five Year Capital Programme for 2011/12 will be amended to reflect the outturn results and any other changes approved to date.
- 6.3 The financing proposals represent the most cost effective financing to the Council and leave it with the greatest flexibility in respect of future years.
- 6.4 Capital expenditure for 2010/11 is detailed in Table 3

**Table 3 - Latest Estimate Compared with Outturn 2010/11**

	£m	
MTFS 02/03/11 Approved Capital Programme	5.655	
Changes as per Note 1	<u>0.026</u>	1
Latest Estimate	5.681	
Less Outturn Expenditure	<u>-5.537</u>	
Net underspend in Year	-0.144 (Fav)	
Less Slippage	0.147 (Adv)	
Underlying Overspend	<u>0.003</u> (Adv)	

(i.e. Increase in Capital Programme Deficit)

### Note 1:

£4k Increased expenditure on Disabled Facilities Grant funded through additional grant.

£22k Increased expenditure on Kirkham Memorial Gardens funded through additional grant from the Rural Development Programme.

Both changes have nil impact on the overall Capital Programme.

6.5 Details of variances for all individual schemes are shown in Appendix D.

## **7.0 Capital Financing 2010/11**

7.1 The proposed financing of capital expenditure is set out in Table 4.

**Table 4 - Proposed Capital Financing 2010/11**

	£000
EXPENDITURE:	<u>5,537</u>
FINANCING:	
Grants & Contributions	1,814
Capital Receipts	37
Borrowing	3,397
Revenue Contribution	<u>289</u>
Total Capital Financing	<u>5,537</u>

7.2 Should any minor changes be identified in capital expenditure as a result of final closure work, capital financing will be adjusted as appropriate.

## **8.0 Capital Outturn – Conclusions**

8.1 The outturn position is in line with the last forecast reported to Members.

8.2 The outturn position will be reflected in future capital programme updates. However, close monitoring continues to be required in these turbulent financial times.

## **9.0 Treasury Management Annual Report**

### **9.1 Summary**

This section of the report covers Treasury Management operations for the financial year to 31<sup>st</sup> March 2011.

The Prudential Indicators and Treasury Management Strategy for 2010/11 were set out in the Medium Term Financial Strategy including General Fund, Capital Programme and Treasury Management Report to Council on 2<sup>nd</sup> March 2011. Performance has been monitored during the year and reported on a quarterly basis to the Portfolio Holder (Finance & Resources). The actual Prudential Indicators for 2010/11 are shown in Appendix E.

### **9.2 Information**

The Council fulfils the requirements of the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities.

The Council is required to comply with both 'Codes' through Regulations issued under the Local Government Act 2003.

## 10.0 Implications

### 10.1 Economic Background

In 2010/11 the developing Euro zone sovereign debt crisis caused considerable concerns in financial markets. Local authorities were also presented with new challenges following the unexpected change of policy on Public Works Loan Board (PWLB) lending arrangements in October 2010. This resulted in an increase in new borrowing rates of between 0.75% – 0.85%, without an associated increase in early repayment rates. This made new borrowing more expensive and early repayment less attractive.

### 10.2 Interest Rates

The Monetary Policy Committee (MPC) has maintained the Base Rate at 0.5% throughout 2010/11.

### 10.3 Borrowing

The borrowing strategy is to reduce the revenue cost of the Council's borrowings. This is achieved through measures such as debt repayment and restructuring, new borrowing and internal borrowing. The Council's Treasury Consultants advise on the timing of potential transactions so as to maximise the advantages of interest rate movements.

Long term borrowing is only undertaken for a capital purpose and the Statutory borrowing limit, the Authorised Limit (£12.7m), was not breached.

The Council's borrowing strategy was reviewed in December 2010 as part of the Treasury Strategy meeting with the Council's treasury advisors Sector. The treasury advisors recommended as the most cost effective option, not taking out any new borrowing, but instead using in-house cash balances (also known as internal borrowing).

The Council's borrowing at 31<sup>st</sup> March, 2011 was all at a fixed rate and is set out in Table 5.

**Table 5 – Analysis of Borrowing**

Type of Loan	Balance 31.03.11 £M
Public Works Loan Board (PWLB)	2.5
Short Term Borrowing	1.0
<b>Gross Borrowing</b>	<b>3.5</b>
Provisions as per Balance Sheet	0.0
<b>Operational Boundary</b>	<b>3.5</b>

The provisions in Table 5 are monies set aside for liabilities or losses which are likely to be incurred.



The figures in this report are based on the actual amounts borrowed and invested and so may differ from those in the final statutory annual accounts by items such as accrued interest.

There are no concerns regarding the Council's current debt maturity profile.

#### **10.4 Short Term Borrowing**

The Council's cash flow balances normally deplete at the end of March each year, and at the 31<sup>st</sup> March 2011 the Council had short term borrowing of £1m which was repaid in April 2011.

#### **10.5 Investments**

The Council's Investment Policy is governed by CLG (Communities & Local Government) Guidance, which has been implemented as part of the Council's Annual Investment Strategy approved by Council on 2nd March 2011. The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

#### **10.6 Internally Managed Funds**

During the year, cash sums managed internally by the Council have been invested for periods of up to two weeks with approved banks, building societies, Lancashire County Council, and the Debt Management Office (HM Treasury).

The Council held an average cash balance of £1.08M of internally managed funds. The overall performance was a gross return of 0.54%, compared with a benchmark target of 0.57%. Interest earned was £40.8k compared to a revised budget of £30.3k.

#### **10.7 Prudential Indicators**

During 2010/11 the Council complied with all of its legislative and regulatory requirements which require the Council to identify and, where possible, quantify the levels of risk associated with its treasury management activities. The actual prudential indicators for the year are shown in Appendix E.

#### **11.0 Overall Conclusion**

- 11.1 The report represents an improvement in the Council's General Fund (Revenue) forecast position compared with previous budget forecasts. The revenue under spend should be regarded as a helpful one-off windfall given the financial challenges faced by the Council. Members are already aware that the current MTFS assumes that future (as yet unquantified) revenue savings need to be identified from 2014/15 onwards. On this basis, the prudent action is to retain the under spend in the General Fund Reserves in the first instance to mitigate against future uncertainties such as new homes bonus payments, government grant settlements and Council Tax benefit subsidy changes. Over the longer term it should be feasible to feed these reserves progressively into spending programmes in order to balance future year's budgets.

## 12.0 Impact Statement

12.1 A robust Medium Term Financial Strategy enables the Council to achieve its Corporate Priorities and Programmes.

Report Author	Tel	Date	Doc ID
Joanna Scott, Section 151 Officer	(01772) 906059	June 2011	

List of Background Papers		
Name of document	Date	Where available for inspection
Document name		Council office or website address

### Attached documents

Appendix A – General Fund Revenue Expenditure & Income Account  
Appendix B – General Fund Outturn 2010/11 – Variations from Revised Estimates  
Appendix C – Revenue Budget Slippage Items  
Appendix D – Capital Outturn Variances  
Appendix E – Prudential Indicators

IMPLICATIONS	
Finance	Included in body of report
Legal	Statutory requirement to produce the Annual Accounts by 30 <sup>th</sup> June 2011
Community Safety	Not applicable
Human Rights and Equalities	Not applicable
Sustainability and Environmental Impact	Not applicable
Health & Safety and Risk Management	Not applicable

**GENERAL FUND OUTTURN****Summary Revenue Account**

	Outturn 2010/11			
	Latest Estimate	Outturn	Variance + Over / (Under)	Fav / Adv
	£'000	£'000	£'000	
<b><u>Net Service Expenditure</u></b>				
Chief Executive	49	47	(2)	F
Community Services	3,088	1,890	(1,198)	F
Governance and Partnerships	3,341	3,393	52	A
Strategic Development	2,777	2,302	(475)	F
Customer & Operational Services	2,801	2,289	(512)	F
Miscellaneous Finance (incl Pension adj - see note 1 below)	0	(3,393)	(3,393)	F
<b>Net Cost of Services</b>	<b>12,056</b>	<b>6,528</b>	<b>(5,528)</b>	<b>F</b>
Contingency	(332)	0	332	A
Contributions to / (from) other Funds	(127)	244	371	A
Capital Accounting Adjustments	(1,285)	(967)	318	A
Interest payable and similar charges	124	121	(3)	F
Interest and investment income	(72)	(82)	(10)	F
Minimum Revenue Provision	143	143	0	-
Direct Revenue Financing	315	289	(26)	F
Pension accounting adjustment (see note 1 below)	0	3,864	3,864	A
<b>Sub-Total of Appropriations</b>	<b>(1,234)</b>	<b>3,612</b>	<b>4,846</b>	<b>A</b>
<b>Total Net Requirement</b>	<b>10,822</b>	<b>10,140</b>	<b>(682)</b>	<b>F</b>
<b>Financing</b>				
General Government Grants:				
Area Based Grant	(35)	(35)	0	-
Local Area Business Growth Incentive (LABGI)	(22)	(26)	(4)	F
Performance Reward Grant	0	(169)	(169)	F
New Burdens Grant	0	(34)	(34)	F
Non-Domestic Rate Redistribution	(5,859)	(5,859)	0	-
Demand on the collection fund (incl previous years surplus)	(5,508)	(5,508)	0	-
	<b>(11,424)</b>	<b>(11,631)</b>	<b>(207)</b>	<b>F</b>
<b>Net Transfer (to)/from General Fund Balances for the year</b>	<b>(602)</b>	<b>(1,491)</b>	<b>(889)</b>	<b>F</b>
General Fund Revenue Balances b/f	(1,500)	(1,500)	0	-
<b>General Fund Revenue Balances c/f</b>	<b>(2,102)</b>	<b>(2,991)</b>	<b>(889)</b>	<b>F</b>

**Note 1** - the entries on these two lines include the pension adjustment which is only available at year end.

**Note 2** - this table has been provided to assist Members in understanding the outturn position. The Statutory Statement of Accounts will be in a different format to comply with the 2010 Code of Practice on Local Authority Accounting.

Continued....

## 2010-11 Revenue Outturn Variations from Latest Estimates (above £10k)

Cost Code	Service Area	Detailed Description	Latest Annual Budget £	Actual at year end £	Variance £	FAV / ADV	Budget Holder Comments
<b>Staffing costs</b>							
Various	Authority wide	Staffing budgets	10,467,424	10,448,714	-18,710	FAV	Vacancy savings marginally exceeded latest estimate, net of in year pension strain costs from flexible retirements.
<b>Corporate Budgets</b>							
Various	Authority wide	Mobile phone costs	23,775	11,469	-12,306	FAV	Underspend as a result of ongoing review of requirement for mobile phones across the Council.
<b>Customer &amp; Operational Services</b>							
3470	Waste Management	Tipping - Dry Recyclate	45,000	29,132	-15,868	FAV	Expenditure reduced due to improved tipping arrangements as part of the modernisation strategy and new PFI facilities
3470	Waste Management	Other Reimbursements	0	-25,962	-25,962	FAV	Additional unbudgeted external funding as part of the modernisation strategy to fund new recycling projects in 2010/11.
3470	Waste Management	Recycling Income	-95,000	-122,359	-27,359	FAV	The operational team have worked hard to secure alternative better prices for recycled materials in the market that has led to increased income.
3471	Waste Management	Contract - Unspecified Works	-100,000	-121,977	-21,977	FAV	Additional income associated with the collection of cardboard in blue bins.
3472	Trade Waste Service	LCC-Landfill Levy/Tipping Charges/Bulk Bin Disposal Charges	17,000	-5,371	-22,371	FAV	Reduced trade waste disposal and landfill tax charges than originally forecast due to increased trade waste reduction / recycling.
7035	Computer Services	Computer - development and other expenditure	218,427	187,336	-31,091	FAV	The budget is underspent and the difference is an in year saving - the instruction to exercise prudence with spending has been followed with some equipment replacement and software upgrade programmes deferred.
<b>Vehicles &amp; Plant</b>							
Various	Fleet Maintenance Service	Fuel Costs	700,709	651,963	-48,746	FAV	Reduced fuel costs as a result of the modernisation strategy (new fleet and fuel optimisation).
Various	Fleet Maintenance Service	Hire of Transport	96,775	64,573	-32,202	FAV	Reduced hire of transport due to modernisation strategy (investment in new fleet, reduced breakdowns and vehicle downtime).
Various	Fleet Maintenance Service	Operating Lease - Primary Vehicles	1,091,131	1,055,288	-35,843	FAV	Variance after setting aside of £212k for vehicle financing reserve, due to efficient fleet management and financing arrangements.
Various	Fleet Maintenance Service	Finance Lease - Secondary	13,948	0	-13,948	FAV	Updating the fleet as part of the modernisation strategy has resulted a reduction in secondary lease payments, creating an underspend

Continued....

Cost Code	Service Area	Detailed Description	Latest Annual Budget £	Actual at year end £	Variance £	FAV / ADV	Budget Holder Comments
<b>Strategic Development</b>							
2600	Land Charges	Local Land Charge Searches	-68,757	-79,169	-10,412	FAV	Income on the sale of quality data for land charge is better than expected. Personal search companies have continued to pay for information rather than visit the office to view unrefined data.
3550	Building Control - Fee Earning	Consultants Fees	25,000	7,365	-17,635	FAV	Downturn on applications has resulted in reduced spend on structural engineers services will offset some loss of income on Building Regulation Charge account.
3550	Building Control - Fee Earning	Inspection Fee - Dom Ext	-45,340	-27,025	18,315	ADV	Reduced income due to economic downturn
3550	Building Control - Fee Earning	Building Notice Fee - Dom Ext	-53,366	-42,761	10,605	ADV	Reduced income due to economic downturn
3606	Planning Appeals	Planning Appeal Hearing Costs	115,070	192,889	77,819	ADV	Costs have increased due to additional work being necessary to prepare for the Fairfield Road, Hardhorn, Travellers public inquiry. This adverse variance is more than offset by the favourable variances listed below in respect of Consultants fees, Advertising, Housing & Planning Delivery Grant, and additional income from Planning Applications Fees which together total in excess of £109,000 FAV.
3605	Development Control	Consultants Fees	49,226	29,385	-19,841	FAV	Budget not required in 2010/11 - underspend to be used in part to fund additional costs for the Travellers inquiry
3655	Planning Policy	Advertising	10,000	0	-10,000	FAV	Budget not required in 2010/11 - underspend to be used in part to fund additional costs for the Travellers inquiry
3605	Development Control	Planning Application Fee Income	-310,000	-355,940	-45,940	FAV	Additional income achieved due to the submission of several large planning applications. Should be used to in part to fund additional costs for the Travellers inquiry.
3607	Planning Development	Housing & Planning Delivery Grant	0	-33,670	-33,670	FAV	The income relates to 2 tranches of habitats grant : re 09/10 (treated as a receipt in advance and carried into 10/1) and re 10/11. These form part of the Housing and planning deliver grant. Funding of the Council's core strategy has already been approved by Members and as long as slippage of core strategy budgets is approved as part of outturn, this favourable variance can be released as part of outturn.
4200	Footway Lighting	Street Lighting - Electricity	13,455	1,272	-12,183	FAV	Refunds on street pillars following introduction of monthly meter readings and audit of assets.
4390	Off Street Parking Enforcement	Decrim - Off-Street Parking Fees	-41,561	-55,285	-13,724	FAV	Income from fines up by 25% Plus Lancashire County Council refund
4400	Concessionary Travel	Third Party - Pooling Contributions	770,000	660,080	-109,920	FAV	Underspend has arisen mainly due to a quiet December & January as a result of the adverse weather conditions. Actual usage data was received from Lancashire County Council in early May.
7050	Property Management Team	Ext Management (Contract/Fees)	40,000	28,908	-11,092	FAV	Underspend on Wyre staff costs as a result of loss of staff member and delay in recruitment. This will offset some overspend in Repair and maintenance.
Various	Repair & Maintenance Contract with Wyre	Other Miscellaneous Repairs	156,180	187,871	31,691	ADV	Additional urgent repair and maintenance has been necessary (Lowther Pavilion, St David's road depot, Server room and Promenade shelters and fountain). This can be partly met by a lower outturn on property management costs above.

Cost Code	Service Area	Detailed Description	Latest Annual Budget £	Actual at year end £	Variance £	FAV / ADV	Budget Holder Comments
<b>Community Services</b>							
3010	Lowther Pavilion	Contribution to Lowther Trust	71,224	83,461	12,237	ADV	The 2010/11 budget identified a savings target of £30k for the pavilion which has not been fully achieved, but is reflected in the bottom line budget target. Outturn position for the pavilion is £12k over that budget, which includes a favourable variance of £14k attributable to a refund of NNDR dating back to 2006. Overall the FBC subsidy to Lowther Gardens Trust is approx £4.9k under budget due in the main to an underspend on support service and service management costs as a result of corporate staffing savings.
	Lowther Parks Operational		143,366	128,980	-14,386	FAV	
	Lowther Leisure & Playground		30,444	27,701	-2,743	FAV	
3250	Cemetery	Interments	-165,927	-148,552	17,375	ADV	The original budget reflected the estimated loss of income whilst the crematorium was closed for replacement of the cremators and refurbishment. Actively managing the closure period reduced the loss, together with the temporary closure of other local cremation facilities for the same purposes, resulted in the overall income for cemetery and crematorium approx £54k above budget. Budget virement is required to reflect split of income between cemetery and crematorium more accurately.
3255	Crematorium	Cremations	-443,250	-524,817	-81,567	FAV	
3255	Crematorium	Memorial Wall Plaques	-50,750	-40,315	10,435	ADV	
3334	Other Public Health Risk	Works Completed in Default of Notice	-2,000	-12,177	-10,177	FAV	Income offset by increased expenditure on work carried out in default of statutory notices.
5270	Homelessness	Housing Benefit Repayment	-14,400	-3,472	10,928	ADV	Reduced income offset by underspend on bed and breakfast expenditure.
9051	Leisure Services Ext Contracts	Miscellaneous Receipts	-21,582	-32,401	-10,819	FAV	Additional income generated from addition work carried out on external contracts.
<b>Governance &amp; Partnerships</b>							
2104	External Audit Fees	External Audit Fees	122,170	138,773	16,603	ADV	Adverse variance due to expected £15k invoice from the Council's external auditors following investigations carried out as a result of an elector enquiry into the procurement process for the running of St Annes Pool.
7081	Legal Services Team	Legal Fees	-2,538	-13,733	-11,195	FAV	Fees for section 106 agreements and the recovery of legal costs have provided more income than had been anticipated
Various	Revenues and benefits	Blackpool Council - cost of shared service	1,087,294	1,064,453	-22,841	FAV	Saving as a result of in year underspend on the shared service being in excess of budgeted position.
5300	Council Tax and Housing Benefits	Benefit payments net of subsidy received	214,073	405,146	191,073	ADV	Increased value of overpayments as a result of increases in change of circumstances of benefit claimants caused by economic climate. The majority of these additional costs can be recovered, see below.
5300	Council Tax and Housing Benefits	Overpayments raised net of bad debt provision top up	-250,000	-409,230	-159,230	FAV	Increased income due to increased recovery of benefit overpayments.
<b>Other minor variances</b>							
		Various			-85,323	FAV	Net total of all other outturn variances across the Council.
<b>Total</b>					<b>-592,000</b>	FAV	

## Revenue Budget Slippage

## Revenue Slippage 2010/11 - Requests to transfer 2010/11 Budget to 2011/12

Ref. No.	Cost Centre	Service Area	Sub Analysis	Under spend	Slippage Requested	Explanation of Slippage	Effect on service delivery if not approved
<b>COMMUNITY SERVICES DIRECTORATE</b>				<b>£</b>	<b>£</b>		
1.1	7556	Parks Development Team	Signs & Interpretation	6,059	6,000	This has been ring fenced as part of the playground development project at Ashton Gardens. The total project cost is £74,000 of which £59,000 is external grant funding, this £6,000 is part of Fylde's contribution of match funding.	The project will not be completed and some of the external grant funding could be at risk.
Community Services sub-total				<b>6,059</b>	<b>6,000</b>		
<b>STRATEGIC DEVELOPMENT SERVICES DIRECTORATE</b>							
2.1	3280	Coast Protection	General Repairs & Maintenance	41,744	41,744	Slippage required to enable completion of a range of high priority costal maintenance work e.g. promenade railings in St. Annes, Fairhaven sea wall, slipping steps and hand rails at St. Annes beach.	If the slippage is not approved there will be an overspend 2011/2012. There is a health & safety risk if the other works are not completed. The steps on the Fairhaven and St.Annes amenity beach may have to be closed, areas of the promenade footway may need to be closed, and if the weeds on the Lytham sea wall are not checked extensive damage can occur.
2.2	3608	Core Strategy	Employee Costs	12,897	12,897	Due to changes in legislation production of the Council's Core Strategy have been delayed. This funding is required to finance a temporary post over a 3 year period. The post funding therefore needs to roll forward in line with the post holders contract.	The post would not be funded as previously agreed and there would be attendant delays in the production of the Council's Local Development Framework.
			Printing, Publicity & Consultation	42,369	42,369	Due to changes in legislation, production of the Council's Core Strategy have been delayed. Accordingly the printing costs to allow consultation etc. will now occur in 2011/12. Publicity & consultation is an ongoing process underpinning the 3 year programme for the production of the core strategy.	The core strategy will not be printed & the Council will not be able to undertake it's statutory duty to publicise & consult on the core strategy, further delaying the Local Development Framework. Sustainability appraisal of plans & policies is a statutory requirement. Failure to do so would breach UK & EU legislation & result in the core strategy being found "unsound".
			Professional fees and appraisals	88,408	88,408	The professional fees are required to inform the production of the core strategy which is a 3 year programme, and a sustainability appraisal is required to be undertaken throughout the production of the core strategy. As such funds have been set aside to carry out work throughout the 3 year project.	The programmed production of the core strategy will not be able to proceed. If the work is completed without a sound evidence base, the plan may be found to be "unsound" preventing adoption. Sustainability appraisal of plans & policies is a statutory requirement. Failure to do so would breach UK & EU legislation & result in the core strategy being found "unsound".
			Legal Fees	10,000	10,000	Production of the core strategy has been delayed due to changes in the national guidance & legislation. Accordingly the requirement for legal guidance has also been delayed.	Failure to obtain legal guidance, particular at this time of changing national legislation & policy guidance may result in the plan being found "unsound" & not being able to be adopted.
2.3	3011	Lytham Windmill	Windmill Repairs	15,000	15,000	Budget approved in 2010/11 but work to be completed in 2011/12. This has been delayed due to the need to find suitable timber for the grade two listed building. We have also had to deal with the insurance claim which has delayed letting of the contract to replace sails.	No effect on service delivery but windmill will remain with only two sails. Windmill sails need to be replaced in time for Lytham Proms.
2.4	3150	Fylde Tourism	Sign Maintenance	4,475	4,475	Work committed towards the signage strategy in preparation of the Golf Open in 2012.	Budget overspend would result in 2011/12.
Strategic Development sub-total				<b>214,893</b>	<b>214,893</b>		
<b>GOVERNANCE AND PARTNERSHIPS DIRECTORATE</b>							
3.1	7021/7022	Finance	Specialist staff	38,292	28,100	For the first time all Councils have a statutory requirement to produce their 2010/11 financial statements under International Financial Reporting Standards (IFRS), and Members have previously approved project funding to ensure compliance. One-off slippage is required to fund the ongoing implementation of IFRS in 2011/12 and to provide support to staff in the ongoing implementation of committed systems developments in 2011/12	- Non compliance with statutory requirement to implement IFRS - Scheduled systems developments would not be able to be completed leaving the Council's corporate financial system under developed
Governance and Partnerships sub-total				<b>38,292</b>	<b>28,100</b>		
<b>CUSTOMER &amp; OPERATIONAL SERVICES DIRECTORATE</b>							
4.1	3471	Waste Management	Professional fees	10,515	10,515	Depot costs incurred as part of depot rationalisation strategy - works to be completed in April 2011.	If not approved, costs would need to be met from 2011/12 budget.
4.2	2110	Website & Intranet Management	Integration Costs, Development Costs, Marketing & Communications	37,220	37,220	The slippage is required because the external grant for the web project was for an 18 month project that will be completed in September 2011. The funds are required to complete the works that the Council has committed to delivering in the grant bid.	The funding cannot be used for any other means and the Council would have to notify the CLG and would run the risk of having to pay the full amount of £68,000 back.
Customer & Operational Service sub-total				<b>47,735</b>	<b>47,735</b>		
<b>Total Revenue Slippage</b>				<b>306,979</b>	<b>296,728</b>		

# CAPITAL PROGRAMME MONITORING - QUARTER 4 TO 31/03/11 - 2010/11

APPROVED SCHEMES		Approved Budget 2010/11	Slippage B/F from 2009/10	Adjustments Quarter 1, 2, 3 & 4	Updated Estimate 2010/11	Actuals Quarter 4 (April - March)	Variance	Over / (Underspend)	Slippage	Comments
		£000	£000	£000	£000	£000				
<b>COMMUNITY SERVICES</b>										
Z010	Disabled Facilities Programme	610	1	10	621	621	0			Scheme completed to budget in 2010/11
Z024	Pvte Sector Hsng Renewal Grants	200	139	-54	285	254	31		31	Slippage requested - in year repayments during the year due to the sale of relevant dwellings and non completion of some previously approved grants
Z068	Crematorium Project - Cremators	797		-67	730	730	0			Scheme completed to budget in 2010/11
Z077	Crematorium Project - Refurbishment			167	167	167	0			Scheme completed to budget in 2010/11
Z030	Ashton Gardens Heritage Restoration	200	232	57	489	470	19		19	Slippage requested due to extension of scheme into 2011/12
Z065	Play Equipment	0	60	4	64	64	0			Scheme completed to budget in 2010/11
Z078	Mornington Road	25		-25	0	0	0			Scheme previously re-profiled into 2011/12
Z079	Waddington Playing Field	0		179	179	180	-1	1		Scheme overspent by £1k
Z083	Kirkham Memorial Gardens	0		122	122	122	0			Scheme completed to budget in 2010/11
Z081	Lowther Sound System	0		25	25	25	0			Completed
	Sub total	1,832	432	418	2,682	2,633	49			
<b>STRATEGIC DEVELOPMENT</b>										
Z001	St Annes Square Regeneration	23			23	24	-1	1		Scheme overspent by £1k
Z027	Town Hall accommodation	5,817	25	-5,807	35	15	20		20	Slippage requested - Contract in progress on asbestos survey at Town Hall and further professional external fees required to develop project
Z076	St Annes Pool	475		-153	322	322	0		0	Scheme completed to budget in 2010/11
Z036	Cons'n Area Rest'n Scheme St Annes	2	-1		1		1		1	Slippage requested - Funding now allocated to "Open Golf 2012" as per cabinet report approved 23/03/11
Z045	St Annes Town Centre	72		-72	0		0			Scheme previously re-profiled into 2011/12 - Funding now allocated to "Open Golf 2012" as per cabinet report approved 23/03/11
Z062	Tourist Board Project - Public Realm Streetworks	45	29	-74	0		0			Scheme previously re-profiled into 2011/12 - Funding now allocated to "Open Golf 2012" as per cabinet report approved 23/03/11
Z047	Footway Lighting Schemes	12			12	9	3		3	Slippage requested - partial delivery of scheme, remaining elements to be delivered as part of "St Annes 2012" capital works
Z051	Kirkham Building Refurbishment	144	19	-60	103	57	46		46	Slippage requested - extension of project into 2011/12 agreed with Lancashire County Council. 50% match fund income to be slipped aswell
Z084	Clifton Flood Alleviation Scheme	0	0	80	80	80	0		0	Scheme completed to budget in 2010/11
Z085	Acolaid / Acolate Replacement Systems	0		39	39	19	20		20	Slippage Requested - Delay in system implementation but contract with Plantech to install the system
Z049	Car Park Improvements	30	34	-34	30	23	7		7	Slippage Requested - Weekend parking at the Town Hall and Public Offices to be set up in 2011/12
	Sub total	6,620	106	-6,081	645	549	96			
<b>GOVERNANCE &amp; PARTNERSHIPS</b>										
Z074	Replacement Software System - Pericles	250	-58		192	192	0			Scheme completed to budget in 2010/11
Z073	Election Management and Electoral Registration System			21	21	22	-1	1		Scheme overspent by £1k
	Sub total	250	-58	21	213	214	-1			
<b>CUSTOMER &amp; OPERATIONAL SERVICES</b>										
Z075	Fleet Management Services Depot Re-Location	229		108	337	337	0			Scheme completed to budget in 2010/11
Z048	Public Conveniences - Danfo	0		131	131	131	0			Scheme completed to budget in 2010/11
Z080	Installation of Cab Technologies	0		197	197	197	0			Scheme completed to budget in 2010/11
Z038	Replacement Vehicles	0		1,406	1,406	1,406	0			Scheme completed to budget in 2010/11
Z082	Leased Vehicles Purchased	0		70	70	70	0			Scheme completed to budget in 2010/11
	Sub total	229	0	1,912	2,141	2,141	0			
<b>Total Expenditure</b>		<b>8,931</b>	<b>480</b>	<b>-3,730</b>	<b>5,681</b>	<b>5,537</b>	<b>144</b>	<b>3</b>	<b>147</b>	



**Prudential Indicators**

<b>Prudential Indicators</b>	<b>Revised Indicator 2010/11 £m</b>	<b>Actual 2010/11 £m</b>	<b>Note</b>
Authorised limit for external debt	12.7	3.5	1
Operational boundary for external debt	8.3	3.5	2
Principal sums invested > 364 days	0	0	
Limit on fixed interest rate debt	8.5	3.5	
Limit on variable interest rate debt	4.2	0	
Maturity structure of borrowing limits:-			
Under 12 months	70%	28.69%	
12 months – 24 months	100%	-	
24 months – 5 years	100%	42.91%	
5 years – 10 years	100%	28.40%	
10 years – 30 years	100%	-	
30 years – 40 years	100%	-	
40 years – 50 years	100%	-	
50 years and above	100%	-	
Capital Financing Requirement (CFR)	6.8	6.8	3
External Debt – Gross Borrowing	8.3	3.5	
Investments	0	(1.6)	
Net Borrowing/(Lending)	8.3	1.9	
Capital Expenditure	5.7	5.5	
Ratio of Financing Costs to Net Revenue Stream	1.8%	1.69%	
Incremental Impact on Capital Investment Decisions on the Council Tax	£6.67	£0	4

**Notes**

1. The authorised limit indicator of £12.7m is set deliberately higher than the actual forecasted borrowing amount as it needs to take into account any unexpected cash movements, and becomes the Authority's statutory limit. The actual debt position (Note 2) is the maximum external debt at any time during the period, plus long-term liabilities such as provisions. .
2. The Operational Boundary is the expected borrowing position of the Council during the year. Actual borrowing was below the forecast indicator as in line with the advice from the treasury advisers, no new long term external borrowing was taken, instead internal borrowing was used (see paragraph 10.3). The revised indicator included an amount of £1.5M for short term borrowing at the end of the financial year. The amount of short term borrowing was actually lower than forecast at £1M.
3. This represents the Council's underlying need to borrow.
4. The incremental impact on Council Tax as a result of new borrowing is nil. The Council had planned to undertake new borrowing to fund the capital programme. However, in

Continued....

line with advice from the treasury advisers, no new external borrowing was taken, instead internal borrowing was used (see paragraph 10.3).

# REPORT



REPORT OF	MEETING	DATE	ITEM
GOVERNANCE & PARTNERSHIPS	CABINET	28 <sup>th</sup> JUNE 2011	7

## BOUNDARY COMMISSION – CONSIDERATION OF BOUNDARY REVIEW, NORMOSS

### Public Item

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

### Summary

The Boundary Commission, which deals with potential changes to local government boundaries and governance arrangements, has received correspondence from a resident of Heron Way, Normoss, Blackpool suggesting a review of the local government boundary in that area. The Boundary Commission has asked for the comments of the Borough Council (and Blackpool & Wyre Councils) on this matter

### Recommendation

1. That the Cabinet does not raise any objection to the Local Government Boundary Commission for England undertaking a Principal Area Boundary Review of the Normoss area.

### Reasons for recommendation

To allow a review to commence of the local government boundaries in the Normoss area.

### Alternative options considered and rejected

The Cabinet could raise an objection to the carrying out of a review but this is not the recommended approach on the basis of officer's experience.

## **Cabinet Portfolio**

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

## **Report**

### **Background**

1. The Local Government Boundary Commission for England (LGBCE) periodically reviews its work programme for undertaking Principal Area Boundary Reviews. These are reviews in which changes to the boundary between principal authorities (District, Unitary, Metropolitan and County Councils) are considered and recommendations made to the Secretary of State under Section 8 of the Local Government and Public Involvement in Health Act 2007.
2. The Commission currently holds an outstanding request for a review from a resident of Heron Way in Blackpool, which currently falls within the Borough ward of Staining and Weeton. Plans of the relevant area are attached at Appendix A.
3. The Minister for Local Government has said that 'where any recommended boundary change is agreed by all the principal authorities concerned, the Secretary of State will implement it, providing there is clear evidence that it represents value for money and public support for it is robustly demonstrated'.
4. Prior to deciding whether to undertake such a review the Boundary Commission has written to the three relevant councils seeking their views.

### **Considerations**

5. The plans provided at Appendix A indicate the current anomalies of the local government boundaries between Fylde, Wyre and Blackpool in the Normoss area and give some cause to the confusion this must generate amongst local residents regarding the payment of council tax and the responsibilities for service delivery in the area.
6. From the experience of the Council's officers the services which generate the most frequent enquiries and expressions of concern from local residents are waste collection and street cleaning. Heron Way in particular is a relatively long street with many cul-de-sacs leading from it, some of which are serviced by Blackpool Council waste collectors and some of which are serviced by Fylde Borough Council with different receptacles on different days of the week.
7. On this basis alone it is the view of officers that more efficient and effective arrangements could be made for the organisation of local public services. The principle of a review of the boundaries is therefore recommended.
8. An outline of the review process and the general approach taken by the Boundary Commission is attached in Appendix B, which is an extract from their guidance on Principal Area Boundary Reviews. It is likely, should a

review be carried out, that it would fall within the remit of a Type 1, Small Scale Review.

Report Author	Tel	Date	Doc ID
T Scholes	(01253) 658600	March 2011	

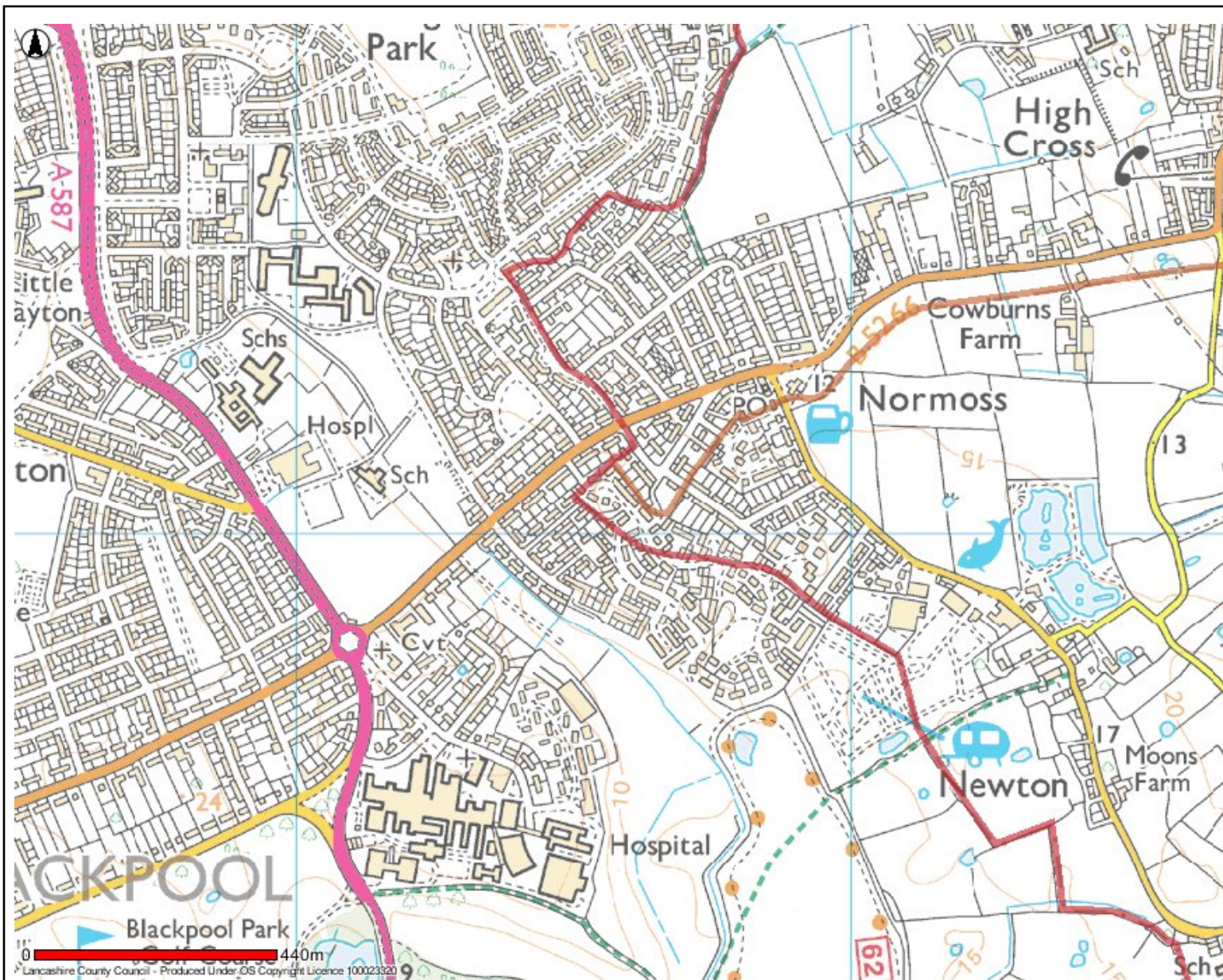
List of Background Papers		
Name of document	Date	Where available for inspection
Correspondence from Local Government Boundary Commission for England (LGBCE)	May 2011	Town Hall

#### Attached documents

- Appendix A - Plans of the Normoss area
- Appendix B - Extracts from LGBCE Guidance

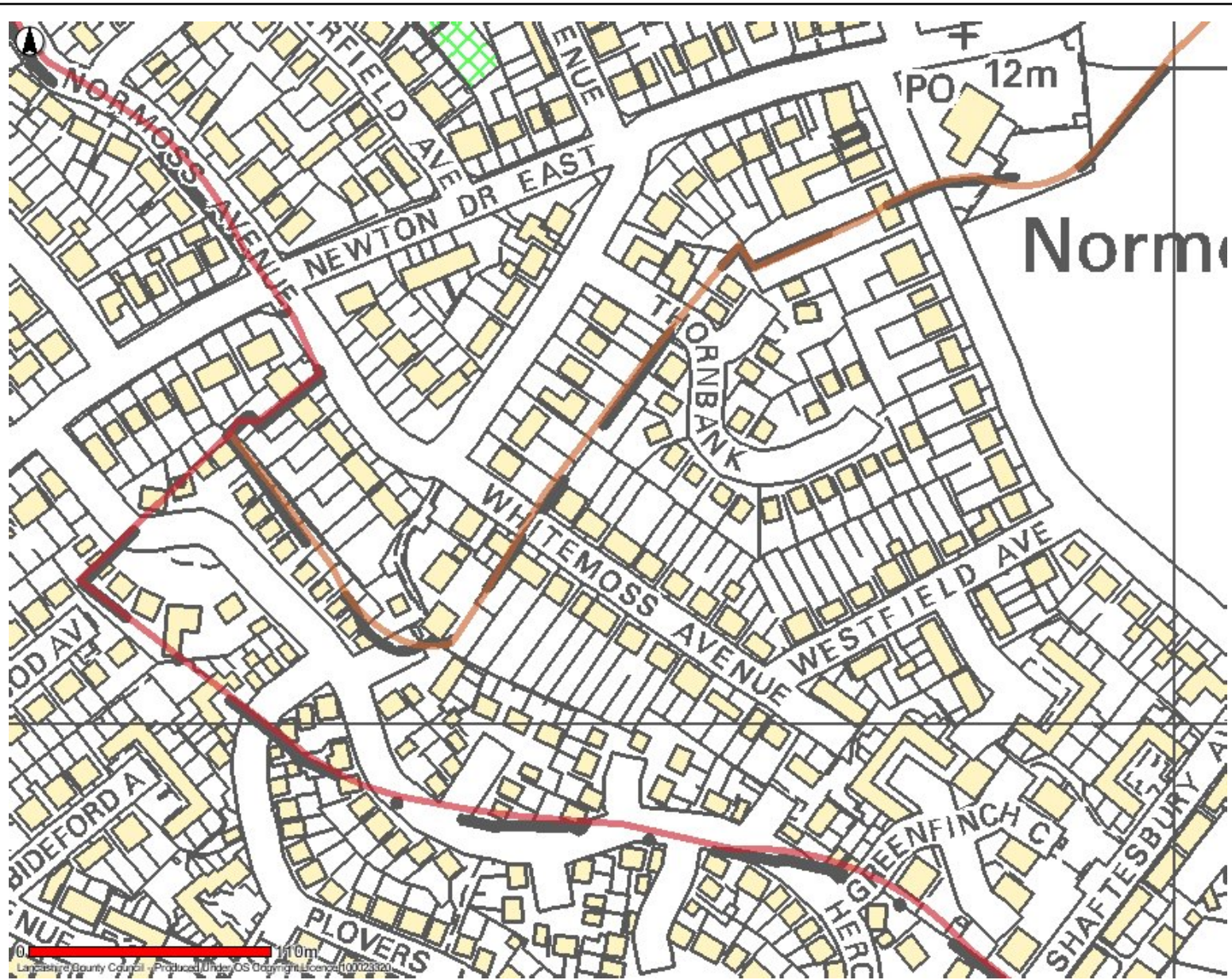
IMPLICATIONS	
Finance	None arising directly from the report.
Legal	None arising directly from the report.
Community Safety	None arising directly from the report.
Human Rights and Equalities	None arising directly from the report.
Sustainability and Environmental Impact	None arising directly from the report.
Health & Safety and Risk Management	None arising directly from the report.





Normoss Boundary A





Normoss Boundary

## **EXTRACTS FROM LGBCE GUIDANCE ON PRINCIPAL AREA BOUNDARY REVIEWS**

### **Background Preamble**

There now appear to be many places where local authority boundaries do not reflect the pattern of community life. This may be because of a spread of housing developments across a boundary, or the severance of an area by infrastructure such as new roads.

Accordingly, we will normally undertake a PABR only where there is agreement between all the principal councils potentially directly affected.

At the end of a review we will make recommendations to the Secretary of State. This may be for change or no change.

We have limited power in relation to parishes. We cannot recommend the creation or abolition of a parish. Nor can we recommend changes to the boundaries of parishes. However, we can comment on what consequential changes to parish arrangements the Secretary of State may wish to consider making if he is minded to accept any recommendations we make for principal area boundary changes.

### **The Principal Area Boundary Review Procedure**

1. The first step in undertaking a PABR is the decision to do so. We will not normally conduct a review unless either we are asked to do so by the principal councils potentially affected or those councils support a review for which we have identified a potential benefit. The latter circumstance is likely to be limited to addressing minor boundary anomalies that we have identified or which have been drawn to our attention. A request will not in itself guarantee that a review will take place.
2. To help us determine whether a particular request for review may meet our statutory criteria we will also want to see any initial evidence of local support. In the case of significant change, the latter may be particularly telling if the request for a review follows a local advisory referendum. We would be reluctant to invest resources in boundary reviews to consider proposals which have little public support. To satisfy our statutory criteria we will also expect to see evidence of confidence that a change will maintain or improve and sustain value for money in the effectiveness of local government.
3. We want to assist principal councils who wish to make changes for the benefit of people living in their area, and requests which are simultaneously made by all the principal authorities involved will weigh in our decision of whether, and when, to conduct a review.



4. The processes we have adopted for PABRs would apply not only where there is strong desire for change on the part of the principal councils concerned, but also when a more controversial change is proposed, although we will not normally commence PABRs without the agreement of all relevant principal councils.

5. We believe it important that, both for the Commission and the local authorities involved in any PABR, the effort should be proportionate to the scale of change likely to be involved. Accordingly, we have identified review processes for four broad scenarios which reflect the likely number of electors affected, and the electoral and other consequences of change. These processes are not cast in tablets of stone but reflect our current thinking as a result of our consultations with local government and other interests. It may be that as a result of information received as part of a review, we will wish to alter our planned approach. Any such alteration would be discussed in detail with the relevant local authorities.

6. Our consultation on draft recommendations will normally last for at least six weeks, but especially in reviews involving large numbers of people, we will be more likely to make consultation periods longer. However, our consultation activities will be tailored to reflect the scale and nature of the communities involved and the degree to which the issues has already been the subject local consultation/engagement, when that happened, and how inclusive its responses were.

7. The four types of Principal Area Boundary review are:

Small-scale reviews (type 1)

Reviews affecting no electors or relatively few and whose transfer from one authority to another would have a negligible impact on electoral equality in either authority.

Medium-scale reviews (type 2)

Reviews affecting a sizeable number of electors, whose transfer from one authority to another would require consequential adjustments to warding patterns in one or more of the authorities concerned but would not have any material impact on the management of service delivery by any of the councils involved.

Large scale reviews (type 3)

Reviews, resulting in changes to the electoral arrangements of any or all principal authorities involved, and which would have a significant impact on the management or provision of local government services.

Merger reviews (type 4)

Reviews which combine or merge two or more whole local authority areas.

8. On receiving a request for a PABR, our first step will be to consider whether on initial consideration there is a case for a boundary change. This would

include an assessment of the nature of the proposal, whether it was within our powers to address the proposal being made, and whether the proposal related clearly to the issue it set out to resolve.

9. This initial pre-review stage represents a gateway process – at which we decide formally whether or not to undertake a review. The dialogue between us and the principal councils involved will enable us to gain a clear understanding of the issues to be addressed, the degree to which local people may already have expressed support or opposition to a proposed change, and the basis on which assessments of financial implications will be made. The councils will gain understanding of our approach, the timescale which we envisage, and the resource implications for them in supporting the review. The proposers of a PABR might then wish to re-consider their initial request. This first step could forestall unproductive efforts by all concerned.

10. This pre-review stage will also help in those situations where we have identified a minor anomaly in a boundary between council areas and where we have asked the affected principal councils whether they agree on the desirability of a review.

11. A boundary change must of necessity involve at least two councils. They must each make decisions on the issues which a proposed change raises. Notwithstanding that the councils may work in concert, and it will generally be preferable that they do so, we will normally expect each council to provide us with their own views on the merits, or otherwise, of any potential boundary change.

12. When we receive a request, we will normally meet with council officers and members to discuss the specifics of the boundary proposal, any options for change, and the review procedure and timetable. The extent and nature of evidence available when a request is made will influence our planning of the review activities. Whilst we will not duplicate the gathering of evidence which may have already occurred, neither will we dispense with a requirement for evidence which we believe to be essential to enable us to consider the issues properly.

13. Set out below are the scenarios which illustrate each type of PABR:-

**Small-scale (type 1) review - Typical scenario:**

A small-scale boundary alteration required to address a minor anomaly which involves only a few properties and electors. This may be drawn to our attention by the principal councils affected or by a third party: we may write to the principal councils concerned to obtain their view as to whether it is a genuine anomaly.

There should be little or no effect on the electoral arrangements of any of the affected authorities as there will be a negligible impact on the levels of electoral equality. The affected electors would simply be transferring from ward X in council A to ward Y in council B. No detailed electoral proposals would be sought from any of the principal

councils affected. We would include and consult on the consequential electoral arrangements as part of our PABR draft recommendations.

This would be a short review in which, following a decision to commence it, the major issue to be considered would be the identification and mapping of a suitably clear and long-lasting boundary. Consultation on draft recommendations would run for six weeks. Consideration of responses to consultation and preparation of final recommendations would be completed within a further six weeks.

The change to the boundary would not change the financial position of the authorities involved.

**Medium-scale (type 2) review - Typical scenario:**

A medium-scale boundary alteration required to address a substantial anomaly or opportunity to reflect community interactions. The change would not impact on the financial position of any affected principal councils or on the capacity to provide any council services, or the way services are delivered.

The change to the boundary would create a need to change the electoral arrangements of one or more councils involved to provide for acceptable levels of electoral equality. The principal councils would be asked to propose how the transfer of electors might be addressed by new electoral arrangements in their area.

Consultation on draft recommendations will feature both the proposed boundary change and the proposed changes to electoral arrangements.

# REPORT



REPORT OF	MEETING	DATE	ITEM
COMMUNITY SERVICES	CABINET	28 <sup>TH</sup> JUNE 2011	8

## LYTHAM HALL

### Public Item

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

### Summary

The Council has resolved to provide financial support for the restoration plans for Lytham Hall subject to the receipt of further information. The additional information has been received and is presented to Cabinet for consideration.

### Recommendation

1. That the Cabinet confirms the acceptability of the further information received from the Heritage Trust for the North West regarding 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 paragraph 1 of the report.

### Reasons for recommendation

To confirm satisfaction with the further information on the restoration of Lytham Hall received from the Heritage Trust for the North West.

### Alternative options considered and rejected

The Cabinet could reject the further information provided by the Heritage Trust for the North West as unsatisfactory.

### Cabinet Portfolio

The item falls within the following Cabinet portfolio:-

Leisure & Culture : Councillor Susan Fazackerley  
Finance & Resources : Councillor Karen Buckley

## **Report**

### **Background**

1. At the Council meeting on 28<sup>th</sup> March it was resolved (inter alia) as follows:-
  - i) To agree to a capital grant of £300,000 being made to the Heritage Trust for the North West for the Lytham Hall restoration fund, subject to further detailed information being available to the council on:*
    - a) financial arrangements for the appeal fund;*
    - b) public access;*
    - c) project timetable;*
    - d) other funding contributions.*
  - ii) Recommendation 1 to be subject to the receipt of an equivalent additional capital receipt being identified in the council's capital programme.*
2. The Trust has now provided the additional information requested, which is attached at Appendix A of the report and the Cabinet is asked to confirm whether this information is sufficient to satisfy the request made by Council.
3. The additional information has been made available to all members of the Council via the publication of this Cabinet agenda.

Report Author	Tel	Date	Doc ID
P Woodward	(01253) 658500	June 2011	

List of Background Papers		
Name of document	Date	Where available for inspection
Agendas & Minutes	Cabinet – March 2011 Council – March 2011	<a href="http://www.fylde.gov.uk">www.fylde.gov.uk</a>
Correspondence from Heritage Trust for the North West	May 2011	Town Hall

### **Attached documents**

Appendix A - Additional information from Heritage Trust for the North West

IMPLICATIONS	
Finance	Financial implications have been considered as part of the report to Council in March 2011.

	The detailed arrangements will form part of memorandum of understanding with the Trust in order to ensure the grant is used for the prescribed purposes.
Legal	None arising directly from the report.
Community Safety	None arising directly from the report.
Human Rights and Equalities	None arising directly from the report.
Sustainability and Environmental Impact	The proposal will support one of the aims of the Councils 2011/12 Corporate Plan relating to enhancement of the natural and built environment.
Health & Safety and Risk Management	None arising directly from the report.

## **HERITAGE TRUST FOR THE NORTH WEST**

### **Further information requested by Fylde Borough Council**

#### **Lytham Hall Development and Restoration**

##### **Background**

Lytham Hall is the most important historic building in the Fylde Borough and its Grade I listing places it amongst the top 2.5% of the nation's Listed Buildings. It has recently been classified by English Heritage as a Building at Risk. Along with Blackpool Tower it is one of only two Grade I buildings on the Fylde Peninsula. Although Blackpool Tower is known to millions of visitors, Lytham Hall is still to be discovered.

Lytham Hall and 78 acres of Parkland were acquired from Guardian Royal Exchange (GRE) by Lytham Town Trust in 1997 with a generous donation of £1 million from British Aerospace, the aim being to enable the Hall and grounds to be open for public access and enjoyment.

The Trustees of Lytham Town Trust immediately set about engaging Heritage Trust for the North West, a regional trust based in East Lancashire, with many years experience of managing historic properties and, together with help from the Friends of Lytham Hall, Lytham St Anne's Civic Society, and Lytham Heritage Group, they have begun to raise the profile of the Hall and the opportunities and potential as a major visitor attraction in the North West, and provide a focal point for the community.

##### **A start has been made**

Both Trusts have been severely handicapped in developing the Hall as, unlike most National Trust properties, it came without an Endowment or revenue support. Had the National Trust taken it on, they would have stipulated an Endowment of £20 million to provide an income stream sufficient to maintain the Hall in an appropriate condition. Priority during the past decade has been to concentrate on income

generating activities, in particular the development of the West Wing Conference Centre.

### **Refurbishment is needed**

Over three quarters of the building is still unusable because the heating system is obsolete and inefficient. A Condition Survey revealed a staggering list of tasks to be carried out, including new intruder and fire alarm systems.

### **The Restoration works**

There are three main areas:-

- (i) **The Jacobean Hall.** Refurbishment of the core of the 17<sup>th</sup> c Hall, creating a central hub, including a tearoom, a new reception and other public amenities.
- (ii) **The Georgian Hall.** A new heating system incorporating green technology, new alarms, rewiring and redecoration, interpretative exhibitions and a John Carr Study Centre, new lifts for people with disabilities and holiday accommodation on the top floor to generate revenue.
- (iii) **The Gardens.** Restoration of the South Prospect Garden, including the 17<sup>th</sup> c Mount, the Monks' Wall, the 19<sup>th</sup> c Parterre, and the Gardener's Cottage as an Education Centre.

### **The Vision**

- To restore the Hall and Parkland for the public to use and enjoy.
- To ensure this hidden gem (hitherto closed to the public for 400 years) is open all year round.
- To provide educational opportunities for all, especially in archaeology, architecture and the interpretation of the hall and surrounding area, through the formation of a John Carr Study Centre.
- To create an attraction that will boost visitor numbers, help local businesses and help to support the Fylde economy.



## **Planning Permission**

Listed Building Consent and Planning Permission was given in December 2010 for all the works.

## **The Heritage Lottery Fund**

The Heritage Lottery Fund is supporting the project and has offered over £2 million if the two Trusts can raise £3 million of match funding.

## **Financial Arrangements (Funding Profile)**

The Project costs have developed as the two stage bidding process has progressed. This is essentially at the insistence of the Heritage Lottery Fund who have requested certain additions and omissions for the project. The bid includes both capital works to the Hall & other significant structures and the operational activities associated with historic interpretation and the running of the country park to facilitate more open public access. They have asked for the bid to include Capital and Revenue funding (the latter they describe as an Activity Plan). This has changed the financial structure considerably. The overall project estimates currently stand as follows:

Total Project Costs	-	£5,725,607	
HLF Grant	-	£2,456,000	(42%)
Match funded balance to raise	-	£3,269,607	

Further background information is provided separately as the Design and Access Statement that accompanied the recent planning application. This describes in greater detail the recent history of the Hall and the main design and development principles that the project is seeking to deliver.

## **Funding Contributions**

The Trust is exploring many avenues and funding commitments amounting to £2,619,607 has been secured through:

- Earned income during the duration of the project      £400,000
- Lytham Town Trust      £100,000
- Lancashire County Council (including an

Agreement to fund the Country Park)	Details still to be agreed
• Public Appeal	£125,000 raised to date
• Gifts in kind	£197,000
• Volunteer time	Estimated at £633,000
• Grants from Charitable Trusts	£50,000
• Sponsorship	£50,000
• Fylde Borough Council	£300,000

Therefore, as circumstances currently stand a further £650,000 has yet to be raised to complete the match funding requirement. We are confident that this will be raised during the course of next 12 – 18 months to ensure the project is viable and sustainable. (HLF are comfortable with this approach).

One underlying criterion stipulated by HLF in awarding their grant of £2,456,000 is that the project has the formal support of the principal local authorities in the area – without this support the HLF funding would be placed in jeopardy.

### **Public Access**

The Trust and Lancashire County Council have recently signed an access agreement to provide free public access to the grounds for 200 days per year. Under this arrangement the grounds will be open free of charge from Easter to mid-December each weekday. In 2011 it will be closed on Saturdays (to be reviewed in 2012). It will also be open on Sundays, but a charge will be made.

Current visitor numbers        21,530 (2010)

Visitor projections / estimated number of paying visitors to the Hall, after the completion of the proposed refurbishment project, are:

Year 1 (2014)	35,000
Year 2 (2015)	50,000
Year 3 (2016)	70,000
Year 4 (2017)	90,000
Year 5 (2018)	100,000

Visitors during 2011 will exceed the 2010 figures. After March 2014 the opening times will be all year round (closing only on Christmas Day) in line with National Trust properties.

### **Project Timetable**

March 2009	HLF Stage I approval
Dec 2010	Planning Permission and Listed Building Consent given
March 2011	Submission of Stage II Bid (provisional approval)
April-Oct 2011	Research, specifications and obtaining of tenders
Oct 2011-June 2012	Garden & Grounds Restoration
July 2012	Opening Ceremony for Garden Restoration (linked to Open Golf and the Queen's Diamond Jubilee)
Oct 2012-Dec 2013	Restoration of the Hall & associated buildings
March 2014	Official re-opening of the Hall

### **Summary & Conclusion**

The submission of the HLF Stage 2 bid is the culmination of efforts over several years to secure capital funds for Lytham Hall to ensure the future of this iconic North West heritage asset.

The bid was submitted by Heritage Trust for the North West in partnership with Lytham Town Trust who have campaigned to save the Hall for the benefit of the local community and provide the region with a high quality cultural tourist attraction. The project is now at a key stage and needs the commitment of the major partners to bring the Hall to life for the benefit of local communities. Key factors already in place include:-

- Planning Permission has been obtained for all the alterations
- The Vision has been prepared by a team of experts, several of whom have given their service free of charge
- The community has risen to the challenge and is supporting the project through a Public Appeal for funds. So far £125,000 has been raised from this source.
- The project has attracted an army of volunteers and the Trust estimates that the contribution they will bring in terms of value is in the region of £633,000.
- We estimate there will be 35,000 paying visitors in the first year of operation rising to 100,000 by 2018. We believe this is achievable with the assistance of

a Marketing Manager and a budget of £25,000 p.a. allocated for publicity and promotion, together with an enhanced website. Admission prices will be kept low to encourage new and repeat visitors.

- The project will create 21 new jobs, protect 6 existing jobs and support 3 more jobs in the first year of operation. It is estimated that the economic benefit to the local economy of this and the capital works will be around £1.3 million p.a.

Heritage Trust for the North West – May 2011.

# Design and Access Statement

Accompanying the planning application for:  
Lytham Hall, Lytham, Lancashire

### Application Documentation

The application consists of the following documents:

Drawing	Scale	Paper Size
Main House & Courtyard Complex		
(S) Series – Existing		
370 (S) 00 – OS Site Location Plan	1:1250	A1
370 (S) 01 – Existing Ground Plan	1:100	A1
370 (S) 02 – Existing First Floor Plan	1:100	A1
370 (S) 03 – Existing Second Floor Plan	1:50	A1
370 (S) 04 – Existing Loft Plan	1:50	A1
370 (S) 05 – Existing Roof Plan	1:50	A1
370 (S) 06 – Existing Section A-A	1:50	A1
370 (S) 07 – Existing Section B-B	1:50	A1
370 (S) 08 – Existing Section C-C	1:50	A1
370 (S) 09 – Existing North Elevation	1:50	A1
370 (S) 10 – Existing East Elevation	1:50	A1
370 (S) 11 – Existing South Elevation	1:50	A1
370 (S) 12 – Existing West Elevation	1:50	A1
370 (S) 13 – Courtyard North Elevation	1:50	A1
370 (S) 14 – Courtyard North Elevation	1:50	A1
370 (S) 15 – Courtyard South Elevation	1:50	A1
370 (S) 16 – Courtyard Cross Section 1	1:50	A1
370 (S) 17 – Courtyard Long Section 1	1:50	A1
370 (S) 18 – Courtyard Cross Section 2	1:50	A1
370 (S) 19 – Courtyard Cross Section 2	1:50	A1
Gardener's Cottage		
370 (S) 201 – Existing Ground and First Floor Plan	1:50	A1
370 (S) 202 – Existing Roof Plan	1:50	A1
370 (S) 203 – Existing Sections	1:50	A1
370 (S) 204 – Existing Elevations	1:50	A1
Log Store and Pig Sty		
370 (S) 30 – Existing Ground Floor Plan	1:50	A1
370 (S) 31 – Existing Roof Plan	1:50	A1
370 (S) 32 – Existing Sections	1:50	A1
370 (S) 33 – Existing Elevations	1:50	A1

## LYTHAM HALL – LYTHAM LANCASHIRE

### Design & Access Statement

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#### (PL) Series – Proposed

##### Main House & Courtyard Complex

370 (PL) 02 – Proposed Block Plan	1:500	A1
370 (PL) 03 – Proposed Ground Plan	1:100	A1
370 (PL) 04 – Proposed First Floor Plan	1:100	A1
370 (PL) 05 – Proposed Second Floor Plan	1:50	A1
370 (PL) 06 – Proposed Loft Plan	1:50	A1
370 (PL) 07 – Proposed Roof Plan	1:50	A1
370 (PL) 08 – Proposed Section A-A	1:50	A1
370 (PL) 09 – Proposed Section B-B	1:50	A1
370 (PL) 10 – Proposed Section C-C	1:50	A1
370 (PL) 11 – Proposed North Elevation	1:50	A1
370 (PL) 12 – Proposed East Elevation	1:50	A1
370 (PL) 13 – Proposed South Elevation	1:50	A1
370 (PL) 14 – Courtyard North Elevation	1:50	A1
370 (PL) 15 – Courtyard South Elevation	1:50	A1
370 (PL) 16 – Courtyard West Elevation	1:50	A1
370 (PL) 17 – Courtyard Cross Section 1 (East)	1:50	A1
370 (PL) 18 – Courtyard Long Section 1 (South)	1:50	A1
370 (PL) 19 – Courtyard Cross Section 2 (West)	1:50	A1
370 (PL) 20 – Courtyard Long Section 2 (North)	1:50	A1
370 (PL) 21 – Drainage and Ground Source heat pump bore hole locations	1:1000	A1

##### Gardener's Cottage – Education Centre

370 (PL) 201 – Proposed Ground Floor Plan	1:50	A1
370 (PL) 202 – Proposed First Floor Plan	1:50	A1
370 (PL) 203 – Proposed Roof Plan	1:50	A1
370 (PL) 204 – Proposed Sections	1:50	A1
370 (PL) 205 – Proposed Elevations	1:50	A1
370 (PL) 206 – Cross Section E-E	1:20	A1
370 (PL) 207 – Cross Sections F-F +G-G	1:20	A1
370 (PL) 208 – Extract Long Section D-D	1:20	A1

##### Log Store and Pig Sty

370 (PL) 30 – Proposed Ground Floor Plan	1:50	A1
370 (PL) 31 – Proposed Roof Plan	1:50	A1
370 (PL) 32 – Proposed Sections	1:50	A1
370 (PL) 33 – Proposed Elevations	1:50	A1

## LYTHAM HALL – LYTHAM LANCASHIRE

### Design & Access Statement

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#### (LBC) Series – Proposed Alterations and Repairs

##### Main House & Courtyard Complex

370 (LBC) 02 – Ground Plan - Alterations	1:100	A1
370 (LBC) 03 – First Floor Plan - Alterations	1:100	A1
370 (LBC) 04 – Proposed Main House First Floor Plan	1:50	A1
370 (LBC) 05 – Proposed Second Floor Plan	1:50	A1
370 (LBC) 06 – Proposed North Elevation	1:50	A1
370 (LBC) 07 – Proposed East Elevation	1:50	A1
370 (LBC) 08 – Proposed South Elevation	1:50	A1
370 (LBC) 09 – Proposed West Elevation	1:50	A1
370 (LBC) 10 – Courtyard Cross Section 1 (East)	1:50	A1
370 (LBC) 11 – Courtyard Long Section 1 (South)	1:50	A1
370 (LBC) 12 – Courtyard Cross Section 2 (West)	1:50	A1
370 (LBC) 13 – Courtyard Long Section 2 (North)	1:50	A1
370 (LBC) 14 – Courtyard North Elevation	1:50	A1
370 (LBC) 15 – Courtyard South Elevation	1:50	A1
370 (LBC) 16 – Courtyard West Elevation	1:50	A1

##### 1:20 Detail Drawings

370 (LBC) 30 – Proposed Courtyard Roof Cross Section	1:20	A1
370 (LBC) 31 – Proposed North Entrance Details (Sheet 1)	1:20	A1
370 (LBC) 32 – Proposed North Entrance Details (Sheet 2)	1:20	A1

##### 1:10 Door Detail Drawings

370 (D) 01 – Blind Door Details	1:10	A3
370 (D) 01 – Flush Screen Door Details	1:10	A3

#### Supporting Documents

Design and Access Statement	Document	A4
Gardener's Cottage Tree Survey	Drawing	A3

Provided under separate cover are;

Completed application forms – Planning Application Forms with Certificate A

Lytham Hall Options Appraisal 2008 - Electronic Copy on CD.

Lytham Hall Conservation Management Plan By Kathryn Sather Associates 2008 – Electronic Copy on CD.



### CONTENTS

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- 3 Client Brief
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- 6 Main Hall & Courtyard Scheme Proposals Described
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- 8 Gardener's Cottage Education Centre Proposals Described
- 9 Ecology
- 10 Flood Risk
- 11 Summary

### Appendix

### 1.0 Introduction

1.1.1 This design and access statement has been prepared to support the application being made by the Heritage Trust for the North West to make alterations to Lytham Hall and some of its adjacent outbuildings.

1.1.2 The statement has been prepared by Neil Wall and Niall Phillips of Purcell Miller Tritton LLP who have been appointed as architects and conservation architects for the project. They have been assisted by the Heritage Trust for the North West, Kathryn Sather Associates, Martin Thomas Associates and other specialist professionals in the development of the proposals and the research and analysis which supports them. Of particular importance in providing background information are the following documents a copy of each of which is provided with the statement;

**Lytham Hall Conservation Management Plan** by Kathryn Sather Associates 2008

**Lytham Hall Options Appraisal** by Purcell Miller Tritton LLP 2008

**Lytham Hall Business Plan** by the Heritage Trust for the North West 2008.

1.1.3 The proposed works at Lytham Hall which are outlined in this application have been the subject of a successful Heritage Lottery Fund Round 1 Bid and with the matching funds currently being assembled the project cost will be in the region of £5million. A successful planning and listed building consent application is a key prerequisite of the Heritage Lottery Fund Round 2 Bid which will confirm their anticipated grant of just under £2million towards the project cost. It is anticipated that the Round 2 bid will be submitted in Autumn 2010.

### 2.0 Lytham Hall, Its Architect & Its History

2.1 Lytham Hall is listed Grade 1 as a building of national historic and architectural importance and is located on the Ribble estuary in the Lancashire seaside town of Lytham St Annes.

### 2.2 Lytham Hall

2.2.1 The origins of the current house date back to the C12 when a Priory was established in Lytham which survived almost till the Dissolution in 1539. The Priory's exact site is unknown but in the mid-C16 a new manor house had been built on the present site and by the early C17 it had become the seat of the Clifton family.

2.2.2 During the early C18 the Clifton family prospered and in 1752 Sir Thomas Clifton commissioned John Carr of York to design a new house which was completed during the early 1760's. Carr retained some of the earlier C16 house, remains of which are still visible in the Courtyard and West Wings, and added the fine new Palladian house which survives little altered today.

2.2.3 John Carr was one of the most eminent C18 English architects and built both country houses such as Harewood (1760), Tabley (1762) and Basildon Park (1776) and also public buildings such as the Court House in York (1765) and Buxton Crescent (1779). Lytham Hall was one of his early masterpieces and its interior particularly its stair hall, is regarded as one of his best works.

2.2.4 The Stair Hall is the centrepiece of Carr's design and is a fine double height space with a cantilevered stair and decorative plasterwork of the highest quality with a central ceiling panel depicting Jupiter surrounded by coffering, elaborate cornices, columns with Corinthian heads and cartouche panels on the side walls. The principal ground floor rooms include the Entrance Hall, Drawing Room, China Room and Dining Room and a secondary entrance, the North Hall, off which is the Library. These rooms all have decorative schemes of some quality, decorative plasterwork and in the case of the Dining Room a fine alcove with an original buffet design by Gillow. On the first floor the most important rooms are the suite of rooms on the south side, known as Lady Violet's Rooms after the last member of the Clifton family to occupy them and which include a fine bedroom with painted over mantel and good plasterwork. On the second floor is a particularly fine panelled room with a painted panel over its fireplace and two rooms lined with reused C17 panelling possibly from the earlier house.

2.2.5 The Courtyard Range to which Carr added his new Hall retains interesting and intriguing remains of the C17 house and possibly earlier buildings, including some fine moulded timber beams and floor joists and a long gallery which, above the existing ceilings, has the evidence of a barrel vaulted ceiling which ran along its length. In the late C19 where the Courtyard Range joins the Hall the Clifton's added a Billiard Room with a central rooflight and stained glass bay window looking into the courtyard and adjacent a small cabinet with fitted mahogany shelving to display their collection of Peruvian ceramics.

- 2.2.6 The Conservation Management Plan for Lytham Hall outlines the history of the house, its sequential development and Carr's work in great detail. A copy of the CMP is provided with this application in electronic format.

### 2.3 Recent History

- 2.3.1 The Clifton family's wealth had dwindled in the early part of the C20<sup>th</sup> due to the gambling debts of the heir at that time, Harry Clifton, and sections of the estate were sold off and developed or mortgaged. Eventually however the estate passed to its main creditors, Guardian Royal Exchange (GRE), in 1963. Guardian Royal Exchange retained the Hall and after upgrading works it was managed by them and used as offices, conference and training facilities and also as a company retreat. During their ownership access was given to the local community and space provided for a local history and archive group and for an education facility in the grounds. Although the Hall was maintained in reasonable condition by GRE no major upgrading works were undertaken after the 1970's with the consequence that large parts of the Hall are now largely unusable during the colder parts of the year and its services need complete renewal. The internal repair of its secondary spaces is poor and the repair of the state rooms is beginning to require significant attention.
- 2.3.2 In 1999 GRE determined that its use of the Hall could no longer be justified by its business and operational requirements and they decided to dispose of the building and place it on the open market. A small local community group, the 'Friends of Lytham Hall', attempted to buy the house and the 78 acres of park and woodland for the community and save it from commercial development. At the eleventh hour British Aerospace stepped in with a donation to cover the £1 million asking price and the Hall passed to Lytham Town Trust.
- 2.3.3 Lytham Town Trust had no expertise in the business of a major country house and heritage attraction and approached the Heritage Trust for the North West (HTNW) for assistance in the running and management of the Hall and its park. After an initial period of operation the Lytham Town Trust formalised the relationship by granting a long peppercorn lease (125 years) on the Hall to the Heritage Trust for the North West and made a commitment to provide support towards operational costs and the HTNW's capital funding requirements for the upgrading of the Hall. These arrangements are the basis on which the Heritage Trust for the North West has been able to begin to assemble the major funding necessary for the Hall's capital improvements including the recent Heritage Lottery Fund Round 1 approval. They are also the basis for the preparation and submission of the planning and listed building consent applications to which this design and access statement relate.
- 2.3.4 In 2007 the Heritage Trust for the North West was successful in obtaining a grant from the Getty Foundation to commence its development work for the Hall and commissioned a Conservation Management Plan (Kathryn Sather Associates) and an Options Appraisal (Purcell Miller Tritton LLP). These documents were completed in 2008 along with the Trust's business plan for the development of the Hall. The current proposals were developed from the

conclusions of this work and following extensive consultations with stakeholders in the project.

- 2.3.5 The documentation funded by the Getty Foundation also formed the core of a Round 1 application to the Heritage Lottery Fund for a major grant in 2009 which was successful on the basis of an anticipated Round 2 bid of just under £2million. This application for planning and listed building consent forms part of the HLF's required development work for the Round 2 grant application to confirm the main grant.

### 3 Client Brief

- 3.1 The principal objective of the Heritage Trust for the North West's brief for the Lytham Hall project has been to identify a proposal for the development of the Hall and the conservation of its fabric to maintain and improve its existing uses, provide enhanced public access and use and hence increased revenue towards meeting its future maintenance and management costs.

### 3.2 The Main Design Brief

- 3.2.1 The main components of the Trust's brief for the development of Lytham Hall are:

- To bring the fabric of the Hall and its decorative order back into the best possible condition and to conserve and reinstate its historic features to the highest conservation standards and as is commensurate with a Grade 1 historic building of national and international importance
- To retain and enhance the principle rooms of Carr's Mansion on the ground and first floors for public access as an important regional heritage visitor asset
- To use the secondary accommodation in Carr's Mansion primarily for revenue generating uses which are compatible with the historic and architectural importance of the Hall but so they can be managed to allow occasional public use and access
- To develop the Courtyard range ground floor to provide the supporting facilities required for a major heritage visitor asset including entrance and assembly areas, refreshment and catering facilities, introductory and temporary exhibition spaces, supporting retail, office, welfare, sanitary, cloakroom, storage and other accommodation
- To provide a glazed roof to the open central space of the Courtyard range in order to extend its use for assembly, functions, exhibitions and events
- To develop the first floor of the Courtyard range to house an interpretative exhibition on the Hall and its history, a temporary exhibitions gallery and to provide sanitary and service facilities for the upper floors of the Mansion
- To provide a new public entrance to the Hall which mitigates the problems caused by heavy use of the existing east and north porches and inner halls and allows separate and independent use of the West Wing and Stable Block and adjacent outside spaces
- To adapt the circulation to all parts of the Mansion and Courtyard to improve its clarity and ease of use, to maximise the flexibility of use of the building and its different parts whilst retaining security and privacy as necessary and to minimise the conflict between public and 'back of house' functions
- To provide access for disabled users to as much of the Hall as is compatible with its historic fabric

- To upgrade the Hall's environment, environmental control and thermal performance
- To improve the educational facilities for the site by the redevelopment and extension of the very small scale existing 'school room' in the Gardener's House
- To provide a retail facility with a focus on the wider park and estate visitors including facilities for plant sales, an outdoor sales area and to provide a secondary entrance and ticketing point for the Hall

3.2 Overriding these brief requirements is the Trust's instruction that all alterations, adaptation and improvements to the Hall must involve the minimum alteration to its historic fabric and be fully in line with the policies and constraints defined in the Conservation Management Plan.

### 3.3 Development Focus

#### 3.3.1 The Estate (Figure 1)

Lytham Hall sits in the remains of its original estate which comprises about 75 acres of parkland. The park includes two small lakes with extensive woodlands and walks and designed landscape features such as the Mount and the Parterre and Rose Garden to the south of the Hall which were surfaced over with tarmac in the 1970's for parking! At present there are no proposals to make any significant changes to the Estate although the Trust is currently undertaking an archaeological appraisal and feasibility to explore the possibility of restoring the Mount and the Parterre and Rose Garden. These works are not currently part of the present proposals but as they are developed if any statutory consents are required for the works they will be submitted under a separate application.

#### 3.3.2 The Hall & Its Buildings (Figure 1&2)

The key buildings on the estate are the main Hall (Carr's mansion) and the adjoining Courtyard complex to the rear which is made up of three 'ranges' around a central open court. The Bakehouse (currently the site office) and the Dairy adjoin the Courtyard complex running north to south from the junction of its north and west ranges. There is also a West Wing recently converted (2005/6) for a change of use to hold conferences, meetings and functions. The West Wing connects to the Courtyard at the junction of the south and west ranges, continuing west on an east to west axis.

There are additional secondary buildings located to the west (rear) of the main Hall and Courtyard complex. These include a Log Store, Kennels (or Pig Sties) and a large Stable Block arranged around a central service court. To the south west of the West Wing along the 'Monk's Wall' there is a small brick built Gardener's Cottage beyond which is a recently restored Privy. Lastly to the north west of the Stable Block is a fine octagonal Dovecot and at the entrance to the Park on the main drive is a pair of fine Gatehouses with magnificent wrought iron gates.

The Estate buildings subject to the proposed repairs and alterations under this application are:

- Main Hall
- Courtyard
- Bakehouse + Dairy
- The Log Store & Kennels
- Gardener's Cottage
- The West Wing Basement

No works are currently proposed to the other Estate buildings.



### 4.0 Current & Proposed Uses

- 4.1.1 During the previous ownership (Guardian Royal Exchange) public access was regularly provided to the Hall and hence, on a modest basis and in addition to its main use as an HQ training, conference, function/events venue and retreat centre, the Hall also became a local visitor attraction with exhibitions, room displays, a local archive room and a gallery.
- 4.1.2 Under the Heritage Trust for the North West these uses have continued with the public interest in the Hall and its parkland increasing but have been constrained by the condition of the building and in particular its lack of DDA compliant access, its very poor, obsolescent and inefficient services and its lack of provision of supporting facilities.
- 4.1.3 This application makes no significant changes to the overall proposed uses of the Hall or its grounds but does seek consent to change the way in which the uses are distributed across the buildings, adds some additional supporting uses and brings back into use areas which have currently fallen into disuse. The proposed changes in use are summarised on Table 1 below.
- 4.1.4 Table 1 : Lytham Hall Use Changes

Building/Area/Space	Current Use	Proposed Use
<b>Main Hall</b>		
<b>Ground Floor</b>	Heritage Attraction with full visitor access & interpretation (Non-DDA)	Heritage Attraction with full visitor access & interpretation (Full DDA)
<b>First Floor</b> (Lady Violet's Rooms - South)	Heritage Attraction with part visitor access (Non-DDA)	Heritage Attraction with full visitor access & interpretation (Full DDA)
<b>First Floor</b> ( North Rooms)	Conference & part unused (Non-DDA)	Self-catering holiday apartment with occasional public visitor access (Full DDA)
<b>Second Floor</b>	Currently unused – previous use offices and Lytham heritage archive space. (Non DDA)	Self-catering holiday apartment with occasional public visitor access (Full DDA)
<b>Courtyard</b>		
<b>Ground Floor</b>		
Old Kitchen & Butler's Pantry	Tea Rooms & Storage	New Entrance & Introductory Orientation Space (Full DDA)
Scullery & Larder	Prep Kitchen, Wash Up & Larder	Prep Kitchen, Wash Up & Larder
South Range	Stores & Sanitary Accommodation	Tea Rooms
Modern Kitchen	Kitchen & Disused Boiler Room	New Circulation Link Space & Reduced Size Forward Service Kitchen
Old Service Rooms (West Range)	Storage, Wine Cellar & Trust Offices	Rear Entrance Lobby, Wine Cellar&Trust Office

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<b>First Floor</b>		
'Peru Room'	Lobby & Display of Peruvian Ceramics	Lobby & Lift Access
Billiard Room	Heritage & Interpretation Space (Non-DDA)	Heritage & Interpretation Space (Full DDA)
Long Gallery	Gallery Space (Non-DDA)	Gallery Space (Full DDA)
Old Service Rooms (West Range)	Various Stores & Offices (Non-DDA)	Circulation Link, Peruvian Ceramic Display & Heritage Interpretation. (Full DDA)
Old Service Rooms (North Range)	Heritage & Interpretative displays (Non-DDA)	Heritage & Interpretative Displays (Full-DDA)
Sanitary Accommodation (North East Corner)	WC's (Non-DDA)	WC's (Full DDA)
Main Internal Courtyard	Open Roof – Assembly & Tea Room Overflow	Glazed Retractable Roof – Functions, Events, Exhibitions & Tea Room Overflow (Full DDA)
<b>West Wing</b>		
<b>Basement</b>	Temporary Archive Area	New WC's & Plant Room
<b>Ground &amp; First Floors</b>	Conference Space	Conference Space – No Change or Works
<b>Dairy &amp; Bakehouse Wing</b>		
<b>Ground Floor</b>		
South End	Trust Admin Offices	Trust Admin Offices
Dairy	Unused	Ice Cream/Summer & Soup/Winter Refreshment Service
<b>First Floor</b>		
South End	Admin Offices & Stores	Admin Offices & Stores
<b>Log Shed</b>		
Kennel Yard	Unused	Plant Sales
Main Shed	Storage	Plant, Retail & Secondary Entrance (Full DDA)
<b>The Gardener's Cottage (Bothy)</b>		
Ground & First Floors	Field Study & Education Centre	Field Study & Educational Centre
Extension	N/A	School Room (Full DDA)

- 4.1.5 All other buildings on the Estate illustrated in Figures 1&2 will remain in their current use and no alterations or works are proposed at present.

### 5 Access & Parking

#### 5.1 Access

- 5.1.1 The main entrance for all vehicles and pedestrians to the Lytham Hall Estate is on Ballam Road at the junction with South Park, just over 400m from the town centre of Lytham. The rear or service entrance to the Hall is off Forest Drive which links both to South Park and Blackpool Road. No changes are proposed to either of these two entrances.
- 5.1.2 The access drive from the main entrance on Ballam Road is single track with passing places and this has proved adequate during most of the time when the Hall is open to the public. For occasional major events a one way circulation system is used with incoming traffic using the main drive from the Ballam Road entrance and outgoing traffic using the rear entrance on to Forest Drive.
- 5.1.3 The Hall has very easy motorway access at Junction 4 of the M55 (A583), Blackpool to Preston (where it joins the M6), which is approximately 5km from the Hall via Ballam Road, Peel Road and the A583. This link does not require traffic to pass through the centre of Lytham itself.

#### 5.2 Public Transport

- 5.2.1 Lytham Hall has excellent public transport links with good, frequent services by both bus and rail and which can provide for sustainable access to the site for large numbers of users and visitors. The Trust provides information on the options for public access in its marketing material. The location of the local transport links are illustrated on Figure 3.

##### 5.2.1.1 Rail

Lytham Station is located less than 200m from the main entrance to the Hall and Estate on Ballam Road. The station has connections every hour to Blackpool with a journey time of 15-18mins and to Preston with a journey time of 22-25mins. From Preston there are frequent high speed connections to Manchester, Liverpool, Birmingham and London and northwards to Lancaster, Carlisle and Glasgow.

##### 5.2.1.2 Bus

Lytham has excellent bus services provided by a number of the Fylde Coast Metro Coastline Bus Routes which link Lytham to Blackpool, Kirkham, Cleveleys. The key Metro Coastline services for providing access to Lytham Hall are as follows;

- Line 11 – which runs every 7 minutes during the day between Saltcotes Road, Lytham, Blackpool and Cleveleys with stops directly adjacent to the entrances to the Hall on Ballam Road and Forest Drive

- Line 7 – which runs every 15 minutes during the day between Wesham, Lytham Square, Blackpool and Cleveleys with stops at Lytham Square about 400m from the main entrance to the Hall
- Line 2 – which runs every 30 minutes during the day between Knott End Ferry, Blackpool, Lytham Square, Kirkham and Wesham with stops at Lytham Square about 400m from the main entrance to the Hall.

### 5.3 Cycle Access

- 5.3.1 Lytham Hall is directly adjacent to the National Cycle Network Route 62 which passes the main entrance on Ballam Road. NCN Route 62 connects directly with NCN 68 and 90 which link from Blackpool through to Preston and towns such as Blackburn beyond. These links give excellent access by cycle to the Hall from the Fylde and wider region. NCN Route 62 also passes through Lytham Square, about 300m from the entrance to the Hall and along the seafront.
- 5.3.2 There are currently no cycle racks at the hall but provision for twelve cycle racks to detailed design are proposed at the entrance to the Stable Block Car Park.

### 5.4 Parking

- 5.4.1 The Hall currently has three main parking areas as follows;
- The Stable Car Park – this area provides for 26 spaces
  - The Main Car Park – this area provides for 78 spaces with overflow areas for busy periods during events
  - The Parterre – this car park provides for up to 50 spaces however its use is not encouraged due to its location and visibility from the front of the Hall. The Trust constructed the Main Car Park to replace the Parterre Car Park and is currently developing proposals for the reinstatement of the historic landscape and gardens in this location. These proposals will be the subject of a separate planning application in due course.
- 5.4.2 The landscaping of the Parterre Car Park will result in a reduction of the current formal parking provision for visitors to 104 spaces, excluding the overspill areas which add a further 50-80 spaces.
- 5.4.3 For exceptional large weekend events and functions where additional car parking is required the Trust has an agreement with Axa Insurance to use their car park opposite the main Hall on Ballam Road.
- 5.4.4 The Trust considers the existing parking provision adequate for the foreseeable future and is not proposing any increase or new provision.

#### 5.5 Disabled Parking

- 5.5.1 The Trust currently provides two marked disabled parking spaces adjacent to the Log Shed. These spaces will be retained but relocated adjacent to the end of the West Wing and supplemented with a further two spaces directly to the west off the loop drive.
- 5.5.2 At the Trust's discretion further disabled parking can be provided when necessary directly adjacent to the main Hall on the extensive drive areas. Parking is not encouraged on these areas during normal operation of the Hall to avoid their visual impact.

#### 5.6 Coaches

- 5.6.1 The Trust can accommodate three coaches parked on the road loop to the west of the Hall adjacent to the Log Shed and Stable Block. This provision will be retained and no increase is proposed. Coaches enter via the main Ballam Road entrance and leave via the Forest Drive entrance.

#### 5.7 Service & Delivery Vehicles

- 5.7.1 All deliveries currently arrive via the main entrance on Ballam Road. It is the Trust's intention during peak periods that service vehicle access will be via the rear entrance from Forest Drive. No changes are proposed to the layout of either entrance.

### 6.0 Main Hall & Courtyard Scheme Proposals

#### 6.1 Design Objectives

6.1.1 The key objectives of the proposed main changes to the Hall and Courtyard at Lytham are;

- To make more of the Hall accessible to visitors
- To mitigate the problems of larger visitor numbers by dispersing visitors through more of the building.
- To mitigate the problems of visitor flows at peak periods by offering alternative routes and activities
- To create a new multi-purpose central visitor area
- To provide better facilities for a broader range of visitors

#### 6.2 Main Scheme Proposals

6.2.1 To achieve these objectives and to meet the brief requirements set out in Section 3 above the current proposals described in the planning and listed building consent application involve the following;

- Creating a new entrance and reception/orientation space on the north side of the Courtyard at the junction with the main Hall and close to the Hall's North Hall
- Roofing over the central Court with a moveable glazed roof to create a multi-purpose space for exhibitions, refreshments, functions and activities.
- Re-locating the main Tea Room to the south range of the Courtyard and creating an external terrace facing southwards across the restored gardens and Mount
- Providing new sanitary facilities accessed directly from the central Court and entrance facilities
- Installing lifts to provide full disabled access to all parts of the upper floors of the Hall and Courtyard
- Making minor alterations to the Hall to create a paying visitor route through the Hall's principal rooms at ground and first floor and with the possibility of providing extended visitor access to the second floor when not otherwise in use
- Making alterations to create a route around the first floor of the Courtyard for the installation of new interpretative exhibitions and a gallery space for temporary and special exhibitions which will be accessible without charge.
- Making minor alterations to provide a small holiday apartment on the north side of the first floor and a second larger holiday apartment on the second floor.
- Converting the Log Shed to a main retail outlet with a focus on the wider Estate and to provide a secondary entrance and ticketing point during busy periods

- Converting and extending the Gardener's Cottage to provide a self-contained education facility

### 6.3 Circulation

- 6.3.1 Circulation and its clarity is an important element of the proposals due to the complex pattern of existing and proposed uses. The historic fabric of the main Hall and its sensitivity makes reducing the visitor 'load' to the main Hall essential alongside structuring visits to spread the load through the working day especially during peak seasons. The Trust anticipates introducing a timed ticket entry system. This makes it important to provide a secondary visitor offer which absorbs visitors whilst they are waiting their allocated tour time and to provide entrance facilities for visitors when they first arrive without them needing to access the main Hall.
- 6.3.2 To achieve this a new main visitor entrance is proposed via the Butler's Pantry area adjacent to the Old Kitchen on the north side of the building. The entrance is highlighted by a new glass canopy roof and a stone screen wall and plinth visible as visitors round the main front elevation of the Hall en route to the car parks. The Old Kitchen becomes the welcoming point for visitors and its position directly adjacent to the main Courtyard allows visitors easy access to the supporting ticketing, refreshment and sanitary facilities around the courtyard. Immediately adjacent to the new entrance point is the new main circulation focus which provides visitor access to both the main Hall and the first floor interpretative exhibitions. Lift access to the ground floor of the Hall and the first floor of the Courtyard range is provided at this point. The space necessary is created by reducing the size of the existing forward kitchen and moving it across to occupy the vacant space previously occupied by the old boiler room.
- 6.3.3 Visitors can access the main Hall when their tour is timed either by going through a new opening formed into the rear of the Stair Hall or by going back out with their ticket to the main Hall front doorway or the entrance into the North Hall. Circulation for visitors in the main Hall is then as existing. Access to the upper floor holiday accommodation is via the secondary service stairway via the North Hall.
- 6.3.4 The main interpretative exhibition is on the first floor of the Courtyard range and to avoid 'deadends' requiring visitors to back track along their route a circular route has been provide to bring visitors back to the point where they started. The modern wall to the north side of the corridor inserted through the upper part of the Old Kitchen is replaced with a glazed balcony handrail and a new stair links the route back down into the Old Kitchen significantly improving the legibility of the route and visitor orientation. The circular route requires minor alterations to the partitions on the west side of the first floor and the relocation of the Edwardian cabinets which house the 'Peruvian' collection.
- 6.3.5 Ground floor circulation in the Courtyard Range is significantly improved by the installation of a glazed roof to cover the central open courtyard which then gives covered access between all the visitor facilities and between all parts of

the main Hall, Courtyard Range and the West Range conference and function facilities as well as providing a large flexible multi-purpose central space for large gatherings and functions. Alterations to the ground floor on the west side of the Courtyard Range help improve circulation and to provide access to new sanitary facilities being provided in the east end of the basement of the West Range, and importantly open up the earlier C16/C17 fabric of this part of the building for viewing by visitors, especially the fine first floor beams and ceiling structures.

6.3.6 The conversion of the Log Shed to a 'Park' orientated retail facility and a secondary ticketing point gives flexibility during busy periods and when the main Hall and Courtyard are either closed or in use for other functions than visitor access. It also controls use of the external courtyard garden between the West Range and Stable Block to allow its use as a private external space when weddings or similar functions are held in the West Range – this reduces the demand for marquees on the main front lawns of the Hall.

6.3.7 Vertical circulation is via the existing stairs except where outlined above and by the installation of new lifts. The design and planning of the proposed lift provision is driven by the desire to provide the fullest possible access to all parts of the building, the complexities of the differences in floor levels between the main Hall and Courtyard Range and the wish to minimise the impact of lifts on the historic fabric of the Hall. The proposals show a new lift from ground to first floor of the Courtyard Range located in the existing service hallway/kitchen immediately behind the main Hall and directly adjacent to the proposed new visitor entrance. This lift has an intermediate stop at the level of the main Hall ground floor allowing disabled access to the main Hall from the new entrance. A second lift is provided within the main Hall in the position now occupied by the first and second floor bathrooms of the Hall which are modern. The lift is access from the Billiard Room by a new opening formed in its east wall and gives access to the first and second floor of the Hall providing disabled access to all parts of the main Hall upper floors and the Courtyard Range. It should be noted that this lift only travels from the first floor of the Courtyard level with the space below being retained to provide continued access from the relocated forward kitchen to the Dining Room. A platform lift is provided to give trolley access for food service between the relocated forward kitchen and the Dining Room.

6.3.8 The circulation planning is illustrated on Figures 4&5

#### 6.4 Disabled Access

6.4.1 The lift proposals outlined above combined with the existing lift provision in the West Range will provide an exceptional level of access for wheelchair users to a major historic building and give full access for all visitors and staff to all parts of the Hall, Courtyard and West Range. With the implementation of these proposals only secondary service accommodation on the first floor of the Bakehouse does not have DDA compliant access.

6.4.2 Existing door openings and corridors are generally of an adequate width for wheelchair access and where they are not at the north west corner of the first



floor of the Courtyard Range the partitions are being modified to create the circular visitor roof and these minor alterations will include improvement of the doors and corridor width in that location.

- 6.4.3 Induction loops will be provided in all main visitor areas. Braille signage, visible alarm indicators, specialist lighting and other provision to improve access in compliance with the requirements of the Building Regulations and DDA will be provided.

#### 6.5 Repairs & Fabric Conservation

- 6.5.1 Although fabric repairs do not require listed building consent the main repairs and their extent are nevertheless indicated on the drawings submitted for approval. The repairs follow the SPAB philosophy of;

- Repairing fabric rather than its renewal or replacement except where weathering would make repaired fabric vulnerable
- Use of materials, details and specification to match the original except where the existing are deficient and their retention would cause continued problems of weathering or decay in the future
- Making all repairs and alterations reversible
- Making new insertions and alterations legible and of a contemporary design

- 6.5.2 The proposed repairs are indicated and described in detail on the drawings that accompany this application on may be summarised as follows:

- The careful stripping of the existing slate roofs, the installation of insulation, the installation of a breather membrane and the relaying of the existing slate to the original coursing and detail. Any shortfall made up in Welsh slates strictly to match existing dimensions and gauge.
- The re-pointing of the existing walls as required in lime mortar. (Specialist tuck-pointing to the main house).
- New lead work throughout to LSA details. New back (abutment) gutters, parapet gutters, lead rolls to ridges and hips, and new lead flashings at all abutments of roofs to masonry
- The cleaning of the brickwork with particular focus on areas localised to failed rainwater goods where algae growth has occurred
- Careful removal of spalled bricks with replacement in new soft handmade bricks to match existing.
- Careful removal of plastic paints to all stonework using non-invasive methods such as poultice and re-painted in lime or breathable mineral paints.
- Repair of the existing Billiard Room roof lantern to match original details
- The overhaul and repair of the existing cast iron rain water goods with any replacement sections to exactly match existing.
- Removal of external surface mounted wiring, removal of metal wall fixings and removal of steel fire escape and associated making good.

- The overhaul and repair of the existing external timber doors, windows and shutters with re-puttying of glazing and retention and servicing of original ironmongery
- Local internal structural repairs and strengthening to existing floor and ceiling joists
- Minor repairs to internal plasterwork including replacement of areas of collapsed ceilings and local re-hanging. All new plaster to be in lime based plaster.
- Conservation and repair of existing decorative plasterwork detail throughout
- The repair and upgrading of existing interior panelled doors using intumescent varnish and paints and retention and servicing of existing ironmongery
- Conservation of other internal joinery and metalwork including main staircase, internal screens and other detail.
- Repair and re-pointing of stone floors to ground floor areas using lime mortars.
- Conservation of decorative schemes to principal rooms
- Internal redecoration throughout using breathable finishes.

6.5.3 The existing modern fire escape which disfigures the rear elevation of the main Hall and the external south elevation of the Courtyard Range will be removed.

6.5.4 The proposals include the reinstatement of the Clifton coat of arms to the pediment of the Hall's front elevation. The reinstated coat of arms will be in painted, hand carved hardwood to replicate the original design established from research of old photographic and archival evidence. The front elevation drawings (Ref: 370(PL)12&13 and 370(LBC)07) illustrates this using an approximate scaled photomontage from an early C20th image of the Hall's front elevation. Further details and working drawings will be provided for approval by the planning authority prior to commencement of the works on site.

## 6.6 Fabric Alterations

### 6.6.1 Main Hall

The alterations to the main Hall have been kept to a minimum and no visible alterations are made to its principal rooms. The main alterations include;

- A new opening in the rear wall of the Stair Hall detailed to match the existing adjacent openings and concealed under the stair landing to provide internal visitor and disabled access from the Courtyard Range
- Minor alterations to the modern bathrooms on the south side of the main Stair Hall to allow the insertion of new lifts – these works also allow the removal of the very unsightly external metal fire escape structures.
- Forming a new discrete entrance and fire door to the proposed first floor apartment and the forming of a new door to create an internal

route through the china/linen store from the front rooms through to the first floor north rooms.

- Relocating the exiting fire screen at second floor level
- Removing and re-planning the modern second floor sanitary accommodation to provide bedrooms with ensuite bathrooms for the second floor apartment.
- Reinstating the subdivision of the large north east room on the second floor to provide a new bedroom with ensuite bathroom and dressing area.
- Sealing and fire-proofing the existing doors on to the secondary stair landings from the new holiday apartments.
- Provision of improved roof access and internal crawl ways to main Hall roof to improve maintenance access

#### 6.6.2 Courtyard Range

The alterations to the Courtyard Range are more extensive than those to the main Hall due to the focus of visitor activities in this area. They include;

- Forming a new entrance through the Butler's Pantry using the existing window opening and lowering the existing cill, retaining the window jambs and constructing a new glazed entrance canopy.
- Forming a new internal lobby behind the new entrance by moving the existing kitchen to the south to occupy the old boiler room
- Removing modern partitions on the south side of the ground floor to create a new tea room overlooking the Parterre and Rose Garden and re-locating the sanitary provision to the basement of the West Range.
- Converting two existing window openings to provide glazed door access to external seating areas for the tea rooms retaining the existing heads and jambs
- Removing C19 partitions adjacent to the rear courtyard entrance to improve circulation and reveal the interesting C16/17 floor structures
- Altering the partitions at the north west corner of the first floor to create a circular visitor route and improve fire escape provision
- Relocating the display cabinets housing the 'Peruvian' collections to allow the creation of a first floor linking lobby and the insertion of the main lift
- Forming a new door between the Billiard Room and the lift service shaft in the main Hall
- Altering the modern wall to the first floor corridor along side the upper part of the Old Kitchen and its replacement with a glazed balustrade to reinstate the original form of the space alongside the insertion of a new stair to link ground and first floor levels and provide direct circulation between the entrance and exhibition spaces for visitors
- Installing a new purpose designed retractable glazed roof over the external courtyard space with the retention and repair of the existing slate pentice roofs to provide a major new multi-purpose space and to provide protected internal circulation between all parts of the Hall, Courtyard Range and West Range

#### 6.6.3 West Range

The changes to the West Range are minimal and involve;

- Subdivision of the east end of the basement to provide new public sanitary facilities and new plant room
- Creation of improved access to the basement level

#### 6.6.4 Bakehouse & Dairy

No alterations are proposed to the Bakehouse and Dairy as part of this application.

### 6.7 Building Services

6.7.1 The major constraint on the use of Lytham Hall is the obsolescence of its services installations – its heating, ventilation, power and lighting systems which were installed in the early 1970's. As a consequence the major part of the building is entirely unusable through the winter and effectively through the spring and autumn when the services are not able to respond either sufficiently or economically to make the internal spaces comfortable to use. Complete renewal of the services is therefore proposed.

#### 6.7.2 Heating and Water Services

The heating system will be replaced by a low pressure hot water gas fired system. Pipe runs will be from a new plant room and boilers located in the basement of the West Range and as far as possible will follow existing runs using existing openings in walls and with a minimum of new builder's work including using existing holes through joists and beams and the voids between floor and ceiling joists on the upper floors of the main Hall. All pipework will be concealed.

Heat emission in all principal rooms and all exhibition and display rooms will be through concealed perimeter trench heaters with metal covers to detail or underfloor systems allowing the removal of all existing heat emitters from walls and panelling. Where trench heaters or underfloor heating cannot be used pillar radiators will be specified. The courtyard area beneath the new glazed roof will have underfloor heating sufficient to provide background heating only. The detailed heating installation fabrication drawings and pipework routing details will be provided to the planning authority for approval prior to installation. Local electrical water heating will be provided where

#### 6.7.3 Electrical and Power Systems

New power and lighting systems will be installed throughout and where possible all existing switches, sockets and plates, fittings, chandeliers and luminaires to principal rooms and of historic interest will be repaired and refurbished. Existing modern fittings are of poor quality and will be comprehensively replaced to a detailed schedule. The new electrical systems

will include emergency lighting, security and fire alarm systems throughout to a high technical specification.

Fire detectors will be concealed aspirant detectors. All new fittings will be selected, located and fixed in positions to be agreed with the planning office prior to commencement of installation and will be positioned in locations where their impact on the historic character of the spaces is minimised.

A comprehensive WiFi system will be installed to provide data and telecom services without distribution wiring.

A new lightening protection system will also be installed.

#### 6.7.4 Internal & Above Ground Drainage

New internal plumbing will be installed throughout with all drainage pipework concealed within floor and ceiling voids and new vertical ducting. Detail plumbing arrangement and routing drawings will be provided to the planning authority for approval prior to commencement. Existing external foul pipework will be modified to reduce its impact as illustrated on the proposed elevation drawings.

#### 6.7.5 Main Foul Drainage

The Hall's existing drainage is to a septic tank located to the south west of the main front elevation of the Hall. Although the system is of unknown capacity it has been in effective use throughout the current and previous ownership and has been regularly serviced. It is believed that it will be of sufficient capacity for the anticipated use of the Hall having functioned previously when the building was in intensive use as the GRE headquarters and main conference and training facility. Outfall is primarily to field drains in the open areas to the south and west of the house but may also be connected to an old brick drain along the drive to the Lygard Brook. Recent testing of the outfall of this drain confirmed adequate purity of discharge.

#### 6.7.6 Mains Services

All other mains services are connected and are adequate for the proposed changes in use of the Hall.

### 6.8 Sustainability

- 6.8.1 The Heritage Trust for the North West has adopted a policy of maximising the sustainability of its proposals for the Hall, a policy it describes as 'Greening the Hall'. Wherever compatible with the historic fabric of the Hall principals of sustainable design will be applied. Passive design solutions will be adopted wherever possible; for example, the use of natural ventilation improved by making windows serviceable and natural daylighting with minimal supporting artificial lighting.

- 6.8.2 Insulation will be installed throughout the building's roofspaces, in the voids between floors and below floors where made accessible by the works. All existing window shutters will be made operable to improve the thermal performance of windows at night and during the day when spaces are not in use. New windows and the glazed roof to the courtyard will be double glazed.
- 6.8.3 Dual flush sanitary systems will be used, supported by grey water storage and distribution to all sanitary accommodation in the public areas of the building.
- 6.8.4 Low energy lighting will be specified throughout and all existing fittings where possible will be adapted to use low energy bulbs. A comprehensive energy management system will be installed throughout. Lights in the principal rooms, public and exhibition and display areas, conference and meeting rooms and sanitary facilities will be activated by movement detectors. All external lighting will be activated by detectors
- 6.8.5 Heating distribution will be zoned to minimise the heating of areas not in use and all distribution pipework will be insulated where possible. New high efficiency condensing boilers will be specified.

#### 6.9 **Alternative Energy Sources**

- 6.9.1 The Heritage Trust for the North West has commissioned a feasibility study into the potential for energy generation and on the basis of the study conclusions is proposing to install a ground source heat pump system. This will be laid out in the lawn areas to the front of the main elevation and/or beneath the restored Rose Garden with a preliminary layout as indicated on the submitted drawings. The detail of the installation will be subject to an archaeological appraisal of the below ground heat exchange pipework area and confirmation of the eventually selected specialist contractor's requirements.

No part of this installation will be visible above ground.

- 6.9.2 Photovoltaic solar panels will be installed on the concealed south facing internal slopes of the main Hall roof where they cannot be viewed from ground level.

#### 6.10 **Building Regulations & Fire Protection Strategy**

- 6.10.1 To ensure the proposals described in the planning and listed building consent applications will be compliant in principle with the provision of the Building Regulations the proposals have been discussed with Fylde Borough Council Building Control and the Lancashire Fire & Rescue Service. Their views have been taken into account in finalising the planning proposals. The key sections of the Building Regulations which will have to be met unless waivers are applied for are;
- Part A – Structure
  - Part B – Fire Performance & Escape
  - Part L – Environmental Performance

- Part M – Disabled Access

#### 6.10.2 Part A Structural Compliance

The building has been surveyed by the project structural engineer and is in reasonable structural condition with no major problems evident. The proposed uses will impose loadings that are unlikely to exceed the structural load bearing capacity of the existing fabric. New works will require some adaptation of the existing building structure which will be subject to the engineer's detailed design but will not have any visible implications as all structural upgrading will be concealed within the existing fabric.

#### 6.10.3 Part B Fire Performance & Escape

The proposed scheme and the proposals for fire escape and protection of the Hall have been developed following consultation with Fylde Borough Council Building Control to ensure that the proposals will comply with current fire safety legislation. The scheme was also discussed with Lancashire Fire and Rescue who have also agreed the approval of the scheme in principle

The main strategic elements which help to achieve current statutory fire safety compliance are:

- A new north east public entrance in the north east corner of the Courtyard providing a new entrance and escape located centrally in the building plan which gives good links from all areas of the building.
- A new fire compartment lobby area to the rear of the main house directly linked to the new Courtyard north east entrance and escape, the new platform lift, and the secondary stair in the main house.
- The existing North Entrance Hall on the north side of the main house will be upgraded as a 60 min compartment to offer a secondary safe means of escape through the house to the existing door on the north elevation of the main house. This will be achieved by the use of intumescent clear varnishes or opaque intumescent paints on doors and joinery according to their existing finish, installation of smoke seals in jambs and the installation of concealed door closers
- The existing main house secondary stair will be upgraded to provide a fire rated compartment for vertical escape. The stair will provide safe escape from all areas of the main house and also the eastern half of the courtyard complex. Fire rated compartments will be achieved by upgrading existing paneled doors with intumescent paints and varnishes as above.
- The existing secondary stair in the west range of the courtyard complex is located in a position which is useful to offer escape from the west half of the complex. The area around the stair will be modified to create a fire rated vertical compartment for escape. The existing ground floor west exit door is in close proximity to the stair providing safe escape to the outside of the building.
- Sophisticated alarm and detection will be provided within the building to help protect the very significant historic fabric. At the same time,



providing excellent measures to ensure that people are evacuated safely and within good time.

- Due to the new levels of detection and improved safe means of escape it has been agreed with Fylde Borough Council Building Control and Lancashire Fire and Rescue that the existing (non-compliant) steel escape stair on the rear of the main house can be removed.

#### 6.10.4 Part L Environmental Performance

The proposals include a complete renewal of the Hall's services installations and alongside this the upgrading of the performance of the Hall's fabric. All the Hall's roofs will be upgraded with insulation and breather membranes to improve the current thermal performance of the buildings. Floor voids will be insulated and all ground floors where taken up to facilitate the works will be insulated. The existing windows and their shutters will to be overhauled which will help to control the internal environment of the house reducing the requirement for heating in the winter and cooling in the summer. As far as possible passive environmental control will be used; for example, opening windows for ventilation

A major part of the energy used to heat the building will be provided by ground source heat pump - see drawing 370 (PL) 21 for areas of proposed bore array. Photovoltaic solar panels will be fitted to non-visible roof slopes – see 370 (PL) 07.

As the detailed design progress further work will be undertaken to ensure compliance with Part L.

#### 6.10.5 Part M Disabled Access

A primary incentive and focus of the proposed alterations is to provide access for disabled users in compliance with the Building Regulations and the provisions of the DDA. The scheme will provide access to all areas of the main Hall and Courtyard complex through the installation of two new platform lifts as outlined above. Minor alterations to the existing fabric between these lifts has been proposed to ensure that we can achieve compliant level access.

### 6.11 New Work Design Approach and Philosophy

6.11.1 The extent of the new works and alterations to Lytham Hall are limited in their scope and hence its impact on the historic fabric is limited. The main significant elements of new design which will be visible to user and visitors will be as follows;

- The new north entrance to the Courtyard
- The new stair and glazed balustrade to the Old Kitchen
- The new roof to the open Courtyard
- New external doors to the tearooms



6.11.2 The design approach with each of these elements is to make them contemporary and to differentiate them from the existing fabric but using material which will be resonant with it. The elements will be detailed to be reversible in the future.

#### 6.11.3 New Entrance to Courtyard

This is detailed as a simple mono-pitched glass canopy projecting out from the north elevation of the north range of the Courtyard to the point where it is visible to visitors arriving around the north elevation of the Hall on the main entrance drive and acts as a signal to the main public entrance. The canopy is supported by an ashlar stone wing wall with a seat detail and provides the opportunity for a discrete welcoming sign using carved lettering in the masonry. The actual opening into the building is formed using the head and jambs of the existing window to the Butler's Pantry with the installation of new glass doors to detail. This would allow reinstatement of the window in future. The new entrance is illustrated on drawings reference 370(LBC)31&32.

#### 6.11.4 New stair and balcony to Old Kitchen

This new stair is to be detailed in powder coated mild steel with oak treads and a glass balustrade. The use of glass for the balustrade is to maximise the visibility of the Old Kitchen's fabric and its architectural volume and to minimise the impact of the stair in the space.

#### 6.11.5 New Roof to Open Courtyard

This new roof is detailed entirely in glass and fits between the eaves of the existing pentice roof. New structural fins are introduced to carry its structural loads at the eaves. The profile of the glazed roof is simple and new accessible gutters are formed at the junction with the pentice roofs. The roofs are insulated and fitted with new plastered soffits between the principal beams and purlins. The roof is illustrated on drawing reference 370(LBC)30.

#### 6.11.6 New Doors to Tearooms

Two new doors are proposed to give access from the proposed tearooms to an external terrace facing southwards over the gardens towards the Mount. The doors are to be formed in existing window openings retaining their heads and jambs and lowering their cills allowing the windows to be reinstated in future if required. The new doors will be frameless glass doors fitted direct to the jambs openings.

## 6.12 Heritage Impact Assessment

6.12.1 The Options Appraisal provided in support of this submission outlines the range of planning and design options considered for Lytham Hall prior to the development of the preferred option for the project. A key issue in appraising the possible options was the impact of each on the Hall's historic fabric and achieving an appropriate balance between the brief requirements, current legislative requirements, current environmental standards and user expectations and the conservation of the Hall's historic fabric to the highest possible standards.

6.12.2 The impact of each of the proposed alterations to the Hall's fabric has been assessed and compared with the benefits which accrue and alterations only included in the proposed where significant benefits will result. The main alterations, their impact and the benefit which arises are outlined on Table 2 below.

6.12.3 Table 2 : Heritage Impact Assessment.

Alteration/Change	Heritage Impact	Conservation or Use Benefit
<b>Main Hall</b>		
First floor alterations to create holiday Let apartment	Requires insertion of new screen and door behind landing arch to create fire separation. Requires retention and sealing of existing door to service stair landing. Requires creation of new opening into back of china cupboard to create route between apartment rooms.	Allows creation of a self-contained holiday apartment with independent access from North Hall with significant income generation potential. Maximises first floor space use. Provides occasional public access to furnished rooms. Improves fire separation and escape provision.
Second floor alterations to create large holiday let apartment	Requires re-positioning of existing (1970's) glazed fire screen. Requires retention and sealing of existing door to create fire separation. Requires re-planning of modern sanitary accommodation on north side and alterations to existing modern partitions to provide new self-contained bedrooms and facilities. Requires reinstatement of original subdivision of bedroom to north east corner to create new en-suite bedroom. Requires redecoration of internal doors with intumescent paints or varnishes as appropriate with the addition of concealed smoke seals to improve fire separation.	Allows creation of large holiday apartment with independent access from North hall with significant income generation potential. Maximises second floor space use. Provides occasional public access to furnished rooms. Improves fire separation and escape.

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Insertion of new door to Stair Hall (under landing)	Requires new opening through main rear wall of Hall into the Stair Hall	Allows provision of disabled access from new entrance into ground floor of main Hall. Provides alternative main route for users into Hall without need to pass through service stair hall.
Installation of lifts	Requires removal of two modern bathrooms (mid C20) and alterations to first and second floor structures and joists of main Hall.	Provides full DDA compliant access to all floors. Allows removal of external fire escape.
<b>Courtyard Wing</b>		
Formation of new entrance facilities in Butler's Pantry	Requires alteration of window with retention of head and jambs to form new entrance doorway. Requires new opening in wall to Old Kitchen. Assumes new glazed canopy and entrance screen on north side of Courtyard Range. Requires thinning and clearance of shrubs adjacent.	Creates a new public access to the Hall which relieves need to use main Entrance Hall and North Hall of Hall for primary public access thus reducing user load on sensitive historic fabric. Reduces need to alter historic spaces in main Hall to provide reception facilities. Allows creation of separate access to Courtyard Range facilities and improved visitor management. Allows flexible use out of hours and improves security.
Creation of new linking lobby, lift and stairs adjacent to Butler's Pantry	Requires alteration to existing steps and route through service stair to North Hall. Requires removal and re-building of north wall to existing kitchen and extension of kitchen into old boiler room. Requires relocation of early C20 cabinets housing 'Peruvian' collections on first floor.	Provides a legible, spacious central focus to circulation between the Courtyard Wing and the main Hall significantly improving visitor circulation. Provides for lift access to first floor of Courtyard Wing and link to lifts in main Hall – essential to fully DDA compliant access throughout building. Allows security improvements and facilitates independent use of main Hall and Courtyard out of hours. Links new kitchen provision with proposed tea rooms facilities in South Range of Courtyard Wing.
Alterations to Old Kitchen, insertion of new stair with fully glazed handrail and creation of new balcony route	Requires removal of modern wall forming first floor corridor. Requires insertion of new architectural element.	Creates new orientation space directly next to entrance point. Creates important visual linkage between main visitor orientation space and first floor interpretation areas. Restores original volume of Old Kitchen. Creates direct and legible route back to entrance from first floor and vice versa.

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Retractable glazed roof over open courtyard	Insertion of new architectural element to courtyard	Creates essential large multi-purpose space for assembly, functions, exhibitions, refreshment use. Provides enclosed covered routes between main Hall, Courtyard and West Range. Provides environmentally controlled space to all ground floor spaces off Courtyard significantly improving their environmental performance and usefulness.
Ground floor alterations to west range of Courtyard	Removal of later C18 timber partitions (possibly earlier relocated partitions) and alteration of existing spaces adjacent to rear Courtyard entrance	Improves legibility of entrance and links to West Wing basement sanitary facilities and upper floors. Allows fine C16/17 ceiling beams and joists to be exposed to view and partially reinstates the original spaces below them. Improves visitor circulation and management.
Ground floor alterations to south range of Courtyard	Removal of cross partitions to existing sanitary accommodation. Alterations to two existing windows to create new doors to south terrace in front of proposed tea rooms	Allows creation of new larger tea rooms with south facing external garden terrace and good linkage to kitchen for service. Allows use of fine panelled Bailiff's Room for private tea room. More effective use of ground floor spaces off Courtyard.
First floor alterations to west range of courtyard	Some removal and local re-organisation of C18 partitions	Opens up circulation of important first floor visitor and exhibition areas creating circular route and avoiding circulation 'dead ends'. Creates space for relocation of Edwardian cabinets housing 'Peruvian' collection. Improves fire escape and disabled circulation.
First floor alterations to sanitary accommodation and floor at north east corner	Requires removal of modern existing female sanitary accommodation and local adjustment of first floor levels adjacent.	Allows provision of full disabled access to entire first floor level of Courtyard. Creates new male and female sanitary accommodation adjacent to entrance and at link to main Hall. Completes circular visitor route at first floor.
Creation of new doorway to lift in Billiard Room	Requires new opening thorough rear wall of main Hall into new lift shaft formed above Dining Room service lobby.	Provides only possible access to main lift to give full DDA compliant access to main Hall first and second floors and linkage to visitor entrance and orientation.

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West Wing		
Creation of new sanitary facilities and plant room in vaulted basement of West Wing	Requires sub-division of existing space to create separation. Requires alterations to stairs and ground floor partitions to create route down. Requires creation of accessible WC facilities on ground floor adjacent	Excellent WC provision for visitors immediately adjacent to main gathering space and refreshment functions in Courtyard and to West Wing conference facilities. Locates plant room in good location for service routes to main Hall and incoming mains services. Avoids using restricted space on ground floor for same provision.

### 7 Log Store + Pig Sty - Parkland Shop and Plant Sales

#### 7.1 Description

7.1.1 The existing log store and pig sty form the western boundary of the rear courtyard to the west of the Hall. The log store is a simple single open space with double doors on the west elevation and a door in the east elevation facing the rear of the main Hall. It is in brickwork with a simple pitched hipped clay tile roof with glass tiles providing limited internal lighting but no other windows. Adjacent to the Log Store and facing on to the holding yard are a series of small low enclosed structures believed to be either kennels or pig sties with accompanying storage areas. The holding yard is enclosed by a high brick wall and has double timber gates and a single timber gate to provide vehicle and pedestrian access. The buildings are in fair condition but are unconverted.

7.1.2 Internally the Log Store is very simple with a single open space, un-plastered brick walls a partly cobbled floor and an exposed roof structure with no internal soffit.

7.1.3 The buildings have a total internal floor area of 139sqm and the holding yard an external area of approximately 80sqm.

#### 7.2 Log Store Proposals – A Parkland Shop

7.2.1 The proposals outlined in this application transform the existing log shed into a parkland shop and secondary ticketing point for the main Hall and Park events, and the holding court and kennels to an external planting sales space. The existing large double doors are repaired and retained and held back in the open position when the building is in use. Immediately behind the original doors a new frameless glazed screen with inner double doors is proposed. A single new opening is formed in the north wall to create access from inside the proposed shop to the holding yard and the existing door in the east wall is retained to provide access through into the garden courtyard beyond in front of the West Range.

7.2.2 In the main log shed space no major alterations are proposed except the lining of the roof soffit between the principal rafters with a stained softwood boarded soffit and insulation and a new breather membrane above. The existing cobble floor where it survives will be carefully lifted and a new ground slab with insulation and underfloor heating installed and the cobbles then re-laid to the original floor level with new cobbles to replace those missing and a section of new York stone paving slabs to provide a wheelchair accessible surface between the entrance, service counter and doors to the holding yard and rear garden courtyard. The existing walls are to be retained, re-pointed as necessary and lime-washed. A new oak service counter to detail is located in the north east corner of the space where it can invigilate the entrance and access and supervise the retail space. Shop fittings will be in oak to detail and will be moveable to allow repositioning as stock changes seasonally. Display

lighting will be on lighting track fixed to the bottom chord of the main roof trusses.

- 7.2.3 The holding yard will be used for sales of plants and outdoor garden equipment with the existing stores and kennels repaired and used for both storage and display. The existing kennel yards will be retained and their timber gates repaired and used for specific retail goods such as ceramic pots and planters etc. The main yard area will be laid out for plant sales. The existing cobbled surface will be relaid with new cobbles to supplement the existing and new York stone slab pavings on the main circulation routes to facilitate wheelchair access and the use of trolleys. The very small square open yard directly adjacent to the proposed new door in the north wall of the Log Store will be roofed over with a low flat roof kept below the parapet level of the yard wall to create a new fully accessible disabled wc and kitchenette for staff and users. The internal finished to the holding yard buildings will be brickwork with limewash, timber boarded soffits and the existing window and door joinery and internal; joinery such as shelves will be retained, repaired and redecorated. The brickwork of the holding yard walls will be repaired and re-pointed as necessary and its brick copings repaired. The fine existing oak gates will be repaired.
- 7.2.4 Disabled access is provided throughout the Log Shed and holding yard and a new timber platform and ramp will provide wheelchair access from the east exit from the Log Shed to the garden courtyard level to behind. These alterations will make the Log Shed fully DDA compliant.
- 7.2.5 A new railing and fence, double gates and wicket gate for pedestrian access, all to detail, will be erected to control visitor access into the garden courtyard in front of the West Range and hence through to the rear entrance of the main Hall and Courtyard Range. This will allow secondary access to be controlled from the Log Shed and will allow the use of the Garden courtyard for private functions.

### 7.3 Fabric Repairs

- 7.3.1 The fabric of the Log Shed and its adjacent structures and yard walls will be fully repaired adopting the SPAB philosophy outlined above. The main roofs will be stripped, their slates salvaged and re-laid with new Welsh slate as necessary to supplement the existing and with a new breather membrane and insulation. Existing rainwater goods will be repaired as existing with new sections to match. Leadwork ridges and hips and all other flashings and gutters will be replaced in leadwork to LSA details. All cement mortar pointing will be cut out by hand and all areas of brickwork internally and externally re-pointed with lime mortar. Existing joinery will be repaired and its ironmongery serviced and supplemented with new security ironmongery as necessary. Internal and external decorated surfaces will be redecorated with lime wash and joinery will be painted with new oil paints, all to detailed colour schedules.

### **8.0 Gardener's Cottage – New Lytham Hall Education Centre**

#### **8.1 Location & Description**

8.1.1 The Gardener's Cottage is a small C19 domestic building built against the west side of the high Monk's Wall which runs north to south from the west end of the West Range to the Mount. The area is mostly grassy woodland crossed by bark paths which run from the main buildings towards the Mount, lake and the rear entrance to the Hall. The rear drive runs past the Gardener's Cottage parallel with the Monk's Wall and about 40m to its west side with the space between being heavily wooded. Vehicle access to the Cottage runs as far as the end of the West Range which is about 50m to the north and from there access is via a wide bark path. The Gardener's Cottage is therefore slightly separated both physically and visually from the main Hall and is suited for the purpose to which the Trust wished to put the building – an education facility for the Park and Hall. About 25m further along the Monk's Wall is an interesting Privy which the HTNW has recently repaired and saved from dereliction.

8.1.2 The Cottage is very small with a footprint of only approximately 26sqm (280sqft) and a gross internal area on two floors of 52sqm (560sqft). It is built hard against the Monk's Wall which forms its back or east wall. The cottage has a single aspect and is orientated to the west with only a door in the east wall, which gave the Gardener access to the Hall's gardens south of the West Range and maintained the privacy of the occupants of the main house. Its west elevation is symmetrical with a central wooden boarded entrance door flanked by a pair of simple casement windows repeated on the first floor above. Neither the north or south gable ends have any windows.

8.1.3 Internally the Cottage is also very simple with two ground floor spaces originally separated by a central passage, the room to the south side of the entrance passage being double height and open to the soffit of the roof. At first floor level there is a single room access by a wooden stair. The building was converted in the mid-1970's to provide a base for educational school groups visiting the Hall and so little of its earlier C19 detail remains visible except the fireplace in the double height ground floor room and one in the first floor room. At the time of its conversion the walls were entirely lined with tongued and grooved softwood boarding which was varnished.

#### **8.2 Client Brief**

8.2.1 The Gardener's Cottage as existing is entirely inadequate for any educational activities especially school based activities which usually have group sizes in excess of 30, plus teachers and assistants. Groups using the facility need to be self-sufficient in terms of sanitary facilities and have simple catering facility for lunches along with plenty of equipment storage. The client brief therefore requires;



- The provision of a new education room sufficient to accommodate groups of 30-40 – the room should be attractive with a strong visual relationship with the surrounding parkland and have covered areas immediately outside for external seating during fine weather.
- A small office for an education officer
- Adequate storage and wet facilities for educational activities
- Fully accessible sanitary accommodation immediately adjacent to the education room
- A large entrance lobby for welcoming groups and sufficient to double as an exhibition space for the display of project work
- A cloakroom area for coats and bags
- A small kitchenette for service of hot drinks, soups, sandwiches and light lunches.

### 8.3 The Proposals

- 8.3.1 The proposals illustrated in this planning application involve the retention of the Cottage and its extension to the south along the Monk's Wall with a new single storey building to house the main education space. The extension is planned as a linear building stretching south from the south gable of the Cottage. In the proposed extension to the Cottage is the new main entrance lobby with a new door formed into the south gable of the Cottage to allow the adjacent double story space to be used as a cloakroom area with a new spiral staircase giving access to the first floor office. This allows the modern 1970's stair to be removed from the north end of the Cottage and the ground floor space re-planned and sub-divided to provide a kitchen and large equipment storage space. The new entrance lobby has a roof light to facilitate its use for exhibitions and displays. The existing Cottage front door is retained as a secondary entrance, as is the east door onto the gardens which faces it along the central passageway.
- 8.3.2 From the new entrance lobby access to the main education room is via a short length of corridor off which are two fully accessible Wc's. The main education space has full height sliding glazed doors to give views and access out to the woodland to the south and west. At the north end of the space are a wet area and further storage accessible from the main education space. The sliding doors open the main space out to external terraces under projecting eaves to give shelter from both rain and sun. The Monk's Wall is left exposed on the east side of the education space.
- 8.3.3 The extension is a simple volume with a flat green roof which is kept below the top of the Monk's Wall which means it is not visible from the main Hall gardens to the east. The roof to the new entrance lobby is slightly higher than the main extension roof so that the building volumes step down from the existing Cottage roof. The roof is carefully detailed with sacrificial oak cappings and metal edge details (bronze) to give a visual 'lightness' to the solid heavy roof construction. The green roof finish will be meadow grasses seeded with wild flowers rather than sedum. The green roof allows high levels of insulation which combined with underfloor heating, alternative energy

generation and high efficiency condensing boilers make the new education facility highly sustainable.

- 8.3.4 The external elevations have sliding timber doors with solid wall sections in horizontal untreated oak boarding and with perforated bronze panels at the junctions between timber boarding and glass. The bronze perforated panels screen the sliding glazed doors when they are opened and otherwise modulate the light into the main education space. The perforations will be based on a 'foliage' pattern to detail. The extension elevation is articulated to ensure the Cottage remains visually dominant with the new lobby elevation being visually reticent and set back behind the line of the existing Cottage elevation. The new building is contemporary in its design and detail to create a simple legibility against the existing fabric of the Cottage and the length of the Monk's Wall which forms the backdrop to the new building.
- 8.3.5 The exterior of the Cottage will otherwise be unchanged with its existing finishes, fenestration and external joinery repaired and retained as existing. Its internal finishes will be retained as existing with the exception of the concrete ground floor which will be screeded for a carpet finish and for linoleum in the kitchenette and storage area. The existing panelling will be carefully taken down to allow the installation of wall insulation and then reinstated.
- 8.3.6 The proposed new education centre will be fully accessible to disabled users and compliant with the requirement of the DDA with the exception of the small first floor office which will be used by education and park warden staff only. To provide wheelchair access the existing bark path from the parking area at the end of the West Range will be upgraded and finished with resin bonded gravel.

#### 8.4 Repairs

- 8.4.1 The fabric of the Gardener's Cottage will be fully repaired adopting the SPAB philosophy outlined above. The main roofs will be stripped, their slates salvaged and re-laid with new Welsh slate as necessary to supplement the existing and with a new breather membrane and insulation. Existing rainwater goods will be repaired as existing with new sections to match. Leadwork hips and all other flashings and gutters will be replaced in leadwork to LSA details. All cement mortar pointing will be cut out by hand and all areas of brickwork internally and externally re-pointed with lime mortar. Existing joinery will be repaired and its ironmongery serviced and supplemented with new security ironmongery as necessary. Internal and external decorated surfaces will be redecorated with lime wash and joinery will be painted with new oil paints, all to detailed colour schedules.

#### **9 Ecology**

- 9.1 The proposals for the main Hall, Courtyard and outbuildings do not have any impact on any ecology of significance as no major new buildings are envisaged nor is the use of any existing roof spaces.

#### **9.2 Arboreal Survey**

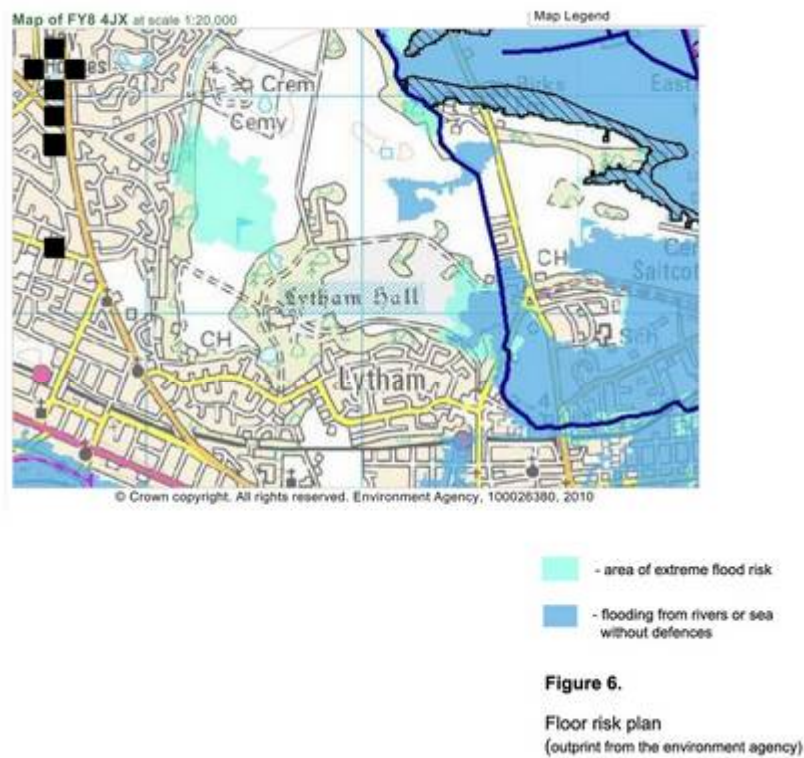
A tree survey and woodland management plan (Appendix 1) is provided with this submission under separate cover. This highlights that the only trees and vegetation to be removed are;

- Two self-seeded sycamore trees adjacent to the Gardiner's Cottage – see survey plans reference 370(S)201 and scheme drawing reference 370(PL)201
- Clearance of shrubbery growth adjacent to the proposed new entrance via the Butler's Pantry on the north side of the Courtyard Range – see survey plan reference 370(S)01 and scheme drawings reference 370(PL)03 and 370(LBC)14

None of this vegetation is of ecological significance.

### 10 Flood Risk

- 10.1 Neither the Hall or its outbuildings and parkland are subject to flooding and they lie outside the flood zones predicted by the Environment Agency. The Environment Agency map highlighting the local flood risk areas is included as **Figure 6**



### 11 Summary

- 11.1 This design and access statement describes in detail the proposals being made by the Heritage Trust for the North West for the sensitive development of Lytham Hall and its facilities for visitors. The objective of the proposals is to increase the access for the public to both the Hall and the Park, to make their visits and use more enjoyable and informative and to widen the uses to which the Hall is put. In doing this the Trust anticipates increasing its income with the result that its resources for improving the maintenance of the historic fabric of the Hall and the management of the Park are improved significantly.
- 11.2 Overall no new uses are proposed in this application that have not been carried out at the Hall in the past, although it is envisaged that some of the existing uses are relocated to different parts of the Hall. This re-planning of the uses will make the operation of the Hall easier and will allow a wider range of users and activities to be concurrent with a minimum of management problems.
- 11.3 Underpinning the proposals will be the major programme of repairs to the fabric of the Hall, Courtyard and associated outbuildings which will bring them back into good repair after a long period of benign neglect and shortage of investment until the acquisition of the Hall by the Lytham Town Trust and the lease to the Heritage Trust for the North West.
- 11.4 Where new works are proposed they are contemporary in their design but seek to resonate with the character of the Hall rather than compete with it. They respect the existing whilst achieving current environmental standards and meeting the expectations of today's users.
- 11.5 With relatively minimal alterations which have little impact on the heritage value of the Hall and do not significantly compromise its historic fabric an exceptional level of disabled access can be achieved to all public parts of the building and to most areas used by staff.
- 11.6 Approval of the proposals described in these planning and listed building consent applications will open the door for the Heritage Trust for the North West to submit the final stage of its funding application to the Heritage Lottery Fund. Without access to these funds the future of Lytham Hall in the public realm remains uncertain and hence the fundamental importance of the applications to the progress of the project.
- 11.7 The Heritage Trust for the North West is currently exploring the opportunities for the enhancement of the Hall's gardens and parkland and the potential future uses of the Stable Block. When the Trust has determined how these options may fit with its overall strategy for Lytham Hall further applications for statutory consent will be made and at present therefore these aspects of the Lytham Hall project are not part of the current applications.
- 11.8 Lytham Hall is one of the great mansions of the North West of England and the proposals described in this document and submitted for statutory consent

will give the building a secure future, allowing it to generate the revenue necessary to cover its costs whilst at the same time providing very good levels of public access and facilities for visitors to enjoy. Their successful implementation will help the Hall make a significant addition to the tourism, heritage and cultural profile of the region and to its regeneration, its economic development and well-being. In addition it will provide an outstanding amenity for local people to continue to enjoy and use. On behalf of the Heritage Trust for the North West and its partners and stakeholders in the project we commend these proposals to Fylde Borough Council.

.....  
**Neil Wall** BA DipArch RIBA  
For and on behalf of Purcell Miller Tritton LLP  
April 2010

**Appendix 1**

Woodland Management & Tree Survey







# REPORT



REPORT OF	MEETING	DATE	ITEM
STRATEGIC DEVELOPMENT	CABINET	28 <sup>TH</sup> JUNE 2011	9

## FYLDE COAST ECONOMIC DEVELOPMENT STRATEGY

### Public Item

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

### Summary

The Council is a shareholder in the Fylde Coast Economic Development Company. This body provides the recognised route for liaison for the Councils on the Fylde coast with the Lancashire Local Enterprise Partnership.

The EDC has developed an Economic Strategy for the Fylde Coast to guide future dialogue with the LEP and future priorities for targeting inward investment. This report presents a final draft of the Economic Strategy for the Cabinet to consider and endorse.

### Recommendation

1. That the Cabinet endorses the Fylde Coast Economic Development Strategy.

### Reasons for recommendation

To seek endorsement of a strategic and co-ordinated approach to economic development issues across the Fylde coast in order to access new sources of inward investment.

### Alternative options considered and rejected

The Cabinet could choose not to endorse the strategy. However, this is not recommended as it is likely to place the Fylde coast generally and the Borough specifically at a disadvantage in securing external investment.

## Cabinet Portfolio

The item falls within the following Cabinet portfolio:-

Planning & Development : Councillor Trevor Fiddler

## Report

### Background and Current Position

1. The Council adopted an Economic Development Strategy in 2008 after analysis and consideration of the relevant issues by the Scrutiny Committee.
2. This has been used as part of the evidence base from which to develop the Local Development Framework. It has been further refined in relation to coastal areas of the Borough by the production of the Lytham St Annes 2020 Regeneration Vision during 2010.
3. Throughout this time the Council has been collaborating with other councils on the Fylde coast (Blackpool, Wyre and LCC), through the MAA and the Fylde Coast Economic Development Company (EDC), to adopt a co-ordinated approach to promote the economic wellbeing of the local sub-region on the basis that many of the drivers of economic prosperity are not constrained by the artificial boundaries of individual councils.
4. On the basis of this ongoing collaboration the Fylde Coast EDC has developed an Economic Strategy for the sub-region, which is based on the individual strategies of the component council's. A copy of the final draft of the Strategy is attached at Appendix A.
5. Officers of all Fylde coast councils have been involved with the drafting of the Strategy. Its main purpose is to provide the underlying rationale and references to substantiate future bids for inward investment from the Regional Growth Fund.

### Conclusion

6. Since the announcement was made in 2010 to abolish Regional Development Agencies and the significant funding streams at their disposal it is more important than ever that a sub-regional strategic context is in place for the promotion of economic development on the Fylde Coast. The draft attachment at Appendix A is intended to provide this context.

Report Author	Tel	Date	Doc ID
P Walker	(01253) 658431	June 2011	

### List of Background Papers

Name of document	Date	Where available for inspection
Attached at Appendix A	June 2011	Town Hall

### **Attached documents**

Appendix A - Draft Fylde Coast Economic Strategy

IMPLICATIONS	
Finance	None arising directly from the report.
Legal	None arising directly from the report.
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.

# **AN ECONOMIC STRATEGY FOR THE FYLDE COAST.**

## **CONTENTS**

**Foreword (leaders)**

**Vision and Principles**

**Blackpool and the Fylde Coast today**

**Re-structuring our economy – Strategic Objectives**

- 1. A productive visitor economy for the future**
- 2. The infrastructure for a mixed economy**
- 3. A vibrant private sector with confidence to invest**
- 4. A skilled workforce for the future – making sure our youngest have the best possible start**
- 5. A skilled workforce for today – jobs and skills for a new economy**
- 6. A housing market that drives change**
- 7. Opportunity for all – tackling the most deprived neighbourhoods**
- 8. A competitive rural economy**
- 9. A Sustainable Fylde Coast**
- 10. A new view – better places and stronger perceptions of the Fylde Coast**

**Delivering the vision**

**Annex A – The evidence**

## **Vision and Principles**

The Fylde Coast has a unique history dominated by a once booming tourist trade and the subsequent re-structuring of the visitor economy. Whilst this legacy has shaped the present, Fylde Coast partners are committed, through this strategy, to fashioning a prosperous future.

### **Vision**

By 2030, the Fylde Coast will have a dynamic and diversified economy with opportunities for everyone. Visitors will come from every walk of life to enjoy both the classic seaside and the excitement of a city on the beach, as well as family attractions and new cultural offerings. It will be a creative and fantastic place to live, invest and do business.

### **The principles of this strategy**

- Fylde Coast will be known as resurgent destination, bringing people from every sphere of life to enjoy a wide-ranging offer.
- But Fylde Coast will not just be known for tourism, there will be new jobs in a wide range of expanding industries.
- We will ensure that these opportunities are open to all, in order that the Fylde Coast becomes a desirable, healthier, safer, sustainable and prosperous place to live.
- This is an added value strategy. We will do those things that it makes sense to do at the level of the Fylde Coast. We recognise that this area is part of a wider Lancashire and Northwest and that we will work together to make a more prosperous whole.

## **Blackpool and the Fylde Coast today**

Many more people know Blackpool than the neighbouring boroughs of Fylde and Wyre. They were brought as children to marvel at the Illuminations or enjoy a traditional seaside holiday. But there is much more to this part of the world, and the coastal zone, which stretches from Fleetwood in the north to Lytham in the south, has something to offer everyone.

The urban strip from the Wyre estuary in the north to the Fylde estuary in the south is almost continuous and represents a contained and functional economic area with contiguous housing markets and tight travel to work catchments. The rural area between the coast and central Lancashire is largely agricultural with market towns and villages throughout.

Blackpool was once the seaside holiday of choice for millions of northern workers and the sea airs were welcome relief from the cities of Manchester, Liverpool and mills of East Lancashire. When the trains eventually came to Blackpool, the town's development hit full tilt. Season after season new attractions opened to thrill and amuse the daily hordes of cotton workers arriving at the station on their annual wakes weeks.

The other resorts also grew, with Lytham gaining a more genteel reputation alongside the brashness of Blackpool and the port of Fleetwood growing around its established fishing industry.

Up until the 1950s the coast went through a peak in its popularity, checked only by the interruptions of war. The decline in the cotton industry and the Lancashire mills with their wakes weeks combined with the new possibilities offered by European travel and the opening of the M55 linking the coast to the M6 all signalled a decline in visitor numbers staying for longer periods in the resorts as they became more accessible for day visits.

Today, the total population of the Fylde Coast today is just under 330,000<sup>1</sup> and has been relatively stable since the start of the 1990s. Growth through immigration has masked the changing demographic of the coast – a falling birth rate and an ageing population, as it became a desirable place to retire.

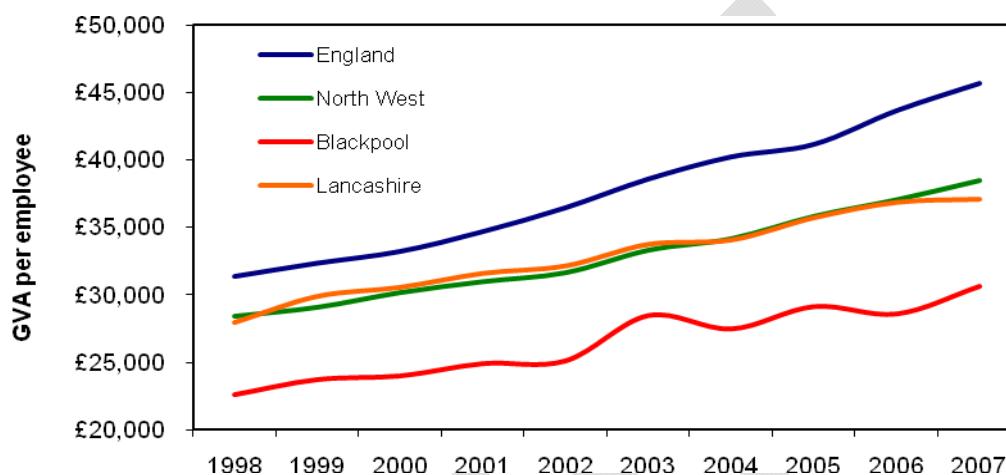
The inner areas of the urban strand bear a striking similarity to the inner areas of some of the larger cities, with entrenched deprivation and widespread reliance on worklessness benefits, as well as poor health and morbidity outcomes. Blackpool has four of the 50 most deprived lower Super Output Areas in England.<sup>2</sup>

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<sup>1</sup> Population estimate at 2008

<sup>2</sup> Taken from the 2007 Indices of Multiple Deprivation, there are 32,482 LSOAs in England

The size of the Fylde Coast economy is around £4.8bn – some 2% of the North West economy. Productivity per employee remains stubbornly low, an indication of the strong leisure and tourism focus and a lack of a real knowledge economy base. Skills levels are also low and reflect the nature of the work on offer. Level 3 and 4 skills are in short supply and, whilst the area out performs the rest of the UK on level 1 and 2 skills, this masks a need to improve the performance of the Fylde Coast across the board, but more specifically in Science, Technology, English and Maths (STEM) subjects.



### Why is the Fylde Coast such an important geography?

Fundamentally the economy of the whole area is compact and functional. The coastal urban zone has a single housing market and a self-contained labour pool but ultimately the different towns on the coastal strip are bounded by a similar legacy with similar challenges, which it makes sense to seek to resolve at a level above the administrative boundaries of the partner districts.

The Fylde Coast, with an estimated GVA of £4.8bn is neither a huge economy nor, outside of the strong aerospace presence at BAe in Warton and nuclear supply chain at Toshiba Westinghouse at Springfields, a centre for knowledge intensive industries and science and technology. It is in essence a coastal city with a rural hinterland which has the potential to defy the legacy of its past and begin the long process of restructuring its economy – with a higher value tourism at the centre but new jobs in established sectors giving opportunity to those deprived communities in the urban cores.

This is a blueprint for 20 years of development, but it is authored in today's national and global economic conditions. Today, 2011, is a time of unprecedented reduction in the size of the public sector and low confidence in the private sector

following 2 years of recession. This places further imperative on working at the right economic geography and achieving every possible efficiency in delivering growth.

A new partnership of Fylde Coast Local Authorities (Blackpool, Fylde and Wyre) together with Lancashire County Council and the private sector has been forged, and this economic strategy that they have jointly developed is vital in achieving these goals not simply because it is the right economic model nor the most cost effective but simply put, if the Fylde Coast is to regain control over its destiny it needs a single aim - **A New, Restructured Economy.**

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## The objectives of this strategy

**“Bringing Blackpool back” has to be a key objective.** The town is the focus of the tourist draw, and it lies at the centre of the transport and economic infrastructure on the coast. Blackpool is also the draw for the vast numbers of visitors that form the economic backbone of the Fylde Coast. Over recent years much has been done to develop the visitor economy infrastructure – a new seafront, redevelopment of the Tower and Winter Gardens as well as new investment into the Pleasure Beach and Sandcastle.

However, whilst the visitor economy will always be at the heart of the Blackpool economy, successful modern UK resorts need year round employment and other private industry to maintain prosperity. As there is currently little infrastructure to provide to diversify Blackpool’s business base it is essential that the town centre provides the accommodation to meet the needs of office based jobs.

One of the key issues is the need to **retain retail spend within Fylde**. Analysis shows that spend leakage of around 23% - largely to Preston has a depreciating effect on the town centres on Blackpool, Fleetwood and Poulton.

Talbot Gateway provides part of the answer to this issue. It will create a new central business district in the town centre, new office accommodation and more importantly, with the arrival of an electrified line to Preston and the potential for direct trains to London, a gateway to the Fylde Coast.

The second objective is to **up-shift the value in the visitor economy** and, as part of achieving this, arrest some of the drivers of imported deprivation to Blackpool. These are inherently linked. One of the legacies of the Fylde Coast heyday is the sheer volume of bed-spaces in hotels and guesthouses. Whilst the urban myth that Blackpool has a greater number of bed-spaces than the whole of Portugal may not be true, the reality is that, as the visitor market changes, over supply is causing the properties that do remain trading to compete on price rather than quality. When combined with the inherent incentives afforded by the current housing benefit system, guest houses that fail are often converted quickly into socially rented Houses in Multiple Occupation (HMOs) as this provides landlords with profitable returns on very modest investments in low quality accommodation. It is estimated that there are around 2,400 HMOs in Blackpool alone. The accessibility of accommodation in the fairly liberal environment of a holiday town is attractive to many already accustomed to a dependency lifestyle elsewhere.

The third objective is the **continued growth in those sectors, other than the visitor economy, that already have a strong foothold on the Fylde Coast**. The main diversification of the Fylde Coast from the visitor economy, in common with many coastal towns is the wide provision of Public Sector employment across the

area. Whilst the sector at a national level is not inherently productive in itself the companies which serve it and the local spend from public workers is important to the economy on the Fylde. However, with 37% of the working aged population engaged in working for the public sector and 20% involved in the visitor economy this represents a fundamental lack of resilience. Between 6,000 and 9,000 jobs are expected to be lost in this sector on the Fylde and the private sector is not yet geared up to take on many of these workers. Our priority has to be developing those key areas where there are strengths e.g food processing, environmental technologies, chemicals, aerospace, nuclear and some corporate back office service functions. Above all we need to persuade existing businesses in these areas to grow, provide the right conditions for other firms to invest and work with Lancashire colleagues to support and benefit from the Pan-Lancashire companies, such as BAe, that have a presence on the Fylde Coast.

In order to achieve these objectives a number of strategic priorities have been identified, which, if pursued across the wide reach of the public and private sector partners will help make the ambitions of this strategy a reality.

## **Strategic Priority 1: A productive visitor economy for the future**

The Fylde Coast, with Blackpool at its core, has traditionally provided a varied and vibrant visitor experience supplemented by top quality attractions and plentiful accommodation. Despite best efforts to retain the appeal of the original mass-market holiday, Blackpool in particular has struggled to adapt to changing customer expectations in terms of the leisure experience, and that has generally fed a self-sustaining cycle of decline, only recently stemmed by potentially transformational investment in its key leisure assets.

### **The Fylde Coast will develop a new, more productive, coastal visitor economy offer accessible and attractive to a wider demographic.**

Examples of successful diversification and improvement of the visitor offer are there to be seen across the Fylde Coast from new attractions and holiday park experiences to an improved and varied accommodation offer. These offer choice, variety and, in many cases, provide a glimpse of how to bridge the quality gap.

#### **Rationale**

As visitor numbers to the coast have declined, traditional Fylde Coast visitor economy businesses have found it difficult to invest in the quality of their offer at risk. As businesses have closed the overall effect has been to reduce the visual and aesthetic of the main resorts and deter further investment.

The once buoyant market for guest houses, and considerable oversupply has led many now to compete on price rather than quality. This encourages budget thrill seekers rather than higher spending families and inevitably leads many guest houses falling out of profit. Failed guest houses have previously been turned into low quality social and private rented accommodation that in turn attract transience and its subsequent impact on the main holiday areas has been dramatic.

Much is being done to tackle what is a huge issue for the inner urban areas of the coast. These challenges are recognised in Blackpool's emerging spatial planning policy, where proposals to consolidate resort areas will be pursued, but it is clear that additional help is required to encourage re-investment in existing stock and to create opportunities to replace old for new in order to bring about a sea change in perceptions.

At the higher end, hotels like the Hilton, 'Big Blue' and the award winning "Number 1 South Beach" prove that quality can thrive. Recent investment includes three new Travelodge premises (two new build and one refurbishment), which help to supplement and change the offer in Blackpool. Across the Fylde, evidence of

### ***The Winter Gardens***

*Blackpool Council purchased the Grade II listed building along with in March 2010 and stage one of the renovation of the landmark has cost £1.25m.*

*The first phase of the restoration of Blackpool's Winter Gardens has already been completed and included the Floral Hall, Church Street entrance and Rotunda being refurbished, returning the building to its former glory.*

*In recent times it has not had the investment it needed, meaning many parts of the building had started to fall into disrepair. Wonderful architectural features of the building have been restored with the overall aim of attracting more visitors.*

*The buildings themselves are to be secured for the future, but more than this, the Winter Gardens will play a vital new role through the proposed hotel and convention complex in bringing back conferences and business tourism to Blackpool. The new and upgraded performance spaces will in turn attract different and wider audiences and the public space and café's in the Floral Hall will offer new, higher quality experiences for shoppers and visitors. All this translate into higher visitor spending patterns and a more sustainable year round economy.*

reinvestment is relevant and should be encouraged, particularly in the lead up to the Open Golf Championship in 2012.

### **What is happening now?**

Visitor numbers have stabilised and are even back on the up. It has already been widely recognised that the offer has improved, and visitor numbers have once again started to climb with the Coast attracting new and higher spending visitors. The events strategy over recent years has re-introduced new people to Blackpool, with spectacular events like the 'Showzam' festival, beach volleyball events and the highlight of the BBC's 'Strictly come dancing' season in the tower ballroom.

The acquisition of Blackpool Tower and the Winter Gardens by Blackpool Council Brings these 2 vital assets back into public ownership and this will act as a catalyst for a substantial injection of private sector capital. Major new operators such Merlin, who operate many major UK and worldwide attractions, have been brought in to run elements of the attractions and bring vital expertise and access to new markets. The new Nickleodeon land investments at the Pleasure Beach expand the offer to a new generation of children which, allied with other investments helps make the case for family visits and longer stays.

## What do we need to do?

Despite the recent stabilisation and success, visitor spend remains stubbornly low. Estimates of £23 per day of average visitor spend in Blackpool reflect the need for transformational change in the offer to keep people longer, attract a new and higher spending visitor base and make **more appeal to families** with higher disposable income.

**Growth in the business visitor and conference market** will also be vital, in particular to sustain jobs, higher quality accommodation and year round operations. In recent years political party conferences have tended to take advantage of new convention centres and growing accommodation offers in cities like Birmingham, Manchester and Liverpool at the expense of the traditional seaside venues. Whilst conventions such as the National Homing Pigeon event still attract thousands to Blackpool each year, there is a growing need to provide 21<sup>st</sup> century conferencing facilities and accommodation such as that proposed at the Winter Gardens to help attract business visitors with growing expectations.

Opportunities to attract further investment that will bring new, lapsed and repeat visitors to the Coast cannot be ignored. Breadth and quality of offer in mainstream attractions is very important to create a sense of wonder and anticipation and to encourage visitors to spend whilst in the area.

The Fylde Coast is blessed with a wide variety of other assets, including open countryside, coastline and beaches, ecological and heritage sites and some of the country's finest, and most challenging, golf courses. The area has a rich association with entertainment and the arts and regularly hosts national and international dance events. The opportunity to build around these strengths should be explored and new ideas nurtured to complement a year round Fylde Coast activity and events schedule.

The first action required is **a change of culture from chasing raw numbers of visitors to widening the demographic** and increasing the value of the Visitor Economy. Value rather than numbers should be the Key Performance Indicator (KPI) for all we do.

We will **improve and restructure the accommodation offer, particularly in Blackpool** by raising standards and basic skills of businesses and pursue radical new policies that encourage stock reduction, more boutique hotels and contemporary accommodation.

We will tell the UK and the world that the Fylde Coast is changing through **a Brand Building process** on the back of existing initiatives such as the 'City on the Beach'

in Blackpool. This might include direct marketing to investors, bringing back conferences and conventions, and shared approaches with attractions and the tourism board.

Crucially we will continue to **diversify the attractions** to encourage a wider demographic with greater spending power. New opportunities and sites such as Central Station should be looked at with this in mind. A greater focus on cultural tourism and high quality events could provide a change in perception.

It is also essential that the coast re-engages with the conference and business travel market. The refurbishment and redevelopment of the Winter Gardens will make a transformational change to the conference offer, but the coast's significant assets such as Marine Hall in Fleetwood and smaller conference venues also have their role to play.

We will do more to capitalise **on existing high value visitors to the Fylde Coast** and potentially use the hotel infrastructure to position Blackpool as a centre for touring the other visitor attractions – the Lake District, Forest of Bowland and further North. The Coast is currently known to millions as the home, every four years, to Open Golf and the success of 'Strictly Come Dancing' has rejuvenated Blackpool's Ballroom dancing reputation. Rural areas also have a role – diversification of agricultural businesses can provide a wider family experience across the coast.

**Ultimately we will do everything we can to ensure that the overall experience is right.** Today's visitors, and higher spending visitors have high expectations on quality and experience. Families in particular, will only bring children into safe, clean and appropriate environments. To achieve this, these hygiene factors must be in place if we are to encourage the return of those higher spending families – and in reality it is Blackpool and Fleetwood where this challenge is greatest. Over recent years great strides have been made in clamping down on businesses trading illegally as well as enforcement against HMOs. Much has been done to improve the town centre retail offer, cleanliness, visual appearance, the sea front, zoning nightlife and tram system with yet more on the cards. However some key issues remain such as the need to tackle signage, presentation, town centre management, car parking and building enforcement to ensure the visitor experience is.

## **Strategic Priority 2: Provide the physical infrastructure for a mixed economy**

Alongside a more productive visitor economy, the Fylde Coast economy needs to diversify. The three threats of public sector cuts, the medium term disestablishment of Nimrod and Harrier programmes at BAe Warton and a declining visitor economy create clear risks for an area so dependent on the public sector, tourism and defence contractors. Diversification will not occur overnight – the conditions need to be in place to encourage new firms as well as growth and innovation in existing ones.

**We need to enable and support the private sector to grow by the provision of key sites, infrastructure and the right economic conditions to deliver a wider diversified and competitive economy able to draw maximum benefit from targeted sectoral strengths, including those outside the Fylde Coast.**

### **Rationale**

To date, the Fylde Coast has had enough of the right kinds of infrastructure to meet its needs – the railways brings in tourists, the M55 provides quick links to Preston and the motorway network and across the area there is an adequate supply of sites to house public sector workers. Large industrial units like ICI Hillhouse and BAe Warton were largely self sufficient in infrastructure needs. Today, the landscape has changed and the need to diversify has become paramount.

Whilst the Fylde Coast can boast some significant infrastructure advantages including the airport, M55 link, tram links and Port of Fleetwood, there are significant challenges in providing the right conditions for diversification. There is:

- No Central Business District within Blackpool Town Centre or adequate supply of office accommodation.
- A deficiency in the supply of land and quality buildings to support the requirements for indigenous business growth and inward investment in targeted sectors.
- Poor provision of broadband/ telecommunications capacity, drainage and availability of electrical power.
- A distance to travel to the rail/motorway backbones and no regular direct train service to London.

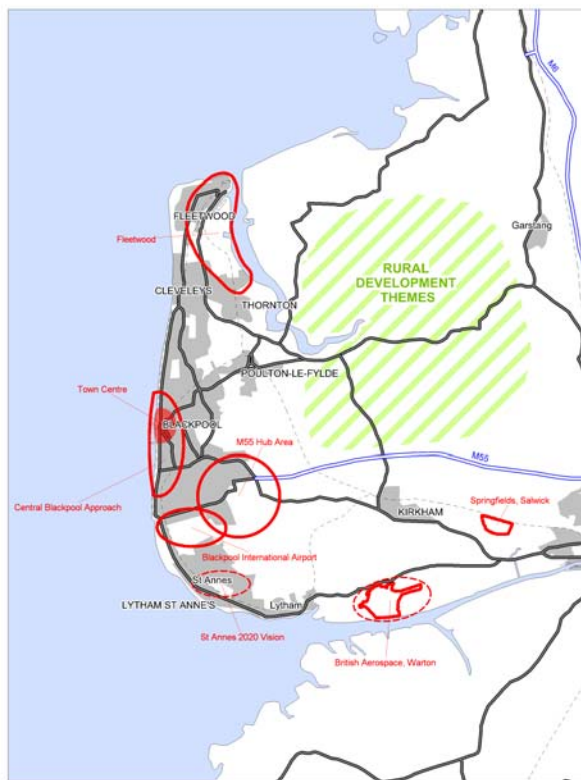
Many of the existing industrial and commercial locations have the potential for significant improvement, but suffer from lack of presentation, management and focused promotion. Lower than average rentals and poor market perception of

investment returns restrict the ability to generate the required investment to deliver a step change in quality.

There is a clear need to provide a functional central business district for Blackpool town centre. There is currently little office activity and space available with much of this dispersed to locations around the town.

But there is significant potential. The area can also boast an international airport with an economic impact that was estimated in 2006 as 700 direct and indirect FTEs and £20 million to local economy. More recently, the usage levels have dropped and direct jobs at the airport sustained at around 85, possibly due to competition and the downturn as well as constraints in runway length and apron availability. The airport is now adopting long terms recovery plans that will allow it to consolidate in the short term and will include a new masterplan of the area which might release new development land on the site.

The picture for broadband speeds in the Fylde Coast is mixed. The major urban centres, including Fleetwood, Thornton, Poulton le Fylde, St Annes and Lytham, have good download speeds of over 6.5 mbps. Outside these centres speeds are generally much lower. In rural areas of the Fylde Coast they can be below 5.0 mbps or even 2.5 mbps, which is inadequate for many businesses.



Title: Strategic Spatial Development Areas (SSDAs)  
Date: 08/07/2010  
Scale: 1:150000  
Drawn By: DA



## What is happening now?

It has already been agreed by the partners that activity will be focused upon a select number of locations that have the greatest existing potential for improvement. We have identified seven Strategic Sites:

- Blackpool Town Centre
- Fleetwood/Hillhouse
- Airport Corridor
- Blackpool Approaches
- M55 Hub
- BAe Warton
- Toshiba/Westinghouse/Salwick

These sites represent the most strategic opportunities in terms of available land, infrastructure and accessibility. Work is ongoing at all of these sites to progress development opportunities and promote investment.

### Hillhouse

The Hillhouse Business Park offers a prime strategic location for industrial, commercial and residential development. This combined with community and service facilities, provides major opportunities for investment in the Fylde Coast.

Wyre Borough Council and NPL Estates, the site owner, has an active working partnership and the integration of the area is being co-ordinated through a development framework.

Residential, commercial and industrial aspirations for the Business Park include:

- leisure
- recreational and healthy living developments
- country parks and waterside features
- energy and waste technology parks
- energy conservation and renewable resourcing

Office developments are scheduled for the first phase of an office park, with space for the inclusion of technological research and development facilities. The Business Park is already home to Victrex Plc, Asahi Glass Company Ltd., and Vinnolit, chemical and plastics manufacturers, and SLP Precast, manufacturers of the coastal sea defence wall, along with recently completed successful major investments.

## **What do we need to do?**

**Provision of new town centre business accommodation through The Blackpool Central Business District (Talbot Gateway) has to be the priority action for the Fylde Coast.**

Provision of new high quality office space in the centre of Blackpool within walking distance of Blackpool North Station – the Talbot Gateway proposals - will provide a serious opportunity for investment and help revitalise the town centre. When government plans to electrify the Preston-Blackpool line materialise, the Blackpool CBD will be a crucial economic driver at the gateway to the Fylde Coast.

There is **a clear need to resolve a number of critical rail issues** including a link to Fleetwood Port and the heavy industrial sites at Thornton. There is clearly good news on the horizon with electrification of the Preston – Blackpool line, but to take full advantage we need to upgrade the rail link to Lytham, link the tram system to the rail and secure a fast, reliable direct service to London.

**Improvements on the roads are required**, such as the link from the M55 to Fleetwood and relieving traffic going north to south in Blackpool. In the medium term, the vital Yeadon Way link from the M55 to Blackpool will need vital maintenance and upgrade.

**Blackpool International Airport** is an asset, but has declining usage. Between 2000 and 2005 Blackpool was the fastest growing regional airport but passenger numbers declined from 558,000 in 2007 to 276,000 in 2009. We will investigate potential ways of arresting the decline, including more apron space for airplane overnight stops.

**We will develop quality new sites for investment.** There are a number of sites adjacent to existing facilities including Fleetwood Port and Blackpool Airport, as well as those in less central locations such as Hillhouse and the Whitehills Hub. The SSDAs listed above cover all the major areas of opportunity and potential economic activity in the area and offer a sound basis for future growth.

Investors today, particularly those in knowledge-based sectors worry less about transporting goods but more about connectivity, speeds and reliability of data transfer. We will work with Lancashire County and private sector **partners to improve broadband speeds in the Fylde Coast.** This will make it attractive for more knowledge-based companies and create more jobs outside the traditional sectors.

We need to consider spatial or thematic approach to emerging government policy on **Enterprise Development Zones**. Learning the lessons of previous similar approaches we need to use these initiatives as well as all the means at our disposal and new tools like Tax Increment Financing to encourage development and investment in our strategic sites.

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### Strategic Priority 3: A vibrant private sector with confidence to invest

Outside of the Visitor Economy and the public sector, the Fylde Coast is reliant on a small number of large firms to provide skilled employment. The vast majority of firms in the area have less than 50 employees within fairly low skilled areas of work. Over the next 20 years jobs, in manufacturing and the public sector are set to shrink. Moderate growth in business and financial services is expected.

Table X. Sectoral composition of the Fylde Coast business base.

	<b>Blackpool%</b>	<b>Fylde%</b>	<b>Wyre%</b>	<b>NW%</b>	<b>UK%</b>
<b>Manufacturing</b>	7.4	31.6	9.9	11.6	10.2
<b>Construction</b>	3	3.5	6.9	5.2	4.8
<b>Distribution, hotels and restaurants</b>	31.4	19.2	27.8	23.5	23.4
<b>Transport/comms</b>	3	2.4	3.6	5.8	5.8
<b>Finance/IT/Business</b>	10.2	17.9	9.2	19.7	22
<b>Public and health</b>	37.3	20.7	35.3	28.2	27
<b>Other services</b>	7.4	3.7	4.8	4.9	5.3
<b>Tourism related</b>	16.4	9.1	9.9	8.2	8.2

In general the Fylde coast has low business density but there are some clear positives - The total number of businesses in Fylde Coast has grown at faster rate (17%) over the last 10 years than the North West as a whole but growth is unequal between the districts. Fylde has seen a 30% increase, Wyre 21% and Blackpool has risen only slightly. Business churn figures, which are particularly low in Blackpool, suggest however that whilst recent programmes like the Local Enterprise Growth Initiative (LEGI) has helped develop the SME business base in Blackpool, significantly more needs to be done to drive an enterprise culture capable to delivering the diversity of employment that the area requires.

### Rationale

If the economy is to diversify it is clear that we need to grow or attract more medium sized firms to provide a variety of skilled employment across the area. The Fylde coast already has some sectoral strength which include:

- Chemicals
- Energy and environmental technology
- Marine
- Aviation and aeronautics
- Food processing
- Business services and back office
- Visitor Economy - Leisure and hospitality

Without encouraging more businesses to invest here or start up and grow – particularly in these priority sectors, the likelihood of weaning ourselves away from a reliance on the public sector and visitor economy is small, and the Fylde Coast is left clearly vulnerable to macroeconomic factors and shifts in government policy which affect both the public sector and individual large employers reliant on defence contracts.

### **What are we doing now?**

Activity is already underway through regional programmes to help business start-ups and we are already seeing over 100 new businesses supported through this process each year. European Rural Development Programmes are similarly working with land based businesses in rural parts of the Fylde coast. Work is also underway to help develop the creative sector in Blackpool – through initiatives such as the FYC centre in Blackpool Town centre and the future creative hub attached to the Winter Gardens

Following the success of the Blackpool Local Economic Growth Initiative (LEGI) which finished in 2011, new schemes have been in place locally to provide grants, venture capital and mentoring to local firms, and wherever possible public sector procurement looks to local firms to provide services.

More recently, the private sector has come together to play its part in delivering on this, through business networking, engagement and mentoring initiatives such as Wyred up and the Blackpool Business Leadership group.

#### **Business on the Fylde**

**Wyred Up** started in 2008 to encourage local companies to trade with each other and take advantage of significant inward investment opportunities. It provides local businesses with the opportunity to network, share services, link into agencies and other support. Wyred up also supports businesses to find local suppliers and access the local labour market.

The **Blackpool Business Leadership Group** is a private sector led organisation, comprising of a range of businesses with representation from tourism, manufacturing, construction, retail, finance and other business services. It meets six times a year and one of its key objectives is to drive up business confidence in Blackpool. It also acts as a 'champion' for the business community, providing lobbying, feedback and consultation on a range of national and local government activities

## **What do we need to do?**

It is clear that it is going to be **increasingly important to help new businesses – especially those outside the visitor economy - grow and thrive.** We will do whatever we can to provide the advice, mentoring, skills, finance and leadership to nascent and growing firms

**We will sell the Fylde Coast as a place to invest.** The Fylde coast is an attractive place to live and an excellent place to invest, but we need to be better at getting this message to the rest of the UK and the global marketplace. The offer has to be clear and compelling and resonate with potential investors.

**We will be more focussed in working with sectors and firms in those sectors identified earlier where the Fylde has a competitive advantage.** We need to continue to be pragmatic about those sectors that will thrive here. The Fylde coast does not have the infrastructure for a science and research base for example, but there are many areas where the Fylde leads the way, and other areas such as the creative sector where the quality of life and environment provide real potential for future development in this area.

**We will help the private sector play its part in leading change.** Fylde business groups are already taking the lead in addressing many of the issues that face the area. However, we need to do more to ensure that the private sector is at both the heart of decision making on the economy and able to take a greater stake in working with the public sector to grow the economy through mentoring small firms, highlighting barriers and investing collectively for the common good.

## **Strategic Priority 4: A skilled workforce for the future – making sure our youngest have the best possible start**

Given the strong interrelationship between a strong sustainable economy and large concentrations of locational deprivation at the urban cores of Blackpool and Fleetwood it is clear that transforming the economy of the Fylde Coast, is a generational challenge. The people who are going to be at the heart of that new economy are, many of them, not even born yet.

All the evidence points clearly the fact that children growing up in non-working families are more likely to do less well at school and as a result their aspirations mobility and life chances are often fundamentally impaired. It is equally clear however that this does not have to be the case, and that it is possible, where opportunity and input is provided at the earliest stages of a child's life, to break the cycle of generational dependency.

### **Rationale**

#### **Why should we concentrate on the youngest?**

The benefit bill for Blackpool alone is estimated to be over £1 Billion per year. The cost of health inequalities and wider social costs linked to deprived neighbourhoods will add to this significantly. But it is not just the cost of meeting this bill that creates a national and local imperative, moreover the fact that the locational nature of many of the deprived areas makes any desired growth in the resorts core visitor economy very difficult. This cycles back into low wages, seasonal employment and poor living conditions making change in these areas virtually impossible.

You don't solve this problem until you break the cycle.

Physical interventions can only go so far, what everyone recognises is the need to work with communities to provide opportunity and aspiration and breaking the generational cycle of unemployment is at the heart of this.

It is widely accepted that the experiences and care in the first five years of life have a wide-ranging impact on the outcomes for a child in later life. In short, every pound spent investing in the quality of care, education, health and well being of our pre-school children is paid back multiple times as that child and their peer group perform better in school, cause less damage on society through crime and anti social behaviour and reduce dependency on the state and health systems. This a colossal drain on resources with £230k per year being the cost of a 16 year old

locked up in a secure unit for want of a few hundreds of pounds of help developing parenting skills some 16 years earlier.

Some examples such as the randomised control trial in the Elmira study in New York demonstrated that mother which went through the “Nurse Family Partnership” were less likely to abuse or neglect their children, less likely to abuse alcohol/drugs and more likely to come off welfare support and maintain stable employment.

What does this mean in Blackpool? The child poverty strategy indicates that over 9000 children live in poverty in Blackpool equivalent to 29.3% of all children. This is concentrated at the heart of the resort with the wards of Bloomfield, Claremont, Park, Brunswick, Talbot and Clifton each having at least 40% of all children living in poverty, which is equivalent to at least 500 children in each ward. Around 2/3 of all children lining in poverty in Blackpool do so in single parent homes.

Currently, statutory intervention begins in as the child starts school. In areas where children are growing up in poverty and more chaotic families, teachers are often left to restore some balance, and in many cases this is an uphill challenge.

### **What are we doing now?**

The health visiting service works with families of pre-school age children and has undertaken a programme of in depth training for staff to help them support mothers to breast feed longer and 96% of clients responded positively to the help and support provided and Chlamydia screening is being provided to all mothers at the 3 month post natal review.

Even before birth the Family Nurse Partnership offers a programme of intensive home visits by family nurses to young women pregnant with their first baby. 61% of this cohort initiated breast-feeding compared to the overall 50% in Blackpool and 35% of mums reduced smoking as part of the programme.

Across the Fylde coast there is a comprehensive network of Children’s centres offering:

- Free groups and activities for mums,dads, carers and children 0-5
- Adult learning and short training courses in parenting, first aid, confidence building and pamper courses as well as some free child care support.
- Advice on early education and speech and language development
- Parent support groups for mums and dads, Childcare advice and help finding a child minder



- Advice on money and benefits, finding employment and gaining skills such as interview skills and help writing an application

### What do we need to do?

It is clear that across the coast and in Blackpool in particular, progress has been made but in Blackpool maternal and neonatal health indicators are still stubbornly negative and performance at secondary schools poor. We need to prioritise the need to intervene earlier and engage families with the system so that we can offer the support that is needed when it is needed.

- **Our youngest need to be placed at the heart of the 'family unit' approach** to tackling deprivation. Where we are providing better outcomes for families in need or with chaotic lifestyles, we should be prioritising the outcomes for any pre-school children as a matter of course.
- Agencies need to develop a **'single offer' for all children born on the Fylde Coast** that will foster and encourage new levels of engagement between parents and services. This might include advice on nutrition, supporting parenting, developing core skills in reading and writing as well as ensuring that all relevant benefits are being taken up.
- **Maternal health** is a key causal factor in producing healthy birth weights and an indicator of future outcomes. Blackpool has one of the worst statistics for smoking in pregnancy in the UK. We need to do whatever we can to ensure that mothers are given the best possible advice and support during their pregnancy and beyond for their own well being and that of their children

## **Strategic Priority 5: A skilled workforce for today – jobs and skills for a new economy**

Education and skills are the lifeblood of any modern economy, as they tend to encourage higher levels of investment and more productive economic activity in general. Improving residents' skills levels not only fosters aspiration but expand the opportunities available to all.

The skills of workers on the Fylde Coast today tend to follow the economic geography, with highest levels of educational attainment tending to relate to the rural areas. The Fylde borough is home to many of the Level 3 (A level equivalent) and 4 (degree equivalent) residents. This may be related to the older retired population and the presence of BAe at Warton.

Blackpool, with its tight urban boundary, has a different profile with high levels of residents with no qualifications and much greater Level 1 (basic) or 2 skills (GCSE equivalent) levels than Fylde. Wyre tends to be similar in profile to Blackpool with fewer individuals with no qualifications.

This low level nature of skills in the inner areas is closely associated with worklessness and low pay. Worklessness/unemployment is often hidden in the statistics by the seasonal nature of much of the available low skilled work on the Fylde Coast. However, it remains an intractable problem, particularly in the inner areas.

On the demand side of the economy, many of the employers in the low wage service sector associated with the visitor economy are not looking for skilled residents and many report few gaps in skills. There are many examples of employers that see no advantage in supporting their employees to gain even basic skills. The larger employers on the Fylde Coast, such as BAe and Toshiba Westinghouse are exceptions and are looking for higher and more specialist skills and their employees are often prepared to travel from elsewhere. These firms are more likely to offer apprenticeships and fund improvement. The other large employers in wider sectors, such as insurance, financial and manufacturing, tend to report the largest skills gaps.

The primary objectives of this strategy – **to diversify the wider Fylde Coast economy with a more productive visitor economy at its core** – rely on a workforce capable of stepping up to the challenge.

Not only do we need the workless to re-engage with employment and training but we also need those in work with low-level skills to prepare for jobs outside the service sector. More office and call centre based jobs, given the right conditions could thrive here and there are opportunities for more manufacturing jobs particularly in the environmental technologies sector.

## **Rationale**

Most areas of the Fylde Coast do not (yet) need a steady stream of experienced graduates to fill jobs in the knowledge or high tech industries. We need to grow these people for the future. What it does need right now, are more people both ready for work and with the flexibility to meet new challenges in the work place.

The area's traditional reliance on the visitor economy and the public sector is under pressure. If current trends continue, and the expected shocks to the local economy from the rationalisation of the public sector and a reduced presence of BAe systems at Warton site, then, in the medium term there will be serious implications for the Coast more widely.

## **What are we doing now?**

The skills infrastructure on the Fylde Coast is a strong one. There are a number of excellent 6<sup>th</sup> Form and FE colleges providing skills for post 16 and adult learners. More recently too, Blackpool and The Fylde College opened the £10m 'University Centre' or 'Hub'. The new development has allowed the college to:

- Widen participation and the curriculum offer in higher education, in an area of the country where attendance levels are historically low, but latent demand exists.
- Act as the catalyst for a step-change in the level of academic engagement between the College and Lancaster University, enabling elements of their provision to be brought together, establishing a high profile for Higher Education with greater levels of support for students and employers in Blackpool and the Fylde.
- Provide a new vocational HE curriculum (at level 4 & 5) with a clear focus on innovative ways to directly engage employers in the design and development of HE provision.
- Provide a higher number of graduates with the skills necessary to take the local economy forward and widen participation from those currently under-represented in HE.

At the heart of the rural economy Myerscough College is a national and internationally renowned land-based Higher and Further Education college. In 2010 there were around 6000 students – 2000 full time and just over 1000 studying Higher Education in a variety of land based courses

Despite what is an enviable network of colleges, the challenge remains to keep the young people in the area when they are qualified and engage more with the adults with low skills.

**Blackpool Build Up** is a four year £1.8 million joint project run by Blackpool Council and Blackpool & the Fylde College aimed at addressing the shortage of skills in the construction industry. People registered unemployed or in receipt of incapacity benefit can receive up to 10 weeks training and two weeks work experience with assistance to find employment. All learners on construction programmes obtain a CSCS card, abrasive wheels and manual lifting and handling certification. In 2010, the College won a National Training Award, one of the UK's most prestigious awards for vocational education and training for the Blackpool Build Up project.

There is also currently a strong focus on provisions of skills and training to the workless and NEET (not in Employment Education or Training) cohorts. A number of these schemes such as the Build Up programme have been successful at returning low skilled adults to the classroom to learn applied basic skills for progression to employment.

Private firms in the area are also stepping up to the plate - BAe Systems at Warton already have a strong link up with Blackpool College to develop project management skills and are continuing to drive a link between education and industry. They are also closely involved with a local schools partnership programme to encourage school children to think about science and technology as a long-term career choice.

### **What do we need to do?**

Too often our skilled youngsters leave the Fylde Coast in search of employment elsewhere – so clearly this priority goes hand in hand with the need to create more jobs.

We will ensure that our workforce is better equipped with **basic skills and literacy** and increase the numbers in our workforce with **Level 1 and 2 skills**. We need to do more to ensure that employers, with our help, invest in providing this training.

More emphasis must be placed on **increasing the numbers of children taking STEM subjects in school**. Greater proficiency in maths and literacy will vastly improve life chances and improve the potential for the Fylde coast to attract and grow knowledge based companies

We will **encourage more companies to take on apprentices** and use the apprentice model to grow their own work force and drive levels of practical and occupational skills.

We will take a focussed approach in the deprived wards to ensure that we take a **holistic approach to tackling health, housing, aspirations and behaviour** as part of a multi-agency neighbourhood approach.

We will improve **access to employment opportunities** for those most distant from the labour market.

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## **Strategic Priority 6: A housing market that drives change**

In common with the development of many Victorian resorts, the urban areas of the Fylde Coast have plenty of hotels, guesthouses and ex-guesthouse stock. This has led to some unique conditions in the urban core of Blackpool in particular, which have in turn driven deprivation and transience. The abundance of large houses converted, in many cases, to poor quality single accommodation has driven less well off families out to the suburbs and put pressure on the availability of affordable family stock. Today, depending on the definition, it is estimated that there are between 2,400 and 3,500 HMOs in Blackpool alone.

In common with many cities there are social housing estates with poor quality buildings and low diversification of tenure. The rural areas in contrast, particularly in Wyre and Fylde, offer prosperous suburban housing in quality locations.

Housing has to underpin what we are trying to achieve with the economy. This is particularly important here, where the economic growth has a unique relationship with the housing stock. Currently the poor quality urban stock in key areas deters investment and cycles deprivation and transience. To some extent this is driven by the low risk profile associated with running HMOs with tenants on housing benefit. This needs to be re-balanced.

The Fylde Coast also needs quality housing of diverse and affordable tenure to make our communities sustainable and attractive in order to promote investment and bring new talent and families to the area. Much of the affordability issues play out in the attractive rural villages and towns in Fylde and Wyre.

**The Fylde Coast will have a diverse and accessible housing stock – driving the economy by attracting and encouraging families to live here. The larger ex-guest house stock in the urban areas will be at the heart of more stable and prosperous communities.**

### **Rationale**

The quality, type and tenure of the available housing define an area. The desirability of housing and other factors such as quality of nearby schools and quality of place tend to coincide with strong, sustainable neighbourhoods.

The Fylde Coast Housing Strategy has already set out the reasons we need to change the housing stock and how we should go about it. In some parts, particularly the inner urban areas, a legacy of guesthouse and hotel adaptations and their subsequent conversion to low quality social rented accommodation is now dragging back the economy and impacting on the viability of the visitor economy.

## **What are we doing now?**

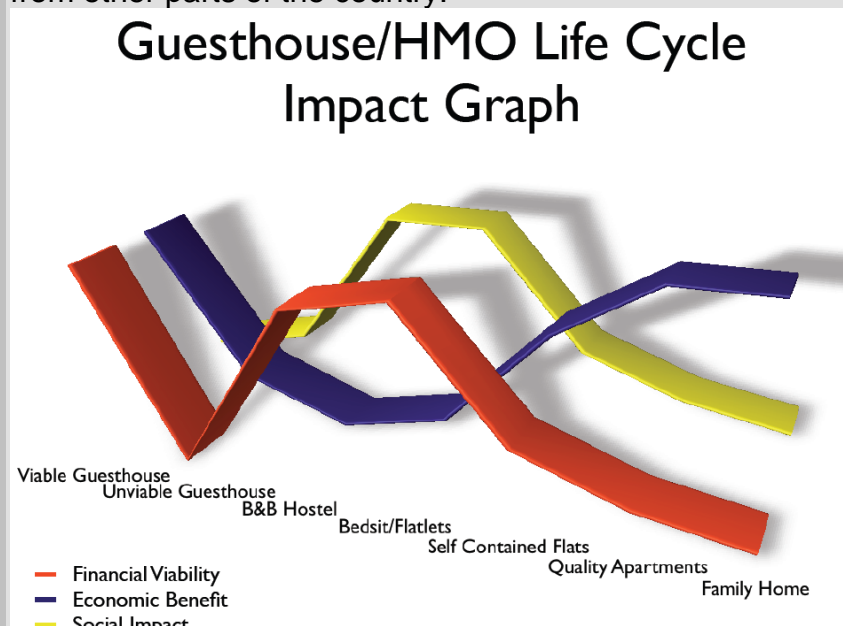
A Fylde Coast Housing Strategy has been put in place and a Local Investment Plan (LIP) agreed amongst the three authorities, the Homes and Communities Agency (HCA) which will shape the approach to improvement of the wider housing issues over the coming years.

Initially six priority project areas have been ear marked for intervention, including the South Beach area in Blackpool, Birch Grove in Wyre, Shadowlands in Blackpool, Laidleys Walk in Wyre and Grange Park in Blackpool.

Within Blackpool, work is also underway in key guesthouse and HMO areas to either embed or strengthen individual roads as specifically for hotel/guesthouse use, or where guesthouses are starting to fail the removal of sun lounges and roof uplifts to facilitate easy conversion to family dwellings. The strategic importance of transitioning accommodation from guesthouse stock to family residential is unquestioned. The main barrier however is the investment required to achieve this change for early investors – hence the need to intervene in the market. Action is also being taken to enforce basic quality standards in HMOs where they have become established in planning terms. Designated holiday accommodation areas have also been reduced in size allowing a managed transition to family housing in areas outside these zones.

## The Guesthouse HMO lifecycle

The significant issue that is particular to coastal towns, and especially to Blackpool, is the domination of inner areas by former guest houses that have become Houses in Multiple Occupation (HMOs) and small flats rented to people reliant on Housing Benefit. A typical guest house has a high social and economic benefit when there is strong demand for holiday accommodation, but as demand has weakened for traditional guest house accommodation, many owners have become financially hard pressed. The easiest way to maintain an income is to start to let rooms to permanent guests, and eventually convert properties to use as HMOs. The financial incentives to make this change are further strengthened by high Housing Benefit rates and strong demand from single people attracted to Blackpool from other parts of the country.



## What do we need to do?

The Fylde Coast Housing Strategy sets out the main actions, but clearly there is a need to prioritise focus on some of the intractable issues.

We will continue to **arrest the process of large houses being converted to HMOs** both through enforcement as well as area-based interventions. We want to create an environment for a genuinely independent retail market on the Fylde Coast and to do this we should work with government to independently assess the market for the inner area of Blackpool. In this area we would need the ability to



reset Housing Benefit levels for single room and 1-bed flats to more accurately reflect real values.

We will **attract more wage earning families back to the inner areas** – either by supply of new products or by making a concerted effort to establish new neighbourhoods of choice in those areas with particular issues.

We will ensure that **there is enough housing that is affordable and available** to incentivise young professionals to set up home here and encourage our young graduates to stay.

We will make **the most of the seafront as an asset to encourage some high quality residential** development that will, in turn, improve the shore-side neighbourhoods.

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## **Strategic Priority 7: Opportunity for all – tackling the most deprived neighbourhoods**

There are several pockets of highly concentrated deprivation within the Fylde Coast. The main areas are to be found in older neighbourhoods close to the historic town centres such as South Beach in Blackpool, Fleetwood and confined areas of St Annes in Fylde. These are typified by very transient populations, with low skills, poor health and high levels of worklessness, crime and benefit dependency.

Similar issues are also prevalent in several of the areas post 1950s municipal estates, including Grange Park and Queens Park in Blackpool but these have relatively stable populations with generational deprivation issues.

The total benefit burden of Blackpool has been estimated at around £1bn to the national economy and the local social and health related impacts are immense. Blackpool has the lowest male life expectancy in the UK and mortality rates associated with smoking, alcohol and cancer are well higher than the UK average. Mental health is also amongst the worst in the UK with prescriptions of anti-depressants higher than nearly all other areas. Much of this in the north, central and south Beach areas of Blackpool is related to the transient nature of the population.

Besides the high social, crime and health costs associated with these areas the direct and indirect economic consequences of such concentrations of deprivation are pervasive. Low wages and seasonal income has stripped the local business base of real viability and the private sector has largely voted with its feet. The co-existence of a dysfunctional housing market and a transient low wage population alongside the resort's principle assets has and is having a negative impact on economic potential of the resort, and those resorts in Fylde and Wyre which depend on the success of Blackpool.

### **Rational**

Doing nothing is not an option. If nothing else the cost of maintaining the status quo is unaffordable, but above all, we need to radically improve the life chances of the people who live in these areas to provide equal opportunities to become productive members of the economy and the community.

These need to become neighbourhoods of choice than places of last resort.

## What is happening now?

There are a number of focused multi agency programmes such as Reassurance Plus in key Blackpool neighborhoods (Central, South and Grange Park) with a focus on extending the scheme to the town centre bringing together a multi-agency team to enforce standards, tackle anti-social behaviour and enhance safety

The effort on improving the quality of housing continues in many of these areas as well as enforcement on HMOs.

### Positive steps

Blackpool Council's employment team, Positive Steps into Work, recently celebrated helping their 500<sup>th</sup> unemployed resident into work. The outreach team has built a reputation of delivering quality advice and guidance from a variety of community venues to longer term unemployed Blackpool residents, helping them prepare for work and connecting them with local job opportunities.

Natalie had gained good qualifications at school and a qualification in hairdressing at College, but had been unemployed for 6 months before accessing another Council run scheme called the Future Jobs Fund. The scheme offered unemployed young people a temporary job with training and Natalie worked with the Council's Pupil Welfare Team to address such issues as non-attendance at school. With support from a Positive Steps adviser, Natalie has subsequently secured a job as a Teaching Assistant at Claremont Primary School.

The reality is that there is not nearly enough resource in the public sector to continue with short term programmes and initiatives. The answer is in reforming the way that mainstream services engage with the people and the place to drive the maximum impact for the neighbourhoods. This begins with mapping how the costs associated with a place like South Beach fall squarely to a number of individual agencies and how if agencies can work together, these costs can be saved and real cashable savings can be achieved in other areas of mainstream delivery.

Colleagues in Salford are leading on this work and have costed the impact of a specific chaotic family to be around 160k per year with a number of services being used intensively. This ground breaking work costing the impact of a single HMO for instance could provide the clear rational for reforming the way we deliver our public services.

## **What do we need to do?**

We need a focussed, multi agency approach to tackle some of the underlying causes of deprivation.

We need to **cost out clearly the impact of an area or an individual HMO** to determine the extent to which our services are being disproportionately directed to individuals and areas and provide a burning platform which can be used to drive real reform in the mainstream delivery cycle.

**A multi agency approach is being developed** in South beach, Blackpool which brings together commissioners from the police, NHS, local authorities and the voluntary and private sectors to under take a housing led-reform of local delivery to achieve a better standard of living for these neighbourhoods

We need to **continue to get people back ready for work** and help them access local employment opportunities supporting the efforts of the main government provided services – the work programme – in achieving this.

**Collective work with health services is required** to address the strong correlation between health and life chances. What more can we do to work with GPs and health professionals to reduce health related dependency.

## **Strategic Priority 8: A competitive rural economy**

The peninsula of the Fylde bounded by the Ribble in the South and the Lune in the North is not just the urban strip on the coast; it is also a diverse and attractive rural landscape with attractive towns and villages like Garstang, Poulton, Kirkham and Freckleton.

As with most of rural Lancashire, the inner area of the Fylde is based around a dispersed number of settlements, service areas and smaller towns and villages. The quality of the environmental offer and its potential to attract tourists with its distinct offer from the coastal strip has been identified as a key objective for the area.

The population in the rural areas is around 98,000 with higher than average numbers of retired inhabitants but good levels of skills and employment.

As with many rural areas the common issues of connectivity and transport, affordable housing and the need to support and diversify land based enterprise hold true for Fylde. Unlike other areas, motorway connectivity is good the M6 and M55 are easily accessible to much of the rural area which makes many parts attractive to commuters to Preston, Lancaster, East Lancashire and the Manchester/ Liverpool belt

**Rural Fylde will play a strong role in making the whole of the Fylde Coast a more attractive place to live, visit and do business. The rural centres will have strong and diversified land based economies with thriving micro enterprises providing local employment. Rural Fylde will play its part too in providing visitor attractions aimed at bringing visitors with greater spending power to the whole of the Fylde coast.**

### **Rationale**

If one of the overall objectives of the strategy is to raise productivity in the visitor economy, then we cannot ignore the role that the rural areas of Fylde can play. The higher spending visitors that we need to attract in greater numbers are as demanding about quality as they are about variety of attraction. Today's families that are seduced by beach based package deals to the Spanish Costa's will be just as concerned that there are villages and scenery to visit nearby as they will by the quality of the resort. More should be done to ensure that natural resources and attractive settlements of the Fylde can be harnessed to complement the appeal of the coastal resorts.

### **What are we doing now?**

The main source of support to rural areas comes through the Rural Development Programme for Europe (RDPE) and the Fylde is part of the North Lancashire Local Action Group area. This strategy which is already in place recognises the importance of “Maximising the economic impact of rural environmental assets”.

LCDL the Lancashire County Council development vehicle has also supported rural projects including, loans, building support schemes and

### **Supporting Rural tourism**

The Rural Tourism Undergraduate scheme places students with tourism organisations so that they can put their skills into practice. The initiative is open to students who are studying for degrees in tourism, business studies, management, marketing, PR or events. In the last three years 26 students have been taken on for the scheme during which they were placed with tourism organisations throughout Lancashire after the second year of their degrees.

For the first three months the students are placed with large organisations where it is intended they develop their marketing skills and build contacts within the tourism industry. After the three months they then work for a smaller rural organisation where they put their skills, talent and experience into practice for nine months.

The placements are great opportunities for smaller tourism businesses to develop marketing activity that they do not have the resources for. The students are employed and paid for by LCDL but a contribution is asked for from the company where the student is placed.

### **What do we need to do?**

If we are to ensure that our rural businesses can survive and prosper we need to do everything we can to ensure that rural Fylde is well catered for in terms of **high-speed broadband connectivity**

We will ensure that **new and existing micro enterprises have enough support to enable them to grow and thrive**, helping diversify the rural economy and provide high quality visitor amenity.

We will **prioritise in rural areas the development of high quality visitor attractions** that do not compromise the attractive villages and landscape but complement the offer in our key resorts with a specific focus on providing attractive and alternative accommodation and products which bring in higher spending visitors.

It is imperative that we make the most of our **rural and biodiversity assets to help provide sustainable sources of energy and waste management**. In part this will help relieve rural fuel poverty where it exists but also help develop a key strength for the Fylde coast in renewable energy technology.

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## **Strategic Priority 9: A green, sustainable Fylde Coast**

In common with most coastal areas it is the sea that has been at the heart of the economy, providing fishing, sea transport and the seaside holidays and Victorian retreats that have formed the basis of the visitor economy over the last 150 years.

Today, the threat of climate change is in sharpest relief for coastal towns as fears of sea level rises and changes in weather systems cause real concerns.

Places like the Fylde Coast not only have much to lose from a changing climate, they have also much to contribute, not least returning to the sea and wind to help provide sustainable energy but also tidal ranges in the estuaries, anaerobic digestion and other environmental technologies.

**The Fylde Coast will be a green and sustainable economy, focussed on a responsible attitude to energy use and a new drive to sue its natural resources to generate sustainable energy.**

### **Rationale**

The Stern Review pointed out the economic impact of doing nothing of the situation – especially the case for action to reduce the likelihood of critical CO<sub>2</sub> levels causing dangerous climate change.

The most immediate threat to the Fylde Coast is rising sea levels and coastal erosion – in part mitigated by the £80m investment in sea defences along the coast at Blackpool and the Sea Change programme further up the coast in Wyre.

But mitigation on the seafront is not enough, the Fylde Coast needs to play its part in tackling the causes of a changing climate and it also needs to adapt its economy to benefit from the shift from a carbon centric growth model to a decoupled, more sustainable economy.

### **What are we doing now?**

We are already investing in high quality environmental infrastructure not least places like Rossall Point in Wyre and Fairhaven Lake in Fylde to provide both recreational and ecological habitat

Blackpool Solaris Centre provides educational facilities to help teach the next generation about importance of behavioural change and carbon use



The Fylde coast is already home to high tech facilities to recycle Lancashire's waste including firms specialising in anaerobic digestion technology.

### **Sustainable Fylde coast**

An £835,000 grant has been awarded to Fleetwood and Cleveleys to kick start the creation of Wyre's cultural coast. The project comes courtesy of a cash injection from the Government's Sea Change programme, recognising schemes with the potential to regenerate seaside towns through cultural and environmental enhancements. Match funding comes through contributions from Wyre Borough Council and the generous support of the Lofthouse family, makers of the world famous Fisherman's Friend manufactured in Fleetwood, giving a total funding pot of £1,670,000.

The fund itself is providing for the redevelopment of the Marine Hall including a space for outdoor performance, a new marine garden and a programme of cultural events. Funding is also available for the development of trails and environmental works at Rossall point reserve as well as a public art programme and a narrative around the Mythic Coast.

### **What do we need to do?:**

Identify **strengths on the Fylde Coast in environmental technologies** and encourage the establishment of appropriate clusters of businesses which build on our existing business stock.

Ensure that as much of **our domestic housing and commercial building stock is fully updated or retrofitted with energy saving insulation and double-glazing**, as well as starting new programmes to encourage residents to become more energy efficient.

Where we can in harmony with the existing natural landscape, we need to exploit the Fylde Coast's **wind, wave and tidal resources** in the generation of new forms of sustainable energy.

## **Strategic Priority 10: A new view – better places and stronger perceptions of the Fylde Coast**

The quality of life in the Fylde Coast is one of the key strengths of the area. The rural hinterland and attractive market towns, as well as the coast, dunes and resorts attract many to work and live here. However we have some big challenges. We need to retain our youngsters within the economy and we need investors to appreciate the overall offer bringing jobs and new development.

The Fylde Coast finds it difficult to hang on to graduates and attract young families both to live or return.

There are many factors which influence the decisions made by this demographic. Employment opportunities, housing price/availability culture and quality of life as well as family ties all have role to play.

Perceptions are also important. As much as places like Poulton and Lytham have a strong reputation for quality and price, perceptions from outside the area of the Blackpool and Fleetwood part of the coast have deteriorated over the last few decades.

This strategy is rightly focused on increasing our economic potential and we need to do a number of things in tandem. Creating jobs and attractive places need to go side by side.

**We want the Fylde Coast to have a true ‘sense of place’ – a quality of distinctiveness and authenticity. The Fylde Coast will be a successful and sustainable destination with a positive image which engenders pride.**

### **Rationale**

Quality of place is important, not just in terms of improving the quality of life and destination resorts, but also for encouraging private sector investment.

The Fylde Coast has a wide scope of attractions when the rural hinterland, coast, classic resort at Lytham and traditional Blackpool experience are considered. However, there are fundamental issues around the area's image and perceptions amongst potential residents and visitors – in particular Blackpool.

The ageing nature of the Fylde Coast population will ultimately impact on the wider economy, both in terms of a reduction in the working age population as well as the infrastructure, housing etc required to meet the needs of an ageing population. It is essential that we do more to **retain graduates and attract working families**.

Quality of life and place on the Fylde Coast alongside new jobs in new sectors is key to achieving that.

### **What are we doing now?**

No one activity can change perceptions overnight, but a combination of good news and positive stories from the area all contribute to a much more positive external image. These include the events strategy; The Open Golf 2012, Illuminations and switch on, spectacular family events like 'Showzam' as well as the success of Cleveleys seafront and open golf and summer events in Lytham.

The somewhat surprise promotion of **Blackpool FC** to the Premier League in May 2010 has had a major impact, not only the Club but the town, providing significant positive publicity.

The Club stand to generate receipts of £90m from just one season in this league and it has encouraged the Club to improve the ground, with investment in a new 5000 capacity stand and improvements to the external facia. A large element of the windfall comes via TV rights, which mean the Club and wider town are broadcast across the world almost daily.

### **The Open Golf at Lytham**

The hosting of the **Open Golf Championship** in 2012 presents a strategic opportunity to market the region to a global audience. The town centre of St Annes has, since 2001, been the subject of the St Annes-on-Sea Town Centre Regeneration Programme, which resulted in a total investment by the public sector of approximately £4m. The outcome of this expenditure has been the refurbishment of over 50 properties and the leveraging of over £20m of private investment. This investment has created a unique sense of place with a high quality, bespoke finish and feel to the public realm.

The Open Golf Championships in 2012 are a 'Global Giant' event, which gives the opportunity to influence global opinion about the region and improve the perception and sense of place. Future activity will centre on building upon the opportunities that this event presents, primarily ensuring that the public realm, which provides the backdrop to the whole visitor experience, meets or exceeds the expectations of visitors to the event and the global television audience. On a local level the issues of decline and market failure are well known across Blackpool, this project seeks to improve the evolving visitor economy of the Fylde Coast.

**What do we need to do?**

Perceptions of Blackpool have a major influence on perceptions of the whole coast. As such the priority has to be the **Revitalisation of Blackpool Town Centre**, building on the 'City on the Beach' concept and the development of a strong plan to grow higher quality retail and an ancillary commercial and business sector. Talbot Gateway will be a fundamental part of this. We need to consider the potential for a town centre management company to be responsible for the management of core town centre services and direction of the strategy for the town core.

**To improve Fleetwood** and create a sustainable and distinctive seafront with a mix of facilities, good quality of life and connectivity, enhanced Marine Hall and the open setting as well as the seafront, town centre and docks.

**Drive further quality into the opportunities from the 2012 Open Golf** by ensuring that economic value is substantial (visitor spend, advertising and media exposure) and that future events are secured. The Open Golf provides the opportunity to showcase not only the sporting facilities and resort of Lytham, but also to leave spectators and visitors that stay in Blackpool and the area with a real impression that the area is changing and moving forward.

**Maximise the economic benefit of improvements to coastal defences, Promenades and headlands along the coast.** Building on the already successful work to Blackpool Promenade, Cleveleys Seawall and works at Fleetwood, this will help the development of a year round economy by providing a new focal point on the sea front for events and provide the stimulus for adjacent development in strategic sites across the front.

**Develop the "Attack brand" of Blackpool** with other areas of the Fylde coast as "Slipstream brands" to both maximise and coordinate effort in attracting visitors and investment to the Fylde Coast. Brands influence perceptions, and can change a person/organisations view about a place to live, visit or do business. A consistent approach to branding with some clear messaging – e.g. Blackpool is changing or there is more to Blackpool than you thought.

## **Delivering the vision**

This strategy is not for any one organisation to deliver – it requires action from all. A strong sustainable economy should be at the heart of everything we do; in turn it will drive healthier, safer and greener places and communities.

It is essential that all agencies and the private sector are involved, not only in delivering the strategy and putting it at the core of their operations, but also in steering the direction and delivery.

The recently established Lancashire Local Enterprise Partnership will lead the way in setting the economic direction for Lancashire and it is vital that the adoption of this strategy sets out the vision for the Fylde Coast within the LEP structure.

The principles we need to follow in putting this vision into action are clear.

- That the strategy is owned by all the principle actors on the Fylde Coast and supported by the Lancashire LEP, Lancashire County Council and wider, national agencies.
- That the private sector is fundamentally involved with delivering and steering the strategy.
- That this strategy sets the context as the economic vision for public and private sector intervention on the Fylde Coast. As such it should encourage new levels of partnership working in pursuit of a common aim.
- That the strategy should be the agreed narrative upon which funding proposals should be based.

## **Governance**

Ultimately the strategy is owned by all Fylde Coast partners with a stake in a stronger economy, and the EDC board will drive the strategy with individual accountability held by key officers and leaders across the coast. EDC board will have to involve the private sector and, at a delivery/commissioning level, bring in bodies like HCA, NHS, police, housing associations, colleges as they are required to deliver on various aspects of the strategy. The EDC board should ultimately report on the delivery of the strategy to the Fylde coast leaders and the LEP.

## **Delivery**

As is clear, this strategy is not for one organisation to deliver, nor is any one individual accountable for its success. We are all responsible.

A successful economy is built by acknowledging the interdependencies across the public and private sector and acting together in pursuit of common goals.

Following the adoption of the strategy, a series of Key Performance Indicators (KPI's) will be developed as well as a series of action plans for each of the priorities in the strategy. Senior officers from the 3 Authorities and other agencies will be identified with responsibility for driving the action plans and reporting to the Economic strategy leadership group each of the priorities.

DRAFT

## Annex A – The evidence

### The Fylde Coast population

The total population of the Fylde Coast is just under 330,000 (at 2008) and has remained relatively stable (+ 1.3%) since 1991. This increase is lower than the Lancashire average but this conceals a 5% decrease in Blackpool offset by similar increase in Fylde and an 8% increase in Wyre.

Growth has been the net result of a combination of negative natural change and positive inward migration, particularly in Fylde and Wyre.

Population density in Blackpool is very high at over 4000 per sq. kilometre, reflecting tightly drawn boundaries and lack of open space, with much lower densities in Fylde and Wyre closer to the Lancashire average.

	<b>2011</b>	<b>2021</b>	<b>2031</b>
<b>Blackpool</b>	145.7	154.1	162.9
<b>Fylde</b>	78.4	84.8	91.1
<b>Wyre</b>	115.9	127.2	137.3
<b>TOTAL</b>	<b>340</b>	<b>366.1</b>	<b>391.3</b>

ONS population forecasts (in thousands) 2011-2031.

The population in all three districts is estimated to increase over the period 2006-2031 with Blackpool +14%, Fylde 20%, and Wyre 24%, all significantly higher than the Lancashire and North West average. The age structure of the three districts is similar and distinct from regional and national averages although with variations between the three. All have significantly higher concentrations of 65+ and lower than average numbers in 0-14 age group.

Whilst the projected workforce estimates show a relatively constant level of available workforce between 2010 and 2015, a significant part of the population growth identified through to 2031 is anticipated to be in the 65+ age group.

### The labour market

There are some variations in employment rate levels between the authorities of the Fylde Coast.

Economic activity rates for Blackpool and Fylde are above the regional average and close to the UK average, but levels in Wyre are significantly lower and below the regional average. In the period December 2007 to March 2009, the rate of employment in Blackpool rose by 5%, bucking the Fylde Coast, regional and national trends, which all showed a decline.

	<b>Economically Active %</b>	<b>% In employment</b>	<b>% Employees</b>	<b>% Self employed</b>	<b>Economically Inactive %</b>
<b>Blackpool</b>	78.4	71.5	63.5	7	21.6
<b>Fylde</b>	78.5	76.3	62.3	14	21.5
<b>Wyre</b>	73.5	69.7	57.4	12.3	26.5
<b>NW</b>	76.8	70.3	62	7.9	23.2
<b>UK</b>	78.9	72.9	63.4	9.1	21.1

Employment rates – current (2009). (Source: ONS annual population survey)

Fylde and Wyre have high levels of self employment, but Wyre also has much higher level of economic inactivity.

### The economic geography

The Fylde Coast is relatively self contained as a labour market, with significant movements, particularly into Blackpool from Fylde and Wyre.

<b>Area of residence</b>	<b>Area of Workplace</b>		
	<b>Blackpool</b>	<b>Fylde</b>	<b>Wyre</b>
<b>Blackpool</b>	71%	12%	8%
<b>Fylde</b>	14%	64%	4%
<b>Wyre</b>	22%	7%	55%

Source: Census 2001

Travel to work in to the Fylde Coast

### Deprivation

There are significant levels of deprivation in the inner areas of Blackpool and Fleetwood. The tight urban boundary of Blackpool and the relatively affluent rural hinterland in Fylde and Wyre go some way to explaining the the variance.

	<b>IMD Rank 2004 (out of 354 LAs)</b>	<b>IMD Rank 2007 (out of 354 LAs)</b>
<b>Blackpool</b>	24	12
<b>Fylde</b>	240	251
<b>Wyre</b>	161	170

Deprivation – IMD 2007 (Note: lower number depicts more deprived places)

The data shows that 41 of the 94 Lower Super Output Areas (LSOAs) in Blackpool are in the 20% most deprived in England. Around 61,550 people live in these 41 areas (at 43%, just less than half of the Blackpool population).

Some of these areas are particularly challenging – 12 of the 41 deprived areas are in the 1% most deprived in England. 17,712 people (12% of the borough population) live in these very deprived areas.



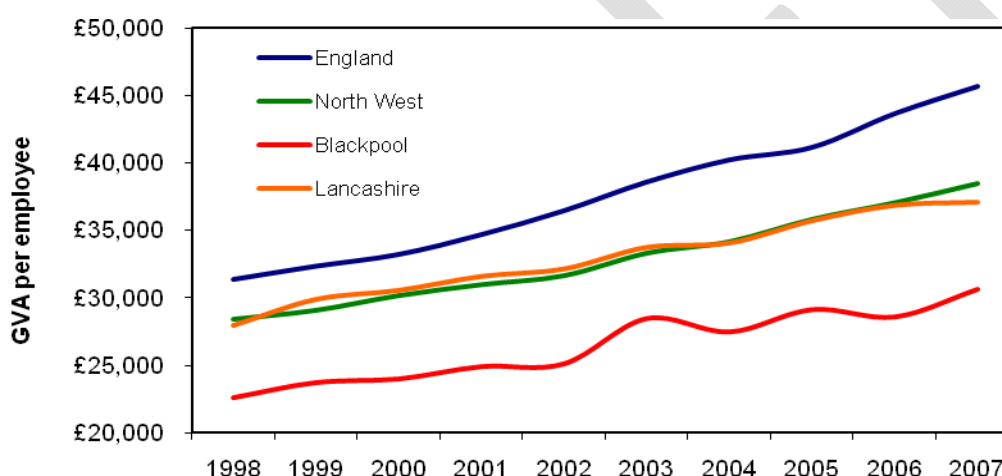
Blackpool had four of the 50 most deprived Lower Super Output Areas in England out of 32,482.

These figures are reflected in the analysis of benefits claimants on the Fylde Coast, with Blackpool levels almost double the England average. Almost 1/3 of children live in households dependent on workless benefits.

## Economy, business and skills

There is no overall figure available for the size of the Fylde Coast economy but Blackpool at £1.765million is a little under 2% of North West economy, with Lancashire at 16%.

Productivity in Blackpool (measured by GVA per employee) has risen in line with Lancashire and North West average, but is still lagging behind both and is well below national average.



Historic GVA per employee 1998-2007

Fylde Coast GVA is forecast to grow by 1.6% pa from 2007-30, compared to the NW (1.7%pa) and UK (2%pa). Performance is anticipated to be stronger in Blackpool and Fylde, but weaker in Wyre.

## Workforce structure

The Fylde Coast shows some variance distorted to some degree by large sites for Advanced Manufacturing and Nuclear Supply Chain in Fylde (Warton and Springfield).

	<b>Blackpool</b>	<b>Fylde</b>	<b>Wyre</b>	<b>NW</b>	<b>UK</b>
<b>Managers/senior officials</b>	12.2	25.3	10.2	14.9	15.7
<b>Professionals</b>	7.7	15.7	8.2	12.2	13.4
<b>Assoc prof/tech</b>	11.3	14.3	13.7	13.7	14.8
<b>Admin/secretarial</b>	15	10.9	15.8	11.8	11.2
<b>Skilled trades</b>	10.7	7.2	16.6	10.3	10.4
<b>Personal services</b>	11.9	8	10	8.8	8.5
<b>Sales/customer service</b>	9.4	7.7	9.5	8.5	7.5
<b>Process operatives</b>	6.7	5	6.3	7.9	6.8
<b>Elementary occupations</b>	14.7	5.9	9.8	11.4	11.3

Employee jobs by occupation, 2009 (Source: ONS annual population survey)

Notes: numbers and % are for those of 16+  
% is a proportion of all persons in employment

The Fylde Coast workforce is over represented in low-level service and elementary occupations. This is further backed up by analysis of the sectoral composition of the economy.

### **Sectoral composition**

It is clear from the sectoral composition based on workforce, that the Fylde Coast is reliant on the public sector (37%) and visitor economy related services. Only Fylde tends to diversify outside these to any degree with lower public sector and some Finance/IT/ Business sectors doing well (BAe Warton and Toshiba Westinghouse at Springfield distort the figures).

### **Enterprise**

The total number of businesses in Fylde Coast has grown at faster rate (17%) over the last 10 years than the North West as a whole but growth is unequal between the districts. Fylde has seen a 30% increase, Wyre 21% and Blackpool has risen only slightly.

Business density, measured by the number of businesses per 10,000 working age population (WAP), is also significantly higher in Fylde (775), well above regional (603) and national (677) averages. The Fylde Coast as a whole is also well above the regional average. The figure for Blackpool is lower, at 577 businesses per 10,000 WAP. Levels of business registration for all three districts are well below the England average

Overall 12% of businesses in Fylde Coast were Knowledge Intensive Businesses in 2008, up from 9% in 1998. With Fylde it is largely as you would expect with the BAe supply chain being the main factor.

## Earnings

In common with the previous analysis the Fylde Coast shows some disparity when looking at wage rates. Blackpool significantly under performs on weekly wage rates, whilst Fylde outperforms the UK average. Wage rates in Fleetwood are masked by the wider Wyre prosperity. At £436 per week, overall resident-based weekly gross earnings in the Fylde Coast are below the regional and national averages (£460 and £496 respectively). The figure for Blackpool of £373 reflects the low wages in the visitor economy.

## Skills

Consistent with the wider economic data, the majority of the working age population of the Fylde Coast is relatively low skilled. There is a lower proportion of Working Age Population with NVQ3 and NVQ4 compared with regional and national averages, with Blackpool and Wyre being particularly weak.

There have been pockets of poor educational attainment in schools but, through to 2010, there have been significant performance improvements. Regardless of this there is much to do, with Blackpool still 14 places from the bottom in school performance (five A-C at GCSE).

## Housing

All strategic market assessment thus far has confirmed idea of an overall single housing market, with distinct sub-markets, which need to be addressed at Fylde Coast level.

	<b>Detached</b>	<b>Semi-detached</b>	<b>Terraced</b>	<b>Flat/maisonette</b>
<b>Blackpool</b>	5,352	24,467	19,834	13,807
<b>Fylde</b>	8,869	10,913	5,726	6,245
<b>Wyre</b>	12,442	19,457	8,226	4,382
<b>Fylde SHMA</b>	<b>26,663</b>	<b>54,837</b>	<b>33,786</b>	<b>24,434</b>
<b>NW</b>	506,324	1,052,959	880,421	360,506

Dwelling type by number across Fylde Coast

There are notable differences across the Fylde Coast, with Fylde and Wyre having higher than average levels of detached housing (around 27%). Blackpool and Fylde have larger proportions of flats/maisonettes (around 19%).

Figures disguise differences in character of dwellings and, in particular, the marked difference in quality of flats in Fylde and Blackpool (conversion of former guest houses/hotels).

More than three quarters of properties are owner occupied (all authorities above regional average).

Social rented stock is at 5%, lower than the North West average of 7%. There are significantly higher rates of private rented stock at 14%, against a North West rate of 9%.

There was significant rise in house prices 2000-2009 in all three areas, with the value of property doubling in line with regional increases. This reflected healthy demand but there were problems of affordability in both urban and rural areas.

The average price in Blackpool was £113k, Fylde 192k and Wyre £168k (North West £160).

Average annual completions between 2001-2007 were Blackpool 209, Fylde 219, and Wyre 339. There is a current RSS requirement of 956 p.a., half of estimated demand but reflects what is seen to be deliverable.

There are considerable numbers of Houses in Multiple Occupation (HMOs). It has been identified that HMOs undermine social conditions in the inner areas of Blackpool and Fleetwood, encouraging transience and discouraging investment. Depending on the definition of an HMO (from high quality rented accommodation for two people to the undesirable end of the market accommodating many social tenants) the figure can vary. The total of 4478 is almost certainly an underestimate. Of the 2,800+ in Blackpool, more than half are in four central wards.

### **Property market and employment sites**

Blackpool is seen as a secondary location; less development in progress than in similarly sized towns around the North West and specifically within a Lancashire context.

Blackpool's town centre retail floor space is estimated at 1.37million sq ft which ranks the town 42nd of 200 retail centres by Promsis' retail analysis.

Blackpool has a relatively large catchment population for a town of its size, ranked 80th by Promis on this measure but ranked 174th out of 200 on Promis' Catchment Affluence Index, reflecting its demographic profile and lack of affluence.

Office availability shows a concentration of sub 2,000 sq ft units in locations around Blackpool and its suburbs, with rentals around £8-£10 psf, indicating low quality accommodation.

Low take-up of employment land in recent years: 2001-2005 Blackpool 6 hectares, Fylde 2ha, Wyre 7ha. This compares to Preston 19ha and Lancaster 18ha.

# REPORT

REPORT OF	MEETING	DATE	ITEM NO
GOVERNANCE AND PARTNERSHIPS	CABINET	28 JUNE 2011	10

## REPLACEMENT OF TWO CCTV VANS

### Public Item

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

### Summary

Fylde BC currently provide two CCTV-equipped vehicles as a key element of the work of the Fylde Community Safety Partnership (CSP).

Due to the age and condition of the two existing CCTV Vans in March 2011 the Executive Committee of the Local Strategic Partnership (LSP) approved the provision of funding for a new CCTV Van and to refurbish an existing vehicle which required updating. The funding approved amounted to £49,000 based on actual and estimated costs associated with the purchase of a new vehicle, its conversion costs and the provision of new and replacement costs of CCTV equipment to go in the vehicle.

Although owned by the Council, Lancashire Constabulary would be the registered keepers and responsible for driving and operating the vans. It is a policy of the Constabulary that all vehicles over ten years old should not be driven in an operational role, regardless of their condition. This would have resulted in just one CCTV van being available within the Fylde (the new vehicle which was proposed to be purchased).

Subsequent to the approval of funding described above an opportunity arose to purchase two second hand vehicles from Ealing Council which were already furnished with CCTV equipment. These vehicles were amongst several which had been advertised nationally.

Urgent action had to be taken to secure these vehicles and therefore approval was sought and given by both the LSP and the CSP to use the funding allocated by the LSP Executive to purchase these two vehicles as opposed to the one originally intended.

A purchase involving this amount of funding would usually require the contract to be offered by way of a tender. However, there are certain circumstances where standing orders in relation to contracts can be waived and one of these is where the goods concerned are believed to be of a specialist nature. In these circumstances, the Chief

Continued....

Officer concerned (in this case the Director of Governance and Partnerships) must be satisfied that the goods are of a special character and there would be no genuine competition. The procedure also requires the Chief Officer to be satisfied that the arrangements made secure the best available terms for the Council and must report the circumstances to the next available meeting of the Cabinet. This report details the circumstances.

### **Recommendation**

Cabinet is recommended:

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

### **Reasons for recommendation**

To secure an opportunity to provide Fylde with the best possible CCTV coverage within a limited budget.

### **Alternative options considered and rejected**

To continue with the revised original plan which would have resulted in the purchase of one new CCTV Van. This was rejected as the purchase of the two second hand vehicles will provide a better service to the residents of the Fylde. Whilst the vehicles are second hand, the mileage and condition of them is good and it is anticipated that both vehicles will be road worthy for several years.

Cabinet Portfolio

The item falls within the following Cabinet portfolio:

Portfolio Holder for Social Wellbeing: Cheryl Little

## Report

1. On 9<sup>th</sup> March, 2011 the Executive Committee of the LSP approved the provision of funding for a new CCTV Van and to refurbish an existing vehicle which required updating. The funding approved amounted to £49,000 based on actual and estimated costs associated with the purchase of a new vehicle, its conversion costs and the provision of new and replacement costs of CCTV equipment to go in the vehicle.
2. The bid to the executive was made by Fylde CSP as a Project Plan to support its priorities. The CCTV vans are a key element in the downloading of footage recorded on the network of 'rapid deployment' cameras. Two CCTV vans have operated in Fylde for the past eight years; one based in St Annes and one at Kirkham to cover the rural areas of the Borough. These vans provide both a visible deterrent to crime, capture crimes and provide reassurance to the public regarding the perception of the fear of crime.
3. However, due to the age of the existing vehicles (over ten years old) and a policy decision by the Lancashire Constabulary who operate the vehicles, it was made clear that it would not sanction the further use of any vehicle over ten years old regardless of its condition.
4. An opportunity arose to purchase two 'second hand' CCTV vehicles from Ealing Council which had been advertised nationally. The vehicles advertised were surplus to stock and were already equipped with some compatible CCTV equipment. The vehicles are all three years old or less and have fewer than 15,000 recorded mileage.
5. Agreement has been made with the Police that they would cover the running costs of both vehicles which would include the insurance, fuel and servicing costs whilst they remained roadworthy.
6. Approval by both the LSP and the CSP was given, to consider using the allocated funds to purchase one vehicle instead to purchase the two CCTV vans from Ealing Council, providing they received examination reports by the AA. In addition, the Council's CCTV Manager inspected the two vehicles in advance and was satisfied that they were suitable for use in Fylde.
7. An urgent decision had to be made to secure the vehicles as there was no alternative provider and a further discount was negotiated for the purchase of two vehicles together. There has therefore been a considerable overall cost saving by purchasing the two vehicles which should provide an excellent service for many years to come.
8. The total cost of the purchase of the two vehicles is £35,000 which includes a £5,000 discount for purchasing both vehicles. There is a charge of £190 per vehicle for an AA inspection report and the replacement of some internal equipment will cost £5,300. The vehicles will require new livery (£2,500). The total cost is currently estimated at £43,180 which is a saving of £5,820 on the purchase cost, conversion and equipping of one brand new vehicle. Any additional requirements will be met from existing revenue resources. As the purchase is fully funded there is no impact

9. The Director of Governance and Partnerships was satisfied that the vehicles concerned are of a specialist character and that there would be no genuine competition in offering a contract for the purchase of two second hand vehicles of this nature. The Director also believes that the arrangements secured achieve good value for money and the best terms for both the Council and the LSP.

## Risk Assessment

This item is for information only and makes no recommendations. Therefore there are no risks to address

Report Author	Tel	Date	Doc ID
Tracy Scholes	(01253) 658521		

List of Background Papers		
Name of document	Date	Where available for inspection
Document name		Council office or website address

Attached documents

IMPLICATIONS	
Finance	The entire funding for this purchase has been provided by the Fylde LSP
Legal	A formal Service Level Agreement is being put in place with Lancashire Constabulary
Community Safety	Supports Community Safety objectives of both the Council and the LSP
Human Rights and Equalities	No issues arising
Sustainability and	No issues arising



Environmental Impact	
Health & Safety and Risk Management	Both vehicles will be subject to an AA Inspection Report and a risk assessment will be carried out in respect to the internal layout and equipment carried on board.

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
DIRECTOR COMMUNITY SERVICES	CABINET	28 JUNE 2011	11

## COMMUNITY PARKS IMPROVEMENT PROGRAMME – PARK VIEW AMPHITHEATRE

### Public Item

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

### Summary

The report describes the landscape development of an amphitheatre at Park View, Lytham in terms of its supply and installation.

The report sets out the context and details the receipt of tenders, tender assessment and makes recommendations to proceed with the project through the letting of contracts to complete the work.

The report sets out details of the financial strategy, a breakdown of the external funding grants and an assessment of risks.

### Cabinet Portfolio

The item falls within the following Portfolio:

Leisure & Culture -

Councillor Susan Fazackerley

## **Recommendations**

Cabinet is recommended:

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.

## **Reasons for Recommendation**

1. To ensure that the Council's procurement and financial regulations are complied with.
2. To recognise the valuable community engagement and partnership processes being undertaken to develop the work at Park View.

## **Alternative options considered and rejected**

1. To undertake the delivery of the project via the Borough Council's own staff. However, the work associated with the contracts is of a specialist nature outside of the current capacity and expertise of the Council's staff.
2. Not to approve investment in the development of Park View. The result of this alternative would be that the area does not meet the aspirations and needs of the community.

## **Current Situation**

1. Park View has been developed for recreation over recent years through strong community interest and involvement in fundraising. Play facilities have been developed for all age groups including BMX and a multi games court.
2. There has been extensive community consultation through the Park View 4U Community Group which has resulted in the development of an amphitheatre in response to community needs expressed during the consultation.
3. The Community group identified a need to provide an outdoor meeting, performing and learning area which could be used by local schools, community arts, drama and performance groups. It is proposed to develop a small amphitheatre within the grass area between the BMX track and the bridged access from Ballam Road.

4. The Group has been successful in bidding for external funding to support the development of the amphitheatre. The work has been supported by Fylde BC Leisure Services team.

### **Funding Strategy**

5. A cost plan has been prepared on the basis of the amphitheatre proposal and funding has been secured from the Community Spaces (Lottery) fund for £46,000.

6. Invitations to quote were issued for the construction of the amphitheatre. Contractors have been selected through Constructionline and have been invited to tender through the CHEST, the Councils preferred method of tendering.

7. Quotations have been received for the scheme and evaluated on a price only basis. The contractors were given a site plan showing the proposed works, a schedule of works and a specification against which to tender.

<b>Company Name</b>	<b>Barton Grange Ltd</b>	<b>William Pye Ltd</b>	<b>Landscape Engineering</b>
<b>Quotation prices</b>	£86,430	£59,975	£65,610.30

8. The company supplying the lowest tender price was William Pye Ltd who meets the council's tendering requirements and is a long standing supplier of landscape services within the region with a reputation for good quality workmanship.

9. However the tender amounted to £59,975 which exceeded the available budget. A value engineering process has been subsequently carried out to reduce the contract price to £46,000, including £1000 contingency. The cost reduction will not materially affect the delivery of the project or the scope of work required to fulfil the requirements of the Community Spaces grant.

The proposed budget allocation is detailed below:

Demolition	£2000
Groundworks	£5500
Hard Surfacing	£35750
Landscaping	£750
Preliminaries	£1000
Contingency	£1000
Total contract sum	£46,000

10. It is anticipated that this project can commence on site in July 2011 and be completed by the end of September 2011.

11. There are no additional ongoing revenue budget implications regarding this project as the additional sweeping and litter picking maintenance will be undertaken by Park View 4 U's maintenance operative. Fylde's play area inspection team will undertake a weekly safety inspection. The financial risk of this project to the Council is relatively low as it is 'fully funded' through community grant schemes. Additionally there is a £1000 contingency allowance within the overall scheme budget. Value for money issues have been addressed by obtaining a number of tenders for the work. As the proposed scheme is fully funded there will be no impact on the Council's current overall capital financing requirement (CFR), also referred to as the Council's overall current borrowing position.

12. Fylde Borough Council's contribution to the schemes is through work in kind undertaken by the existing staff. This contribution is therefore met from within existing budgetary provision.

13. The conditions for the Community Spaces Lottery Fund, for which Fylde BC will be the accountable body, are that for a period of 5 years Fylde BC will provide monitoring and inspection of the facility.

13. The key risks associated with the scheme are detailed at Appendix 1.

### **Conclusion**

14. The report recognises the success of the community group and external partners securing £46,000 of external funding for the redevelopment of community open space in Fylde BC.

15. The project is designed to increase the usage, improve the recreational facilities and landscape quality of Park View in order to contribute to an improved quality of environment and quality of life for local residents and visitors.

Report Author	Tel	Date	Doc ID
Darren Bell	01253 658465	28 June 2011	28.06.11 Community Parks Improvement Park View

IMPLICATIONS	
Finance	The financial implications of this scheme are included within the main body of the report
Legal	None arising from this report
Community Safety	Provision of modern recreational facilities is important in terms of providing diversionary activities.
Human Rights and Equalities	None arising from this report
Sustainability	The design seeks to incorporate low maintenance materials and facilities.

Health & Safety and Risk Management	The tender requests included Health and Safety information which will be developed by the successful contractors prior to starting on site to safeguard the public and contractor personnel.
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## Committee Risk Assessment Template

Directorate: Community Services			Date of Assessment: 03 Mar 2011		
Section: Leisure Services			Assessment Team: Darren Bell, Mark Wilde, 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
Loss of external funding	2	2	Written confirmation from the external funding body secured and agreements in place.		Darren Bell
Increased maintenance implication for Fylde Council.	2	2	The project will have additional sweeping and litter picking requirements. Park View 4 U have secured revenue funding for 5 years to employ a site based maintenance operative who will maintain the facility.		Darren Bell
Failure of contractor to deliver to specification	2	2	Project management support from in house technical expertise and fixed price contract.		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. Areas of active construction will be fenced off and information		Darren Bell

Continued....

			provided about safety aspects of the construction site. The contractor will carry five million pounds public liability insurance.	
Failure of contractor to deliver to specification	2	2	Project management support.	Darren Bell
The park development fails to meet community aspirations.	2	2	The community group has been instrumental in planning for the improvements in partnership with Fylde BC. Members of the community group were involved in the entire process. The community group will continue to be closely involved during the construction phase.	Darren Bell
Increased risks to the public as a result of the development.	2	2	A full risk assessment will be completed for the amphitheatre before it is open to the public. Other areas will also be the subject of a risk assessment.	Darren Bell
Poor communication with key parties to ensure the implementation of the project on time and to budget	2	2	Communication plan implemented.	Darren Bell
Failure to meet project milestones	3	2	Project monitoring to be carried out monthly by project monitoring team	Darren Bell



Future drawback of external funding	3	3	Full compliance with grant conditions and clear project outcomes monitored and reported to funding bodies	Darren Bell
Project overspend	3	2	Project team to monitor & control costs on a monthly basis. Budget contains an element for contingencies.	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
GOVERNANCE & PARTNERSHIPS	CABINET	28 JUNE 2011	12

## EXCLUSION OF THE PUBLIC - LOWTHER GARDENS TRUST

### 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 1 of Schedule 12A of the Act.

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
DIRECTOR COMMUNITY SERVICES	CABINET	28 JUNE 2011	13

## LOWTHER GARDENS TRUST

To Follow

## Cabinet



Date:	Wednesday, 23 March 2011
Venue:	Town Hall, St Annes
Committee members:	Councillor David Eaves (Leader) Councillor Susan Fazackerley (Deputy Leader) Councillors Dr. Trevor Fiddler, Cheryl Little, Albert Pounder, Thomas Threlfall
Other Councillors:	Councillors Fabian Craig-Wilson, Elizabeth Oades, Brenda Ackers, Elaine Silverwood, Linda Nulty, Kathleen Harper, Louis Rigby, Kevin Eastham, Ken Hopwood, Barbara Pagett
Officers:	Phillip Woodward, Joanna Scott, Clare Platt ,Tracy Scholes, Alan Oldfield, Paul Drinnan,Paul Walker, Andy Cain, Paul Rogers, Bernard Judge
Members of the public:	6 members of the public were present

### Public Platform

Mr Savic of Clifton Drive North, St Annes, gave his observations on the proposed financial support for the Lytham Hall Appeal which was to be considered under item 8.

#### 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. No Members declared any interests.

Councillors Thomas Threlfall and Trevor Fiddler declared a personal interest in item 13 relating to the Disposal of Tom's Croft Car Park, Freckleton to Freckleton Parish Council as they are Freckleton Parish Councillors.

#### 2. Confirmation of minutes

RESOLVED: To approve the minutes of the Cabinet meeting held on 16 February 2011 as a correct record for signature by the chairman.

#### 3. Urgent items

The Chief Executive made reference to an urgent item which needed to be brought to the attention of Cabinet which was in relation to a Grounds Maintenance Contract. He advised

that the matter was commercially sensitive and as such should be considered at the end of the meeting after a resolution had been passed to exclude members of the public.

#### 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 21 February 2011 (previously circulated)

The scrutiny committee recommended the following to Cabinet for approval:

##### **1 Request for call In – Transfer of Assets**

*Recommended for Cabinet approval:*

1. That the original recommendations of the Policy Development Scrutiny Committee from 6 January (***appended below\*\****) should be referred back to Cabinet for reconsideration, with the following additional provisions:
  - (a) that with reference to the transfer of assets to Kirkham Town Council (*original recommendation 1 below*), when considering the referral from the committee Cabinet should have regard to the statement of the Portfolio Holder that transfer could be effected by April 2012, and that Kirkham Town Council would have implemented ongoing maintenance arrangements.
  - (b) that with reference to the identification of strategic assets, and the budgetary and governance arrangements (*original recommendations 2 (a) and (b) below*), a cross-party working group be appointed which will report back to members.

##### **\*\*Original Recommendations**

1. That officers explore Asset Transfers further in relation to Kirkham Town Council, allowing the Town Council to go out to competitive tender for the parks and open space maintenance with outcomes showing localism, and delivering efficiencies and value for money services.
2. That officers be requested to bring forward further reports on:
  - (a) Identification of which assets constitute strategic assets
  - (b) The budgetary and governance implications of open space transfer to Town Councils, separate to the budgetary options in relation to the strategic assets.

In reaching its decision, the Cabinet considered the details set out in the report before it and at the meeting and RESOLVED to note and approve the recommendations of the Policy and Development Scrutiny Committee on 21 February 2011 subject to a report detailing the budgetary implications being submitted to Cabinet for consideration.

## 5. Community Focus Scrutiny Committee - Recommendations

Members of Cabinet were asked to consider the recommendations made by the Community Focus Scrutiny Committee at its meeting held on 24 February 2011 (previously circulated).

The Community Focus Scrutiny Committee recommended the following to Cabinet for approval:

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

*Recommended:*

1. To make appropriate arrangements for representatives of the committee, relevant portfolio holders/ ward councillors, chairmen of the relevant parish councils, relevant officers and any other interested members to view the operations and meet representatives of the company concerned.
2. To report on the findings to the next meeting of the committee.

### **2 Q3 Performance Exception Report 2010/11**

*Recommended:*

1. To retain indicator FLI004 (percentage of employees appraisals complete)
2. To request that a report be presented to the next meeting of the committee which specifically concentrates on littering/dog fouling and the associated enforcement responsibilities.

### **3 General Fund Budget Monitoring Report 2010/11 position as at quarter ended 31 Dec 2010**

*Recommended:*

1. To note the current position.
2. To request the Scrutiny Management Board to consider including in its work plan an item relating to final salary pensions for new starters.

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 of the Community Focus Scrutiny Committee at its meeting held on 24 February 2011.

## 6. Corporate Plan

The Chief Executive introduced the report which provided an updated position on the extent of implementation of actions contained in the 2010/11 Corporate Plan together with a draft Corporate Plan for 2011/12.

Circulated at the meeting were coloured copies of Appendices A and B. The report looked at the key objectives, actions and activities proposed for 2011/12 and in the longer term that the Council intends to focus on following the setting of the budget at the Council meeting 2 March 2011. The proposed activities were set out in Appendix A to the report. Appendix B contained a review and status report of the actions and activities that were contained in the existing corporate plan for 2010/11.

Referring to Appendix B, he emphasised that this was not intended to be a complete reflection of everything the Council does but was a selection of key priorities and activities which was a measure of where the Council allocates its resources throughout the year. In Appendix B there was a total of thirty actions with the current state of completeness of those actions. He informed members of the following colour codes of Appendix B:

- (a) Dark Green – 77% completed.
- (b) Light Green – 10% almost complete with slight delay due to changes in circumstances or a change of policy.
- (c) Amber – 13% which have not made full progress as intended and have been moved forward to the next financial year or have been reprioritised.

He informed Cabinet that there would be full report on Appendix B when the final accounts for 2011/12 are signed off at the end of June 2011. Referring to Appendix A, he stated that the thematic priorities had been reduced from four in the current financial year to 3 in 2011/12. In addition to the thematic priorities the performance section in the current corporate plan had been replaced with a value for money framework which would underpin the thematic elements. It would be his intention to report to members on a six monthly basis the value for money performance framework. It was also the intention to seek support and cooperation from other local authorities in Lancashire who participate in performance benchmarking to provide comparisons against the trends in performance and value for money. The full report would be considered by the Council at its next meeting subject to any amendments by Cabinet.

The Leader was of the view that the following two matters should be included in the objectives and these were as follows:

- (a) To protect the quality of farmland.
- (b) To improve our efforts regarding the control of dog fouling and the need to improve areas which are blighted by this.

Councillor Fiddler responded stating that there were two aspects of the additional matters put forward by the Leader. Firstly, to protect the quality of farmland for those involved in planning was an extremely important direction when determining policy and in terms of sustainability. He added that in a scenario where there is a shortage of food worldwide, it makes no sense not to protect quality agricultural land.

Secondly, he referred to a similar exercise in relation to the corporate plan twelve months previously where he had expressed the opinion that the plan did not address the fragile

nature of the rural economy and indeed the current plan did not address the aspect. He made reference to a recent meeting organised by Councillor Threlfall where farmers were invited to discuss with members of the Council issues which they considered were important to the rural economy. As the rural economy was so important in Fylde he took the view that there should be reference to it in the corporate plan.

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

1. That the Cabinet notes the extent of implementation of the 2010/11 Corporate Plan at this point in the year and receives a final out-turn position along with the final accounts report in June 2011:
2. That, subject to the following amendments being included, the Cabinet recommends to Council the adoption of the Corporate Plan for 2011/12:
  - (a) To protect the quality of farmland.
  - (b) To improve our efforts regarding the control of dog fouling and the need to improve areas which are blighted by dog fouling.
  - (c) To establish a forum for promoting the rural economy.
3. To disapply the recovery and call-in procedure as a consequence of the need to refer this matter to a meeting of the full Council.

#### 8. Waste Management Services Contract

Prior to consideration of the matter, the Leader of the Council (Councillor David Eaves) made reference to a question submitted by Councillor Oades relating to the Waste Management Contract. Councillor Oades was invited to the table.

*Councillor Oades asked could the Cabinet say what impact our failure to be put onto the Select Short List for the Wyre Waste contract will have on Fylde and the Medium Term Financial Strategy (MTFS) .*

Councillor Albert Pounder (Portfolio Holder for Customer and Operational Services) indicated that Councillor Oades' question would be answered during his presentation of the report.

He presented the report which provided details of the outcome from the evaluation of the Pre Qualification Questionnaires for the new waste contract at Wyre. He emphasised that the select list was limited to five large organisations and that as well as Fylde Borough Council there were other local authorities who had been unsuccessful in being included on the select list. He emphasised that by not being included in the select list would have no impact on the current MTFS at Fylde. Also that the currently approved MTFS was predicated on the existing contract for waste and cleansing ending on 31 March 2012 and an exit strategy was in place. No further income assumptions had been made in respect of the new waste contract.

*Councillor Oades further asked if there would be any restructuring or redundancy costs.*



Councillor Pounder responded by stating that staff currently operating the service would be transferred via TUPE and that the approved MTFS included the estimated exit costs.

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

1. That Cabinet note the decision and the reasons announced by the evaluation panel of Wyre Borough Council not to include Fylde Borough Council on the Select Short List for the new waste collection contract from April 2012.
2. That Cabinet and officers provide all the support possible to Wyre BC and the new waste service provider to ensure a smooth transition from the existing contract to the new waste contract and in-house street cleansing service.

#### 9. Capital Funding Request

Prior to consideration of the matter, the Leader of the Council (Councillor David Eaves) made reference to a question submitted by Councillor Oades relating to the Capital Funding Request for Lytham Hall.

*Councillor Oades asked when was the request for funding received.*

The Leader responded, stating February 2011.

*Councillor Oades asked if the decision was made by the Cabinet would it be legal.*

The Leader responded by stating that the allocation of capital funds above £250,000 was a lawful decision for the Council to take in accordance with the constitution. He emphasised that any decision made by the Cabinet would be in principle and subject to Council approval.

*Councillor Oades asked as this programme has been in the planning stage for several years has any approach been made for funding in the past.*

The Leader responded by stating that the Council had made a contribution in 2009 of £5000 towards the early bid stages of their heritage lottery grant.

The Leader stated that neither he nor the Cabinet were qualified to answer the other questions from Councillor Oades on this subject, the details of which were detailed matters about public access, public fund raising, the level of support from local people and why the Trust had only started public fund raising in recent months and Councillor Eaves suggested that these questions were best put to the Heritage Trust for the North West.

*Councillor Nulty asked was it legally and morally right that Melton Grove which was gifted for the specific benefit of the elderly community in perpetuity, can be sold on to a developer regardless of whether some of the properties are kept for this purpose or not. Has this charity's constitution been changed from its original intention to avoid this. If not, then surely a transfer of these assets can only be made to a like minded organisation for the purposes to provide homes at an affordable rent for example New Fylde Housing.*

The Leader responded advising that the item on the agenda is about an in principle agreement in support of the Lytham Hall Appeal of a donation from a capital receipt. Should the sale of Clifton (Lytham) Housing Association Ltd be concluded. He stated that the details in the question were the subject of a Call In which would be considered at a meeting of the Policy and Development Scrutiny Committee meeting on 24 March 2011 and that Councillor Nulty's questions would best be asked there.

Councillor Trevor Fiddler, (Portfolio Holder for Planning and Development), reminded members that the capital funding request for Lytham Hall and the sale of properties at Melton Grove were two separate issues and that the proposed capital funding decision was not dependent on the sale of Melton Grove properties. He advised that he had agreed to the sale of Melton Grove and this was conditional that there would be a full debate at Council and that the Leader had endorsed this understanding at the budget meeting.

Councillor Ackers asked the following questions on behalf of Councillor Ashton.

*(i) Does the Cabinet appreciate that should the Council support the £5 million Lottery bid at Lytham Hall which is the only grade 1 listed building in Fylde, to the tune of £300,000, this will equate to over £16 coming into Fylde to every £1 invested by Fylde Borough Council.*

The Leader responded by agreeing to the details given in the question.

*(ii) Is the Cabinet aware that the Heritage Lottery Organisation stated that if Local Authorities are not willing to commit funds then the bid is unlikely to succeed.*

The Leader responded stating that although this had not been communicated directly to Cabinet, Cabinet understands that this is usually the policy of the Heritage Lottery Organisation.

*(iii) Is it correct that Lancashire County Council has committed a Countryside officer three days a week to work in the parkland and is a graduate trainee to help with the lottery bid.*

The Leader responded stating that he understood that to be true and that the officer was in post.

*(iv) Is the Cabinet able to confirm how many jobs will be created at Lytham Hall should the lottery bid be successful.*

The Leader responded stating that approximately 30 permanent jobs would be created after the refurbishment and slightly more jobs during the construction and refurbishment period.

The Leader presented the report and stated that the Council had received a request from the Heritage Trust for the North West, the organisation which manages Lytham Hall, seeking a capital contribution from the Council in support of the fund raising programme in order to lever-in a £2.0m Heritage Lottery grant towards the refurbishment project at the Hall. The matter would be the subject of debate at their next Council meeting.

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

1. That, the Cabinet agrees, in principle, to a capital grant of £300,000 being made to the Heritage Trust for the North West for the Lytham Hall restoration appeal conditional upon the successful sale of Clifton (Lytham) Housing Association Ltd and the council receiving the capital receipt.
2. That the Council be recommended to agree an addition to the capital programme in accordance with recommendation 1, to be fully funded from the Clifton (Lytham) Housing Association sale receipt.
3. To disapply the recovery and call-in procedure as a consequence of the need to refer this matter to a meeting of the full Council.

10. Council Owned Trading Company – FBC Solutions Ltd

The Chief Executive introduced the item regarding the setting up of a Council owned Company. The report referred to this being the second of two projects associated with the implementation of the 'Destination Plan' agreed by the Council during 2009/10 to deliver improved value for money for the Council.

He reminded Cabinet that the Council had recently commissioned (with external funding from the Regional Improvement & Efficiency Partnership) an assessment of the potential to develop and launch the arms-length trading company that the Council had established in recent years. The report provided the results of that assessment and contained a proposal to develop the remit of the Company to deliver a range of services for and on behalf of the Borough Council and to other organisations.

The report made reference to the work undertaken by X Associates in relation to this and was attached to the report at Appendix A. He advised that the rationale was to provide further efficiencies and value for money in key service areas and trying to free these areas of the bureaucratic processes associated with local government. The conclusions in the X Associates report was that the Company would be capable of delivering efficiencies for the Council and that the Council had the ambition and culture to move the initiative on productively and effectively.

He emphasised that should Cabinet agree to the recommendations set out in the report, there were residue funds from the amount received from team Lancashire in 2010 (paragraph 19 of the report refers) which can be utilised to help draw the detailed business plan and to get access to some specialist advice. A risk analysis was also attached to the X report at Appendix K.

Councillor Oades asked the following questions:

- (i) *If it is agreed what impact will it have on Council services.*

The Leader responded stating that the impact and risks were set out in the X Associates report. The Company would provide efficiencies, savings and value for money with the potential to generate income to offset service delivery costs. The impact on the Council's services will be detailed in the business plan to be put forward. *He referred to paragraph 21 of the report which related to the business plan issue.*

(ii) *Will this Board be answerable to Council, how and when would councillors get information, would there be regular reports or would this be yet another body operating in isolation from the Council?*

The Leader responded advising that the main function of the Company would be to deliver the Council's services. It would be an arms length Company owned by the Council and the Board would be appointed by the Council, the Directors being Council Members. The Company would be working for the Council but would work more closely than a commercial contractor. The company would return any surpluses back to the Council. The Board would be accountable to the Council and all reports to the Board would be available to all elected Members. The governance structures and the terms of reference would be agreed prior to transfer of services to the Company.

(iii) *Is this decision premature in light of the impending elections.*

The Leader responded advising that the recommendations would be based on a commercial assessment and emerging best practice. He acknowledged that there will be elections but notwithstanding those elections he considered that the initiative was the best way forward in a clear and better value for money way.

(iv) *Should the Council know, prior to making a decision, the likely costs of this?*

The Leader responded referring to paragraphs 19 to 22 of the report and a specific recommendation at paragraph 19 which estimated the set up costs. The setting up of the Company would be assisted by the external funds referred to.

(v) *What was the likelihood of the Company making a loss.*

The Leader responded by stating that the risks were identified in Appendix K to the report. The Company would need time to commission services and would need the full commitment of the Council to allow the Company to become established to diversify and increase its income base spreading its costs over a wider base and financial sustainability and hopefully become profitable. He considered that it was essential to commence the work on business planning and the further development of the Company.

Councillor Pounder, (Portfolio Holder for Customer and Operational Services), advised that the Company had been under discussion for some time and that the work carried out by X Associates indicated that there was potential to achieve savings from developing the arms length company regardless of any further income being secured. The potential to secure additional income and profit for the Council will be increased with the arms length company trading in a private sector market.

It was important to take the process step by step and it was clear in the report produced by X Associates that some of the foundation work could be achieved without establishing an arms length company. For example bringing together key front line services under a single management structure. The report made reference to the modernisation work implemented by operational services and the success that this had achieved. Extending this across a wide range of services did not need to wait for the company to be established and would support the performance of such a company.

There were several outstanding risks at this stage but to the proposal was to carry out further investigation of the risks around the legal standing of the organisation, taxation and VAT issues. There was a commitment to keep Members informed and he considered that Cabinet should support the recommendations in the report.

Jennifer Cross, of X Associates, was present at the meeting to answer any questions on the report. She considered that it was an exciting opportunity for the Council and was pleased to see that the Council was taking the process forward. The Council was already successfully tendering for work in the commercial market and this was the key difference in that the Council would be able to do more of that in future and hopefully bring more finance into the Council and spread the overheads further. The report set out the potential gains for the Council in trading in the wider environment. Grounds maintenance work and other contracts would help to manage its Medium Term Financial Strategy.

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

1. Agrees that the cost of any specialist financial and legal advice that may be necessary to support the work identified in this report be funded from the balance of the team Lancashire funding secured during 2010, referred to in paragraph 19 of the report;
2. Agrees in principle to the development of FBC Solutions Ltd to deliver the range of services outlined in Appendix B of the X Associates report attached to this report;
3. Mandates the officers to do the preparatory work in order to bring further reports to the cabinet on the matters set out in paragraph 25 of this report; and
4. The commencement of the consultation set out in paragraph 26 of this report.

11. Community Parks Improvement Programme – Morningson Road Playing Field

Councillor Susan Fazackerley (Portfolio Holder for Leisure and Culture) presented a report which described the redevelopment of Morningson Road Playing Field in terms of the supply and installation of a play area, Multi Use Games Area (MUGA) and landscaping works. The report set out the context and details, the receipt of tenders, tender assessment and made recommendations to proceed with the project through the letting of contracts to complete the work. The report also set out details of the financial strategy, a breakdown of the external funding grants and an assessment of risks.

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 £193,887 funded through the Community Spaces (Lottery) fund, Lancashire Environment Fund, Lancashire County Council, Veolia Environmental Trust, New Fylde Housing and Fylde Borough Council, as set out at Table 1 of the report.
2. To approve the letting of the contract for the play area construction to County Landscapes Ltd in the sum of £73,997.
3. To approve the letting of the contract for the landscape works and MUGA to Landscape Engineering Ltd in the sum of £106,425.
4. To approve the partnership arrangement between Fylde Borough Council, Lancashire Wildlife Trust and the Morningson Meadow Community Group to develop a nature conservation area as part of the master plan, at a cost of £7,000 from within the £193,887 total scheme cost.

5. To acknowledge the significant time and dedication of the Mornington Meadow Community Group in bringing this project to fruition, together with the assistance and support of Fylde Borough Council, and Lancashire County Council.

12. Renewal of Lease of Lytham Lifeboat House

Councillor Trevor Fiddler (Portfolio Holder for Planning and Development) presented a report regarding the Royal National Lifeboat Association and a 50 year lease on the land and building they occupy at Lytham Green. Under the existing lease which expired on 23 September 2010 the RNLI pays a rent of £10 per annum.

The RNLI had requested renewal of the existing lease for a further 50 years on similar terms.

In reaching its decision, Cabinet considered the details set out in the report before it and at the meeting and RESOLVED the lease be renewed on a similar basis to the current lease, as set out in detail in the attached heads of terms.

13. Disposal of Tom's Croft Car Park, Freckleton To Freckleton Parish Council

Prior to the report being presented, Councillor Oades asked *why has Mill Street Car Park, Kirkham, not come forward to this meeting for disposal to Kirkham Town Council.*

Councillor Fiddler responded stating that since reorganisation in 1974 Freckleton had taken the lead and he was glad that Kirkham was following that lead.

The Leader responded advised that when a request is received it would be processed.

Councillor Pounder (Portfolio Holder for Customer and Operational Services) presented a report regarding a the Borough Council owned car park in Freckleton village centre. The Council had previously made an in principle decision to transfer this car park and three areas of open space to Freckleton Parish Council. Around 12 months ago a detailed report was approved by Cabinet for transfer of the open space areas, but a decision on the car park was deferred because, unlike the amenity areas, it had a value and therefore it represented a disposal at less than the best price obtainable.

It was considered that a decision on the car park should be made in the light of the consultancy work undertaken in relation to proposed open space transfers in St. Annes and Kirkham. This work was now completed and the Parish Council has requested that the car park transfer should now proceed. He informed Cabinet that the sale would be subject to a covenant restricting the use to a free car park and recycling centre except with the consent of the vendor. Should the Parish Council decide to grant any other use either permanent or temporary the vendor would be entitled to a percentage of the proceeds from that use.

In reaching its decision, Cabinet considered the details set out in the report before it and at the meeting and RESOLVED that the freehold interest in Tom's Croft Car Park is transferred to Freckleton Parish Council at no cost, subject to a covenant restricting use to a free car park (and recycling centre) except with the consent of the vendor. If the vendor decides to grant consent for any other use, whether permanent or temporary, he will be entitled to a percentage of the gross income received.

14. Disposal of Land at Wray Crescent, Wrea Green to Ribby With Wrea Parish Council

Councillor Trevor Fiddler (Portfolio Holder for Planning and Development) presented a report regarding land owned by the Borough Council at Wrea Green which comprises allotments, grazing land, playing field, playground, garage plots, car park and the site of a children's day nursery. The Council had granted Ribby with Wrea Parish Council a long lease of the playground and playing field at a peppercorn rent. It had granted the Parish Council short leases of the allotment areas.

Ribby with Wray Parish Council had requested that the freehold interest in the whole site was transferred to them. They proposed to develop the playing field and grazing land as sports facilities.

In reaching its decision, Cabinet considered the details set out in the report before it and at the meeting and RESOLVED that the freehold interest in the land at Wray Crescent is transferred to Ribby with Wrea Parish Council at no cost, subject to putting in place appropriate claw-back provisions should any part of the site be commercially developed in the future, and subject to advertising the disposal of open space and considering any objections.

15. Disposal of the Freehold Interest in School Lane Allotments to Kirkham Town Council

Councillor Trevor Fiddler (Portfolio Holder for Planning and Development) presented a report regarding Kirkham Town Council operating an area of allotments at School Lane, Kirkham. The Town Council owned part of the allotment area and leased the remainder from Fylde Borough Council (FBC) at a nominal rent. There was a strong demand for the allotments and the Town Council would like to extend onto adjacent land which was owned by FBC, and was subject to a grazing licence in favour of an adjacent farmer.

Kirkham Town Council had requested that the freehold interest in the leased allotment area and the area proposed for an extension was transferred to them at nil consideration.

In reaching its decision, Cabinet considered the details set out in the report before it and at the meeting and RESOLVED that the freehold interest in the leased allotment area and the area proposed for an extension is transferred to Kirkham Town Council at nil consideration, with each party bearing its own legal costs.

16. 2020 Regeneration Vision and the 2012 Open Golf Action Plan.

Paul Drinnon, Head of Regeneration, Assets and Tourism, presented a report which gave the findings of the consultation on the Lytham St. Annes 2020 regeneration Vision document and seeks the adoption of this. It also presented and sought approval of the 2012 Open Golf Outline Action Plan prepared jointly with Lancashire County Council. It set out details of the public realm improvement projects outlined in the Lytham St. Annes 2020 Vision document and Members were also presented in the '*Destination Presentation*' element of the 2012 Open Golf Action Plan. Members were asked to consider and approve the prioritisation of the projects in support of the 2020 Vision and the Open Golf Action Plan and to confirm virement from existing capital regeneration schemes to the prioritised projects to the extent allowed by the virements and subject to the final, detailed schemes/costs being presented to Cabinet.

Councillor Trevor Fiddler (Portfolio Holder for Planning and Development), congratulated Paul Drinnon for his excellent work. Councillor Fiddler reminded Members that the Open Golf Championship was an enormous event and complicated exercise. Participating venues needed to demonstrate qualify as a venue in order to attract future events.

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

1. That the Lytham St. Annes 2020 Regeneration Vision document be adopted and used to support the development of key initiatives such as the 2012 Open Golf Championship, Fairhaven Lake, Lytham Hall, the development of the Ribble Coast and Wetlands and potential development sites along the coast;
2. That the document be used and developed along with the Regeneration Framework as part of the evidence base for the development of the Community Infrastructure Levy

strategy to secure developer contributions to assist in the development of relevant projects contained within the document;

3. That the Lytham St. Annes 2012 Open Golf Outline Action Plan, developed jointly with Lancashire County Council, be approved in principle;
4. That the virement of a maximum of £150,000 capital resources to finance the new / alternative schemes referred to as Schemes 1 - 3 and 5 - 8 in Appendix 3 of the report for the purposes of delivering projects, leveraging in matching partner contributions and supporting the 2012 Open and the continuing legacy thereafter. (NB. the proposed virement remains within the total funding envelope of the existing approved capital programme);
5. That the detail of Scheme 1 in Appendix 3 (Orchard Road) attached at Appendix 5 to the value of £50,250 as a contribution to the LCC scheme, subject to securing the associated match funding from Lancashire County Council;
6. That the procurement path detailed at Appendix 4 for the delivery of the projects detailed in Appendix 3 and in the 2012 Open Golf Outline Action Plan;
7. That further reports be received on the details of each other project in accordance with the Council's financial regulations, including contributions from external partners, and
8. That the receipt of further reports on the implementation of other schemes identified as a priority in support of the 2012 Open Golf Action Plan, should additional resources be identified.

17. 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 items of business, on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 5 of Schedule 12A of the Act.

18. Grounds Maintenance Contract

The Chairman reported that this item had been received after the publication of the agenda. He accepted that it should be considered by the Committee as a matter of urgency, in accordance with Section 100 of the Local Government Act 1972 (as amended) on the grounds that the Council had only been advised within the last 48 hours of its success in the tendering process and that the Council needed to acknowledge its acceptance of the terms of the contract before the next scheduled meeting of the Cabinet.

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

1. Cabinet is asked to note and endorse the proposed grounds maintenance contract with Blackpool Coastal Housing, which is for a three year period with an option to extend by a further two years plus a further two years.
2. That Council be recommended to agree a funded budget increase to the value of the contract sum.
3. To disapply the recovery and call-in procedure as a consequence of the need to refer this matter to a meeting of the full Council.



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