



LATE REPORT

Budget and Performance Panel

Tuesday, 21 January 2020

The following report was received too late to be included on the main agenda for this meeting and was marked 'to follow'. It is now enclosed, as follows:

Agenda Item Number	Page	Title		
5	2 - 52	BUDGET AND POLICY FRAMEWORK UPDATE 2020/21 TO 2023/24		

Lancaster City Council | Report Cover Sheet

Meeting	Cabinet	Date	14 January 2020
Report of	Director of Corporate Services		
Purpose of Report			
To provide an update on the Council's budget strategy for 2020/21 and financial outlook up to 2023/24. Specifically, the report considers the budget and council tax proposals for 2020/21.			
Key Decision (Y/N)	N	Date of Notice	Exempt (Y/N) N

Report Summary

The report summarises the latest budget and council tax proposals for 2020/21 and looks forward to the work to be undertaken in respect of the Capital Strategy and Medium Term Financial Strategy.

Recommendations of Councillor Anne Whitehead

1. That Cabinet make recommendations to Council regarding the Lancaster City Council element of the Council Tax as set out in paragraph 3.4 (option one) of this report which is a £5 increase to the Band D Council Tax (from £226.95 to £231.95).
2. That Cabinet makes recommendations regarding its initial budget proposals as set out in section 4 and appendix one of this report.
3. That the recommendations and proposals in this report be referred to Council on 29 January for initial consideration as well as being presented for scrutiny by Budget and Performance Panel on 21 January, in order that any feedback can be provided to Cabinet at its 11 February meeting.

Relationship to Policy Framework

The budget should represent, in financial terms, what the Council is seeking to achieve through its Policy Framework.

Conclusion of Impact Assessment(s) where applicable

Climate	Wellbeing & Social Value
Digital	Health & Safety
Equality	Community Safety

A number of budget proposals address the climate emergency and digital improvements as well as wellbeing improvements. The budget framework in general

sets out a financial plan for achieving the Council’s corporate priorities which incorporate the above cross cutting themes.	
Details of Consultation	
Details of consultation are set out in sections 7 and 8 of the report.	
Legal Implications	
No legal implications directly arising from this report.	
Financial Implications	
As set out in the report.	
Other Resource or Risk Implications	
No other implications directly arising from this report.	
Section 151 Officer’s Comments	
The Section 151 Officer has co-authored this report.	
Monitoring Officer’s Comments	
The Monitoring Officer has been consulted and has no comments on this report.	
Contact Officer	Dan Bates, Director of Corporate Services
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Links to Background Papers	

1 INTRODUCTION

- 1.1 Under the Constitution, Cabinet has responsibility for developing corporate planning proposals and a balanced budget for Council’s consideration.
- 1.2 The Cabinet meeting on 5 November considered updated estimates with respect to government funding and council tax and the corresponding impact on the revenue budget gap as well as a timetable for completing the budget framework for 2020/21 to 2023/24. Since that report the Government has released the Provisional Local Government Finance Settlement and a number of informal meetings have been held between officers and members to consider specific revenue budget proposals for 2020/21.

1.3 This report sets out:

- An update to the estimates in respect of Council funding including Revenues Support Grant, Retained Business Rates, New Homes Bonus following on from the release of the provisional local government finance settlement and the corresponding impact on the budget gap. (section 2)
- Consideration of options for setting the Council’s element of the council tax for 2020/21. (section 3)
- A summary of the proposals for achieving a balanced revenue budget for 2020/21. (section 4)
- An update on the work undertaken in respect of the capital programme for 2020/21 to 2023/24 and a longer term Capital Strategy. (section 5)
- An update on the development of a Medium Term Financial Strategy which will secure the long term financial resilience of the authority and identify resources to meet the Council’s ambitions for the next five years. (section 6)

2 **FUNDING UPDATE**

2.1 The Council's net revenue expenditure is funded from the following sources:

- Settlement Funding Assessment which is divided into Revenue Support Grant and Localised Business Rates
- New Homes Bonus
- Council Tax

2.2 The Government released the provisional local government finance settlement on 20 December 2019. Next year, 2020/21, is a one year settlement following on from the four year settlement for 2016/17 to 2019/20 and preceding the Government’s ‘Fair Funding’ review and a likely 4 year settlement which will cover 2021/22 to 2024/25. A summary of the provisional settlement for Lancaster City Council is provided in table one below.

Table One – Provisional Settlement allocations for Lancaster City Council

	Provisional Settlement	LCC Forecast	Difference
Revenue Support Grant	202,944	203,086	142
Retained Rates	5,736,762	5,740,750	3,988
Settlement Funding Assessment			
New Homes Bonus	1,501,981	1,502,012	31
Total Government Funding	7,441,687	7,445,848	4,161

- 2.3 As table one shows, the provisional settlement allocates £4k fewer resources than anticipated and this effectively slightly increases the gap for the 2020/21 revenue budget, from that reported to 5 November Cabinet.
- 2.4 The Government is currently undertaking a Fair Funding review which will look at how Government Funding is distributed from 2021/22 onwards. It is expected that whilst local government as a whole might expect a 'cash flat' settlement, the prioritisation of social care pressures will result in a decrease in funding to district councils from 2021/22 onwards and this has been reflected in the Medium Term Financial Strategy.

3 COUNCIL TAX

- 3.1 As part of the provisional finance settlement, the Government published its referendum criteria for council tax. District councils will be permitted to raise their council tax by 1.99% or £5, whichever is higher, without reference to a referendum. Table two below considers the following two options for council tax:
- Option one – an annual 1.99% or £5 increase in council tax (whichever is higher) – for Lancaster City Council, this will be £5 in each of the next four years
 - Option two – no increase in council tax

Table Two – Impact of council tax options: 2020/21 to 2023/24

Year	Taxbase (% Annual Increase)	Option One: Annual increase of £5 in Council Tax		Option Two: No annual increase in Council Tax		Additional Income from £5 increase
		Band D	Income	Band D	Income	
2019/20	41,400 (0.49%)	226.95	9,395,679	226.95	9,395,679	0
2020/21	41,700 (0.72%)	231.95	9,672,315	226.95	9,463,815	208,500
2021/22	42,117 (1.00%)	236.95	9,979,623	226.95	9,558,453	421,170
2022/23	42,538 (1.00%)	241.95	10,292,110	226.95	9,654,038	638,072
2023/24	42,963 (1.00%)	246.95	10,609,849	226.95	9,750,453	859,260

- 3.2 The budget proposals have assumed an increase of £5 in council tax. This will raise an additional £277k. If there was no increase in council tax, income would increase by £68k due to additional properties; the £5 increase resulting in a further £209k in income (shown in the final column above). The table above also shows the difference, in terms of income, between a £5 tax increase and no increase which, over four years, amounts to an additional £859k in income if option one, an annual £5 increase, is adopted.
- 3.3 Taxbase growth of 0.72% in 2020/21 is lower than the 1% which was forecast in the MTFS. The proposed increase of £5 is lower than the 2.99% forecast in the MTFS and is a result of the Government reducing the referendum threshold

on district council tax from 3% to 2%. Taken together, these two impacts result in council tax income being £101,061 lower than forecast in the MTFS.

- 3.4 **The recommendation arising from this report is that the Council on 29 January 2020 agree a £5 increase (option one) to the level of the 2020/21 Band D council tax for the Lancaster City Council element.** It is also recommended that option one is selected for the purposes of completing estimates in the Medium Term Financial Strategy.

4 BUDGET PROPOSALS

- 4.1 The 5 November Cabinet report set the approach for considering proposals for a balanced revenue budget for 2020/21. Since the report, a number of informal meetings were held with the Cabinet to develop proposals. Additionally, emerging proposals and detailed information on growth bids and savings plans have been shared with all Councillors.
- 4.2 Proposals for closing the budget gap are shown in table three below and are provided in more detail in appendix one.

Table Three Cabinet's Draft Revenue Budget Proposals – 2020/21

	Sub-total £'000	Total £'000
Budget Gap for 2020/21 reported to Cabinet 5 November		213
Lower than estimated Council Taxbase	16	
Lower than estimated Government Funding	4	
	<hr/>	20
Inescapable cost pressures	646	
Savings/income identified by the budget process	(511)	
Triennial review of pensions	(1,121)	
	<hr/>	(986)
Growth Bids – revenue budget	429	
Growth Bids – funded from reserves	2,478	
Net funding from reserves	(2,154)	
	<hr/>	753
Current Budget Gap		<hr/> 0 <hr/>

- 4.3 The proposals set out in the table above produce a balanced revenue budget for 2020/21, which forms part of the recommendations of this report. If Cabinet agree the proposal, then it will go forward to the Budget Scrutiny Panel on 21 January 2020 and to Council on 29 January 2020 and then form part of the Budget and MTFS report to the Budget Council Meeting on 26 February 2020.

- 4.4 A significant amount of growth bids will be funded from reserves. The Reserves Strategy requires all proposals for reserves funding to be subject to further scrutiny prior to the release of funds. This scrutiny will seek to ensure that specific effective plans are in place for the use of reserves and that clarity exists in respect of outcomes which will be achieved in respect of the proposals.

5 CAPITAL PROGRAMME

- 5.1 Capital bids have been considered as part of the annual budget process and the revenue budget proposals in the previous section include, where applicable, capital funding costs (known as Minimum Revenue Provision) for those bids where it is anticipated that there will be a net revenue cost.
- 5.2 There are a number of significant capital bids which cover major upcoming corporate priority projects which will be put forward for the capital programme. These ambitious schemes, which cover economic development, regeneration, housing development and meeting the climate emergency will, require significant borrowing but will generate property income as well as business rates and council tax growth to cover capital costs and also contribute to the Council's longer term revenue budget position.
- 5.3 It is proposed to undertake some informal sessions with Cabinet in order to more closely consider the capital programme for 2020/21 to 2023/24 and a Capital Strategy to cover this period and beyond prior to bringing specific recommendations to the February Cabinet ahead of the Budget Setting Council on 26 February 2020.

6. MEDIUM TERM FINANCIAL STRATEGY

- 6.1 A revised Medium Term Financial Strategy will be considered at the Budget Setting Council. The revision of the MTFs will be important and timely in order to provide sound financial planning processes to underpin the new Council's ambitions. Key considerations of the MTFs include:
- Consideration of the medium term outlook, taking account of the impact of decisions made to balance the 2020/21 budget alongside forecasts for future funding. Table four shows current estimates of the budget gap following on from the proposals to balance the 2020/21 budget.

Table Four – Medium Term Budget Gaps – 2020/21 to 2023/24

	20/21	21/22	22/23	23/24
Estimated Budget Gap (£'000s)	0	1,759	1,567	1,624

The gap is structural in nature and reflects anticipated changes in Government funding arising from the Fair Funding review which will be implemented from 2021/22.

- Taking account of the above, the MTFs will seek to balance a positive outlook in supporting Council ambitions with the requirement to secure long term financial resilience of the organisation. Continued focus on the Funding the Future Strategy and associated plans will ensure that

the Council can seek returns from capital investment and new ways of working whilst managing risk and promoting good governance.

- The Funding the Future Strategy incorporates a commitment to zero based budgeting and this has been used in this budget process and will be further considered by the Financial Resilience Group alongside ongoing work to embed the Council's new priorities during 2020/21.
- Incorporation of recent CIPFA guidance in respect of Capital Strategies and prudential borrowing so that the Council is able to pursue ambitious projects which deliver economic prosperity and housing growth which also contribute to the Council's financial resilience and carbon reduction targets.
- A thorough review of the Reserves Strategy to ensure adequate level of reserves are maintained which balance longer financial sustainability with the deployment of surplus reserves towards Council ambitions.

6.2 A full update on the Housing Revenue Account budget and financial outlook will be considered alongside the revenue budget including options to ensure that the service's 30-year business plan is viable and that its ongoing budget is balanced, whilst delivering value for money to tenants. This update will be reported to the 11 February 2020 Cabinet.

7 DETAILS OF CONSULTATION

7.1 As in previous years, the usual high level consultation with relevant stakeholders on the budget will be undertaken prior to Budget Council in February. More specific consultation may be required depending on the budget savings options being considered. Consultation on council housing matters will be undertaken through the District Wide Tenants' Forum.

8 OPTIONS AND OPTIONS ANALYSIS (INCLUDING RISK ASSESSMENT)

8.1 Regarding the budget strategy, Cabinet may approve the proposals as set out, or require changes to be made to the suggested approach. The overriding aim of any budget setting process is to approve a balanced budget by statutory deadlines, allocating resources to help ensure delivery of the Council's corporate and service ambitions. The proposed approach is in line with that broad aim and any changes that Cabinet puts forward should also be framed in that context.

8.2 In term of the actual budget position, this report puts forward a balanced budget. If Cabinet agrees the budget then it will form their proposal to Budget Scrutiny Panel on 21 January 2020 and to Council on 29 January 2020. The feedback from these meetings will be considered by Cabinet and incorporated into a final budget proposal which will be considered at the Cabinet meeting on 11 February 2020 and recommended to Council on 26 February 2020.

Appendix One – Cabinet’s Revenue Budget Proposals – 2020/21

	Sub- total	Total
Original Budget Gap		213
Taxbase lower than forecast	16	
Difference between forecast and LG Settlement	4	20
Triennial pensions review		(1,121)
Inescapable cost pressures		646
Savings / Additional Income Identified		(511)
Job Evaluation (current estimate subject to finalisation)		217
Communities and Environment		
Energy Management including Solar Phase 1	36	
Salt Ayre Boiler Replacement	10	
Two Electric Refuse Vehicles	46	
Electric Fleet Replacement Programme	31	
Pool Cars	18	
Salt Ayre Leisure Centre	(4)	
Mellishaw Park	37	
Customer Services Software	23	197
Economic Growth and Regeneration		
Development Management	20	
Local Plan	96	
Building Control	119	
Prosperity, Skills and Wealth Building	131	
Regeneration	(92)	
Heritage Action	3	
Property Investment	(383)	(107)
Corporate Services		
Staff Development	50	
Member Training	11	
Digital Strategy	54	115
Office of Chief Executive		
VCSE Miscellaneous Grants		6
Gap taking account of the above		(324)
Use of Reserves		
Job Evaluation	293	
Digital Strategy	90	
Culture Strategy and Provision	113	
Economic Prosperity Plan	40	
Economic Development	110	
Housing Feasibility _ Stock Survey and Housing Co.	107	
Committee System Investigation	30	
Energy Management Hardware and Software	50	
Revenue Contribution to Capital: Mellishaw Park	240	
CE Recruitment Costs	30	
Planning Policy: Local Plan	592	
Canal Quarter	124	
Heysham Gateway	279	
Bailrigg Garden Village/Morecambe High Streets	280	
Housing Feasibility Invest to Save	100	
Total Use of Reserves		2,478
Net Funding from reserves		(2,154)

SAVINGS AND ADDITIONAL INCOME ANALYSIS				
	2020/21	2021/22	2022/23	2023/24
Starting Gap	212,557	2,178,077	2,371,799	3,026,786
Tax base lower than forecast	15,772			
Difference between forecast and provisional local government settlement	4,161			
Triennial Review Pensions deficit recovery	-1,120,700			
Inescapable(Cost Pressures)/Savings				
Revenues & Benefits	280,000			
Pay Inflation	56,700			
Triennial review % increase in future service cost	53,400			
Cost of CCTV contractual increase	30,000			
MRP - slippage on 18/19, changes to financing of capital programme	59,700			
Loss of investment interest	166,400			
Inescapable(Cost Pressures)/Savings	646,200			
Savings Identified				
Deferral of additional Waste/Recycling Round	-200,044			
Increases in income achieved				
- car parks	-160,000			
- williamson park	-16,700			
Remove annual inflation uplifts		-129,400	-194,100	-272,900
Annual non pay inflation uplifts and increase in other incomes				
- Trade Refuse	-29,166	-61,682	-77,953	-108,490
- Other Incomes	-6,653	-14,843	-22,906	-39,412
- Improved venues management	-51,270	-107,667	-169,704	-237,944
- Co-ordinated approach to catering	-11,970	-23,940	-35,910	-47,880
- Support Services Efficiencies	-21,039	-42,078	-63,117	-84,156
- Reducing general office supplies	-13,770	-27,540	-41,310	-55,080
Total Indicative Savings from above decisions	-510,612	-407,150	-605,000	-845,862
Budget Gap 19/12/2019	-752,622	1,770,927	1,766,799	2,180,924

Ref	Growth Areas	2020/21	2021/22	2022/23	2023/24
	Unavoidable				
1	Job Evaluation	510,617	584,787	688,185	704,841
	less funded from reserves	-293,104	-146,552	-73,276	
		217,513	438,235	614,909	704,841
	Communities & the Environment				
	<i>Climate Emergency</i>				
2	Energy including Phase 1 Solar	35,800	-94,185	-94,375	-94,520
3	Salt Ayre Boiler Replacement	10,000	-1,635	-2,145	-2,625
4	Two Electric Refuse Vehicles	46,337	40,937	40,437	40,337
5	Electric Fleet Replacement Programme	31,180			
6	Pool Cars	18,330	-3,270	-3,770	-4,470
	<i>Leisure</i>				
7	Salt Ayre Leisure Centre	-4,329	-113,923	-108,144	-135,355
	<i>Housing</i>				
8	Mellishaw Park	36,700	0	0	0
9	Customer Services Software	23,000	40,000	40,000	40,000
		197,018	-132,076	-127,997	-156,633
	Economic Growth & Regeneration				
	<i>Planning Services</i>				
10	Development Management	19,900	23,700	27,500	32,100
11	Planning Policy & Local Plan: Staff	95,900	102,100	107,900	114,800
	Planning Policy & Local Plan: Commissioning Advice				
12	Building Control	119,100	55,200	58,200	56,700
	<i>Regeneration</i>				
13	Prosperity Skills Wealth Building	131,000	132,000	133,000	134,000
14	Regeneration	-92,500	8,300	46,700	56,600
15	Heritage Action	2,600	9,600	28,800	33,000
16	Property Investment	-383,260	-832,120	-1,263,980	-1,695,840
		-107,260	-501,220	-861,880	-1,268,640
	Corporate Services				
17	Staff Development	50,000	40,000	30,000	10,000
18	Member Training	11,000	8,000	6,000	15,000
19	Digital Strategy MRP	54,411	119,941	123,099	123,099
		115,411	167,941	159,099	148,099
	Office of the Chief Executive				
20	VCSE Miscellaneous Grants	6,000	6,000	6,000	6,000
		6,000	6,000	6,000	6,000
	Total Indicative Growth from above decisions	428,682	-21,120	-209,869	-566,333
	Updated Budget Gap 09/01/2020	-323,941	1,749,807	1,556,930	1,614,591
	Use of Reserves				
	Job Evaluation	293,104	146,552	73,276	
	Digital Strategy	90,000			
	Culture Strategy	113,695	72,390	52,390	52,390
	Economic Prosperity Plan	40,000			
	Economic Development	110,000	110,000	110,000	85,000
	Housing Feasibility (Housing Co and PS Stock Survey)	107,000	7,000	7,000	7,000
	Committee System Investigation	30,000			
	Energy Management Hardware and Software	50,000			
	RCCO Mellishaw Park	240,000	240,000	240,000	240,000
	CE recruitment and consultant costs	30,000			
	Planning Policy & Local Plan: Commissioning Advice	591,500			
	<i>Economic Prosperity and Housing Growth Feasibility</i>				
	Canal Quarter	123,900	150,000		
	Heysham Gateway	278,700	34,500		
	Bailrigg Garden Village / Morecambe High Streets	280,000	250,000	250,000	250,000
	Housing Feasibility	100,000			
		2,477,899	1,010,442	732,666	634,390

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 1

Directorate: CORPORATE SERVICES

Proposal : JOB EVALUATION

PROPOSAL DETAILS

After the last job evaluation exercise in 2010, it was agreed that a review would take place two years later, and this unfortunately did not take place. In 2018, the Council took the decision to progress with this piece of work for a variety of reasons; an opportunity to procure a more modern and commercial method of evaluation with a better fit for our organisation and its ambitions, a chance to review the pay and grading of all roles, and support with recruitment, retention and development of staff.

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
General Fund Increases (a)	510,617	584,787	688,185	704,841
General Fund Decreases (b)	(293,104)	(146,552)	(73,276)	(0)
Total (a + b + c)	217,513	438,235	614,909	704,841

APPLICATION OF RESERVES

	RESERVE	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Protection Payments	Restructuring	293,104	146,552	73,276	0
Total		293,104	146,552	73,276	0

COUNCIL OUTCOMES

A Sustainable District	
An Inclusive and Prosperous Local Economy	
Healthy & Happy Communities	
A Co-operative Kind and Responsible Council	Contributes to staff engagement, retention, recruitment of future talent and development of future talent for critical roles

CROSS CUTTING THEMES

Climate Emergency	
Community Wealth Building	
Community Engagement	

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 1

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Staff engagement	Engagement Surveys	Regularly throughout 2020
Staff retention	HR data, showing decrease in leavers, good attrition through development opportunities rather than negative attrition based on pay and being able to recruit into critical roles	Ongoing
Staff development	New pay scale incorporates development/progression points for staff to be able to develop in to. HR and payroll data will measure this.	Ongoing

Directorate: COMMUNITIES & THE ENVIRONMENT

Proposal : ENERGY INCLUDING SOLAR PHASE 1

PROPOSAL DETAILS

To develop a solar farm to provide most of the Salt Ayre Leisure Centre's electricity.

The project requires 6 acres of land to build a 1-megawatt (MW) farm with a 1MW battery. The electricity produced from this would be fed directly to Salt Ayre Leisure Centre (SALC) via a direct wire. 1MW (including a battery) would mean that SALC's electricity requirements would be met by the solar farm, except for in the darkest months.

Following achievement of land certainty, the installation would also require a planning application.

The project is combined with the purchase of an energy management system to reduce overall energy usage across the Council.

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
MRP on Solar Farm	35,800	35,800	35,800	35,800
Electricity savings at Salt Ayre	0	(122,920)	(122,920)	(122,920)
5% Council wide energy savings	0	(7,065)	(7,255)	(7,400)
Total	35,800	(94,185)	(94,375)	(94,520)

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
1 MW Solar Farm	715,000	0	0	0
Total	715,000	0	0	0

APPLICATION OF RESERVES

	RESERVE	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Energy Management Hardware and Software	TBC	50,000	0	0	0
Total		50,000	0	0	0

COUNCIL PRIORITIES	
A Sustainable District	The project is environmentally sustainable. It will a) generate renewable energy b) reduce the amount of energy used
An Inclusive and Prosperous Local Economy	The project will show that the Council is setting an example of contributing to the resilience of the local economy by generating renewable energy.
Healthy & Happy Communities	This project will reduce CO2 emissions and show a positive lead in terms of dealing with the climate change emergency. Failing to deal with this will have far reaching consequences for our communities.
A Co-operative Kind and Responsible Council	Tackling the climate change emergency shows the Council to be responsible

CROSS CUTTING THEMES	
Climate Emergency	This project has been developed to help address the climate emergency
Community Wealth Building	Renewable energy will be generated locally and power a local community facility.
Community Engagement	The climate change emergency was declared as a result of engagement with the community.

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Reduced CO2 emissions	Amount of renewable energy produced	260 tonnes / year
Reduced energy bills	Budget	£130,000 / year

Directorate: COMMUNITIES & THE ENVIRONMENT

Proposal : SALT AYRE BOILER REPLACEMENT

PROPOSAL DETAILS

To replace major plant and boiler / hot water system at Salt Ayre Leisure Centre that is past expected life expectancy. The system services the staff offices, café, reception area, soft play, Xheight, sports hall, The Spa / Hub, toilets and showers with heating and hot water.

Given the declared climate emergency, this growth bid also includes indicative fees for an energy expert to identify alternative, renewable, more sustainable options. The expert will also be able to assess and advise on the other plant and M & E systems at the leisure centre to decrease carbon emissions and reduce energy consumption / costs.

A like for like replacements system using more modern equipment is circa £270,000.

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
Energy Consultants	10,000	0	0	0
MRP	0	10,800	10,800	10,800
15% reduction in gas	0	(12,435)	(12,945)	(13,425)
Total	10,000	(1,635)	(2,145)	(2,625)

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Replacement Boilers/ Hot Water System	300,000	0	0	0
Total	300,000	0	0	0

COUNCIL OUTCOMES

A Sustainable District	Contributing to reducing Salt Ayre's carbon footprint by saving circa 15% on energy costs
An Inclusive and Prosperous Local Economy	Using contractors that continue to strengthen the local supplier network
Healthy & Happy Communities	By ensuring there is no reduction in service provision for the 700,000+ visits per year by closing the facility due to plant failure
A Co-operative Kind and Responsible Council	Commissioning the work and demonstrating value for money

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 3

CROSS CUTTING THEMES	
Climate Emergency	A reduction in gas consumption by having more modern, energy efficient boilers.
Community Wealth Building	Using local suppliers / tradesmen to complete the project
Community Engagement	

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Reduced gas usage	Gas usage	15% reduction
Reduced CO2 emissions	CO2 emissions	25 tonne / yr

Directorate: **COMMUNITIES & THE ENVIRONMENT**

Proposal : **TWO ELECTRIC REFUSE VEHICLES**

PROPOSAL DETAILS

In 20/21 the City Council is due to replace six refuse collection vehicles (RCVs), within the already budgeted vehicle replacement programme. In line with the council's ambition to be carbon neutral by 2030, significant work has taken place to identify suitable electric alternatives to fossil fuelled vehicles.

This proposal is to replace two of the six RCVs due for replacement in 20/21 with electric alternatives that will operate inside Lancaster's Air Quality Management area.

The business case has been based on information from another Council who have placed orders for a significant amount of the same electric vehicles, following an extensive trial.

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
MRP on two electric lorries	57,142	57,142	57,142	57,142
Electric Charging Infrastructure	5,000	0	0	0
Increase in electricity usage	15,000	15,000	15,000	15,000
Fuel Savings	(9,000)	(29,000)	(29,000)	(29,000)
R&M Savings	(500)	(900)	(1,400)	(1,500)
Vehicle License Savings	(1,305)	(1,305)	(1,305)	(1,305)
Total	46,337	40,937	40,437	40,337

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Two Electric Refuse Collections Vehicles	400,000	0	0	0
Total	400,000	0	0	0

COUNCIL OUTCOMES

A Sustainable District	Reducing emissions will contribute to the council's actions to address climate change which will in turn contribute to sustainability of the District.
An Inclusive and Prosperous Local Economy	
Healthy & Happy Communities	The proposal could generate a tailpipe emission saving of up to 74 t(CO ₂ e), contributing to air quality improvements linked to the council's climate emergency.
A Co-operative Kind and Responsible Council	Tackling climate change is the responsible thing to do considering the severity of the situation.

CROSS CUTTING THEMES	
Climate Emergency	Taking steps to address the emergency of climate change is a priority for the Council
Community Wealth Building	
Community Engagement	Leading by example is good way to demonstrate to our residents that we care about the climate change emergency and are taking positive steps to address it. This is critical to gain the support from our communities to act as well.

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Reduced emissions	CO2 -Reduction in diesel usage -Reduced CO2	28000 litre/yr 74 tonnes /yr

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No:5

Directorate:

COMMUNITIES & THE ENVIRONMENT

Proposal :

ELECTRIC FLEET REPLACEMENT PROGRAMME

PROPOSAL DETAILS

The city council has 162 vehicles in the fleet which are replaced on a scheduled basis. The agreed replacement capital budget assumes vehicles will be replaced as like for like.

Vehicles vary from refuse collection vehicles to tractors, sweepers and panel vans. It is estimated that the fleet generates over 40% of the council's overall emissions. In line with the climate emergency and the council's ambition to be carbon neutral by 2030, time has been spent reviewing which vehicles can be converted to electric in 20/21.

Given the available vehicles on the market, proposals have been developed to replace 21 vehicles with electric alternatives, 14 of which are within the council's repairs and maintenance service.

At this stage the net cost of converting from diesel to electric is higher than provided for. Expected revenue savings from the conversion have been factored in to the '*Revenue Implications of Capital Investment*' for 20/21. Figures have been split between the general fund and the housing revenue account.

Future year programmes including 21/22 and beyond will require annual review as the market for electric vehicles continually advances and new vehicles, meeting the council's requirements arrive.

REVENUE REQUIREMENTS

GENERAL FUND	2020/21 £	2021/22 £	2022/23 £	2023/24 £
MRP on Fleet Replacement	35,640	35,640	35,640	35640
Depreciation recharge to HRA	0	(21,561)	(21,561)	(21,561)
Electricity costs	500	500	500	500
Fuel savings	(2,800)	(2,800)	(2,800)	(2,800)
R&M savings	(900)	(900)	(900)	(900)
Vehicle Licence savings	(1,260)	(1,260)	(1,260)	(1,260)
Total	31,180	9,619	9,619	9,619

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
General Fund	373,200	0	0	0
Total	373,200	0	0	0

COUNCIL PRIORITIES

A Sustainable District	Reducing emissions will contribute to the council's actions to address climate change which will in turn contribute to sustainability of the District.
An Inclusive and Prosperous Local Economy	
Healthy & Happy Communities	The proposal could generate tailpipe emission savings, contributing to air quality improvements linked to the council's climate emergency.
A Co-operative Kind and Responsible Council	Tackling climate change is the responsible thing to do considering the severity of the situation.

CROSS CUTTING THEMES	
Climate Emergency	Taking steps to address the emergency of climate change is a priority for the Council
Community Wealth Building	
Community Engagement	Leading by example is good way to demonstrate to our residents that we care about the climate change emergency and are taking positive steps to address it. This is critical to gain the support from our communities to act as well.

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Reduction in diesel used	Monitoring of fuel usage	10,000litres / year
Reduction in CO2 emissions	Based on reduction in fuel usage	4.5 tonnes /year

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 6

Directorate:

COMMUNITIES & THE ENVIRONMENT

Proposal :

POOL CARS

PROPOSAL DETAILS

In 2018/19, 154 city council employees claimed the casual mileage allowance. Approximately 105,000 business miles were driven during this period, producing an estimated 31 t(CO₂e) of greenhouse gases. The cost to the council for the mileage claims was £47,144.

This proposal focusses on redirecting funds from mileage allowance to fund an additional ten electric pool cars. Managing pool car schemes in a way that they are easy to book, and access (eg users have programmed electronic cards to access vehicles) ensures take up. Therefore, it is proposed that we partner with an existing car club. In the future this will allow for extension of the scheme to other users and the potential to generate some income.

Based on data from 18/19, it is anticipated that by moving to an electric pool car fleet and encouraging staff to move away from using their own vehicles, up to 30 t (CO₂e) could be saved each year.

The project also helps raise the profile of the council by evidencing our commitment to be carbon neutral by 2030

Pool cars used via a car club scheme, such as [Co-Wheels](#), provide the council with an opportunity to offer private use of the pool cars to employees, residents and other partners (*i.e.* NHS,), discussions on this are taking place. This is a way of reducing the number of cars locally, helping to reduce emissions and provide transportation to those that don't need / cannot afford a car of their own. This option will be developed out after the project has developed internally and the level of spare capacity identified (likely to be evenings / weekends etc).

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
MRP on Pool Cars	19,130	19,130	19,130	19,130
Co-Wheel service fee	11,700	12,000	12,300	12,600
Maintenance	7,000	7,200	7,400	7,600
Electricity	3,000	3,100	3,200	3,300
Existing Mileage Payments (including HRA)	(23,600)	(45,200)	(46,300)	(47,600)
EVCP maintenance	500	500	500	500
RFID cards	600	0	0	0
Total	18,330	(3,270)	(3,770)	(4,470)

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Pool Cars	150,000	0	0	0
Telemetry	11,300	0	0	0
Electric vehicle charging point (EVCP)	45,000	0	0	0
Total	206,300	0	0	0

COUNCIL PRIORITIES	
A Sustainable District	Reducing emissions will contribute to the council's actions to address climate change which will in turn contribute to sustainability of the District.
An Inclusive and Prosperous Local Economy	
Healthy & Happy Communities	The proposal could generate a saving of up to 30 t(CO ₂ e) savings generated through the fleet (grey fleet in this instance) thus contributing to air quality improvements.
A Co-operative Kind and Responsible Council	Tackling climate change is the responsible thing to do considering the severity of the situation

CROSS CUTTING THEMES	
Climate Emergency	Taking steps to address the emergency of climate change is a priority for the Council
Community Wealth Building	
Community Engagement	Leading by example is good way to demonstrate to our residents that we care about the climate change emergency and are taking positive steps to address it. We will eventually be able to offer use of the cars to residents on a pay per go basis

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Reduced CO ₂ emissions	Via reduction in mileage from private vehicles and better planning of service delivery	31tonnes /yr

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 7

Directorate: **COMMUNITIES & THE ENVIRONMENT**

Proposal : **SALT AYRE LEISURE CENTRE**

PROPOSAL DETAILS

This proposal sets out potential savings from Salt Ayre moving to a Local Authority Trading Company, revises income levels expected from the different activity areas of the gym and costs the detailed 10 yr asset management plan for the Centre. The plan includes estimated costs for all areas of the facility (internal and external)

The costs highlighted on this template are for the next 5 years.

By maintaining in a planned way, the Council will be able to ensure that Salt Ayre continues to maintain an excellent standard of Leisure centre provision and moves to a position of reducing subsidy.

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
MRP on Maintenance Programme	33,200	96,100	130,200	130,200
Revise Spa Income	76,700	0	0	0
LATC implementation	(70,000)	(140,000)	(140,000)	(140,000)
Additional Income	(44,229)	(70,023)	(98,344)	(125,555)
Total	(4,329)	(113,923)	(108,144)	(135,355)

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
SALC Asset Renewals	647,600	1,108,800	511,000	124,300
Total	647,600	1,108,800	511,000	124,300

APPLICATION OF RESERVES

	RESERVE	2020/21 £	2021/22 £	2022/23 £	2023/24 £
SALC Asset Renewals	Renewals	(150,000)	(150,000)	(150,000)	(124,300)
Total		(150,000)	(150,000)	(150,000)	(124,300)

COUNCIL OUTCOMES

A Sustainable District	Any refurbishment and replacement of equipment, plant etc will consider the environmental impact / CO2 emissions etc to ensure
An Inclusive and Prosperous Local Economy	Using contractors that help to continue to strengthen the local supplier network. Ensuring salt Ayre is part of the visitor offer by maintaining a cutting edge offer.
Healthy & Happy Communities	By ensuring there is no reduction in service provision for the 700,000+ visits per year by closing the facility due to plant / building fabric failure
A Co-operative Kind and Responsible Council	Commissioning the work and demonstrating value for money. Investing, upskilling and retaining staff

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 7

CROSS CUTTING THEMES	
Climate Emergency	The priority for the council is to reduce the carbon footprint of Salt Ayre Leisure Centre, The council's largest energy user. During the replacement / renewals process consideration will be given the climate emergency agenda
Community Wealth Building	Protecting the asset ensure that local people are retained in employment, local suppliers are engaged and the facility remains a valuable community asset
Community Engagement	Salt Ayre engages with thousands of people and has become a place for people to belong, reducing social isolation, improving health & wellbeing (reducing costs to the NHS), teaching life skills and creating a community Hub.

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Subsidy reduces	Budget -costs and income	Zero subsidy or better by 2024

Directorate: **COMMUNITIES & THE ENVIRONMENT**

Proposal : **MELLISHAW PARK**

PROPOSAL DETAILS

Following the decision of Cabinet on 5th November 2019 to support in principle the transfer of Mellishaw Traveller site from LCC to the city council, this proposal considers the implications of this and will be considered at Council on 29th January 2020.

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
Employee costs	27,800	23,000	23,600	24,200
Premises R&M	50,000	20,000	20,600	21,200
Utilities	27,100	27,900	28,700	29,500
Misc costs	3,300	3,300	3,300	3,300
Rent and service charge income	(71,500)	(73,400)	(75,400)	(77,400)
Total	36,700	800	800	800

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
5 Year Phasing of Capital Works	240,000	240,000	240,000	240,000
Total	240,000	240,000	240,000	240,000

APPLICATION OF RESERVES

	RESERVE	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Revenue Contribution to Capital Outlay	Revenue - TBC	(240,000)	(240,000)	(240,000)	(240,000)
Total		(240,000)	(240,000)	(240,000)	(240,000)

COUNCIL PRIORITIES	
A Sustainable District	The refurbishment of facilities on the site will contribute to carbon reduction with more efficient heating, electric and drainage improvement works. Investment in the site will mean the site is sustainable in terms of good quality Gypsy and Traveller provision for the next 30+ years.
An Inclusive and Prosperous Local Economy	
Healthy & Happy Communities	Reduction in health inequalities, preventing homelessness and providing access to quality housing.
A Co-operative Kind and Responsible Council	Improving the security, safety and wellbeing of one of our most vulnerable and marginalised groups would demonstrate that we are a kind and responsible council.

CROSS CUTTING THEMES	
Climate Emergency	The refurbishment of facilities on the site will contribute to carbon reduction with more efficient heating, electric and drainage improvement works
Community Wealth Building	
Community Engagement	Having ownership of the site gives the council a great opportunity to engage with the residents on Mellishaw. We intend to involve them fully in the upgrade of facilities to get what the residents want and need and therefore secure pride in a new environment.

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Satisfied residents	Via annual tenant survey	TBC
Suitable site for Traveller community	Condition survey/ number of units	TBC

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 9

Directorate: **COMMUNITIES & THE ENVIRONMENT**Proposal : **CUSTOMER SERVICES SOFTWARE****PROPOSAL DETAILS**

Replacement of outdated customer contact system

REVENUE REQUIREMENTS

GENERAL FUND	2020/21 £	2021/22 £	2022/23 £	2023/24 £
MRP on Capital Investment	23,000	40,000	40,000	40,000
Total	23,000	40,000	40,000	40,000

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Purchase of Software and Modules	115,000	85,000	0	0
Total	115,000	85,000	0	0

COUNCIL PRIORITIES

A Sustainable District	Improving experience of people when contacting the Council by providing a more efficient system which staff can respond to queries in a more responsive manner
An Inclusive and Prosperous Local Economy	Providing a more responsive service which enables citizens and businesses to have efficient interaction with the Council.
Healthy & Happy Communities	A resident first approach which reduces dissatisfaction with the Council by offering a more responsive service in keeping with expected levels of technology.
A Co-operative Kind and Responsible Council	Providing innovative ways of working linked to improved digital offer whilst maintaining an approachable service to customers.

CROSS CUTTING THEMES

Climate Emergency	Improved interactions with citizens helping towards taking CS to the community and reducing number of journeys made to visit Town Halls.
Community Wealth Building	
Community Engagement	Essential element to maintaining productive dialogue with citizens and enabling an improved customer interactive service (including improving quality of service).

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 9

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Improved Council reputation with citizens	Positive comments reflecting good service delivery (e.g. NPS).	To be set
Improved morale of staff	Staff surveys and feedback	Qualitative measure
Efficiencies created	Savings against resources	Financial amount to be set by project team (expected 5 - 10% efficiencies in year one)
Improved access to services	Customer preferred method of contacting Council.	Reduced telephone calls / individual personal transactions

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 10

Directorate: ECONOMIC GROWTH & REGENERATION

Proposal : DEVELOPMENT MANAGEMENT

PROPOSAL DETAILS

The proposal is threefold within this Team.

- (i) To re-launch the Council's pre-application service, including revised chargeable services.
- (ii) To provide a more consistent planning enforcement service, commensurate with a remodelled structure (no additional staff).
- (iii) That a permanent, senior resource is recruited to the DM Team to resolve capacity issues regarding the provision of strategic pre-application advice and the determination of major, strategic planning applications that are likely to be submitted as a consequence of Local Plan adoption.

In respect of (i), a review of the pre-application offer of the Council is overdue, and will also allow for more efficient recovery of costs associated with providing this service. In respect of (ii), this remains the only area of the Team which fails to have a clear career-focused structure, and this hinders current decision-making due to the absence of any Team Leader role. With regard to (iii), the lack of resource has seriously affected pre-application responses in particular, leading to lower-than-anticipated levels of fee income and the current excellent performance in terms of determining planning applications is now consistently propped up by the 'extension of time' regime, which is dependent upon developers' goodwill.

REVENUE REQUIREMENTS

GENERAL FUND	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Additional Staff Capacity	44,900	48,700	52,500	57,100
Pre-application income fee target increase*	(25,000)	(25,000)	(25,000)	(25,000)
Total	19,900	23,700	27,500	32,100

COUNCIL PRIORITIES

A Sustainable District	Decision-taking (Development Management) activity is based upon the principles of sustainable development that are enshrined within the National Planning Policy Framework (NPPF). This includes ensuring that policies and decisions ensure that future development can make effective use of land and prudent use of natural resources, help biodiversity, minimise waste and pollution, mitigate to climate change and move to a low carbon economy
An Inclusive and Prosperous Local Economy	One of the 3 overarching objective of sustainable development is the Economic Objective - identifying whether planning and development proposals will support growth, infrastructure provision, innovation and improved productivity (again, as defined by the NPPF).
Healthy & Happy Communities	Our decision-taking must, as stated in the NPPF, support strong, vibrant and healthy communities; to foster a well-designed and safe built environment; to deliver accessible services and open spaces that support local communities' health, social and cultural wellbeing.
A Co-operative Kind and Responsible Council	This Team acts responsibly by considering all of the above three overarching objectives contained within the NPPF during all stages of their work.

CROSS CUTTING THEMES	
Climate Emergency	National planning policy is clear that planning has a key role to play in minimising vulnerability and providing resilience to the impacts of climate change, including coastal change, flood risk, drought, water supply and changes to biodiversity and landscape. The decisions of the Development Management Team especially during the pre-application (Advice) stages, are critical to ensuring that the district can transition to a low-carbon future and mitigate against the impacts of climate change, including flood risk.
Community Wealth Building	Our Teams consider community wealth building as a material planning consideration. An example of this is the introduction of Employment and Skills Plans as a validation requirement for a number of major development proposals. This ensures developers have to provide opportunities for upskilling of the local workforce and provision of the right education, skills and inspiration to enable them to get jobs.
Community Engagement	This Team engages with its' citizens through the statutory planning process, which includes national consultation and publicity arrangements during decision-taking.

OUTCOMES		
Outcome	Performance Measure	Target
Determination of planning applications in accordance with national performance thresholds (speed of decision)	Rolling two-year assessment undertaken by Government – Majors to be determined within 13 weeks (16 weeks in relation to Environmental Impact Assessment development) and 8 weeks in all non-major cases	60% majors within time and 70% for non-majors
Determination of planning applications in accordance with national performance thresholds (quality of decision)	As above – although two-year period differs (April 2017-March 2019, compared to October 2017-Sept 2019 for speed of decision)	No more than 10% of total decisions made on major and non-major development shall be overturned at appeal.
Pre-application advice – speed of advice provided	No statutory measures, but will be useful to introduce local performance targets as part of remodelling of the pre-application offer	To be agreed

Directorate: **ECONOMIC GROWTH & REGENERATION**

Proposal : **PLANNING POLICY & LOCAL PLAN**

PROPOSAL DETAILS

The proposal is twofold within this Team.

- (i) To progress, implement and monitor the emerging Local Plan for the District, and to budget for the work that is being undertaken as part of the Local Plan Review.
- (ii) That as part of the Local Plan Review, to recruit the two temporary (5-year) Climate Change Officers who will work on the climate change mitigation and adaptation measures that are established by the Local Plan Review Group. Previous informal support from Cabinet to proceed with recruitment.
- (iii) That a permanent, senior resource is recruited to the Team to resolve capacity issues and help deliver overdue policy initiatives (some of which are listed below).

In respect of (i), an adopted Local Plan is a necessity to guard against inappropriate development and 'planning by appeal'. The Local Plan Review has already commenced in terms of scoping the initial options. Compliance with the timeline provided to Cabinet is dependent upon (ii) above, as stated earlier in the summer at the emergency meetings with Cabinet. (iii) provides the permanent resource necessary within this Team to oversee major planning policy initiatives that are linked to the work on the Local Plan, including controlling residential conversions of properties to houses in multiple occupation (usually student units); future proposals to re-assess Article 4 Direction Areas within the Conservation Team; and a total review of the Council's Tree Policy (adopted in 2010) with a focus on climate change mitigation. In addition it is anticipated that the Canal Quarter project will move from a regeneration-based framework to Supplementary Planning Documentation in 2020. The Policy Team will also be directly involved in the anticipated launch of the Rail Strategy and the work that is likely to emerge from the County Council's Movement Strategy (aimed at reducing car use through Lancaster City Centre and advantaging modal shift towards public transport). Work on the Bailrigg Development Plan Document will also be taken forward.

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
Staff Resources	95,900	102,100	107,900	114,800
Total	95,900	102,100	107,900	114,800

APPLICATION OF RESERVES

	RESERVE	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Planning Policy & Local Plan: Commissioning Advice	TBC	591,000	0	0	0
Total		591,000	0	0	0

COUNCIL PRIORITIES	
A Sustainable District	One of the objectives of the Local Plan is to ensure that development makes an overall positive contribution to the delivery of sustainable communities, the economy and the environment
An Inclusive and Prosperous Local Economy	The revised Local Plan aims to support the draft Economic Growth Plan which sets out how to create a prosperous and dynamic local economy that enables ambitious local companies to grow, attracting new investment and supporting economic development in a sustainable and inclusive way. We want to balance growth with improvements to quality of life securing investment in our town centres and villages to create high quality housing and attractive public realm and green space. Policies in the Local Plan will look to address this
Healthy & Happy Communities	Within national planning policy, guidance is provided on how health should be considered by the planning system and embedded into the Local Plan. It is clear that as part of delivering on the social dimension of sustainable development that the Local Plan has a role in supporting and developing strong, vibrant and healthy communities.
A Co-operative Kind and Responsible Council	Community engagement is integral to the development of the Local Plan. The Statement of Community Involvement (SCI) sets out how and when we will engage with the community and other key stakeholders when we prepare and revise Local Plan documents.

CROSS CUTTING THEMES	
Climate Emergency	National planning policy is clear that planning has a key role to play in minimising vulnerability and providing resilience to the impacts of climate change, including coastal change, flood risk, drought, water supply and changes to biodiversity and landscape. It will be essential that appropriate planning policies are put in place in the new revised local plan to meet these challenges.
Community Wealth Building	Effective community wealth building requires rethinking present policies to generate local equity and community-owned initiatives and through the course of the development of the revised Local Plan the service will address this.
Community Engagement	Community engagement is integral to the development of the Local Plan. The Statement of Community Involvement (SCI) sets out how and when we will engage with the community and other key stakeholders when we prepare and revise Local Plan documents

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Receipt of the Inspector's Report and subsequent adoption of the Local Plan	Formal adoption of the Local Plan, allowing the next stages of the Local Plan Review to proceed.	Formal adoption by Late-Spring 2020.
Continued Review of the Local Plan in response to the declared Climate Emergency	There has been a positive start to this work and the timetable provided to Members in summer is currently being adhered to.	Formal adoption of the reviewed Local Plan by 2022 as previously presented to Cabinet.
Delivery of all other policy initiatives (HMO, Tree Policy, Article 4 Direction, etc)	Progression of all other policy initiatives unimpeded by the Local Plan Review.	No fixed target as yet.

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 12

Directorate: ECONOMIC GROWTH & REGENERATION

Proposal : BUILDING CONTROL

PROPOSAL DETAILS

This is a proposal to remodel the current Building Control Service to ensure it has sufficient levels of cover for all statutory functions (e.g. dangerous buildings call-out; enforcement of building regulations, and the operation of a modern and customer-focused building control plan-checking and site inspections service)

The Service currently has 1 Building Control Officer on its' establishment. Attempts to recruit to vacant posts over the last 3 years have resulted in no qualified candidates. As a consequence the Council has been supported by Urban Vision during the last 3 years in the delivery of its statutory building control functions. Urban Vision will cease to exist as a contracting-out organisation in January 2020, and as such a similar (temporary) arrangement has been agreed with Capita until October 2020, to ensure that the Council can meet its statutory functions. This is increasingly important given the likely recommendations of the Grenfell Inquiry, which is due to enter into Phase 2 Hearings in January 2020

REVENUE REQUIREMENTS

	2020/21	2021/22	2022/23	2023/24
GENERAL FUND	£	£	£	£
Staffing Capacity	169,100	110,200	118,200	126,700
Income	(50,000)	(55,000)	(60,000)	(70,000)
Total	119,100	55,200	58,200	56,700

COUNCIL PRIORITIES

A Sustainable District	The building regulations are at the forefront of the energy efficiency of buildings (both new build and retrofitting existing buildings). Enforcing compliance with the building regulations is the responsibility of this Team
An Inclusive and Prosperous Local Economy	Ensuring safe and compliant buildings saves money for homeowners and businesses in the longer term.
Healthy & Happy Communities	Ensuring safe and compliant buildings that are capable of being lived in efficiently, and at low-cost (fuel/heating/cooling) is an important indicator of a healthy/happy community.
A Co-operative Kind and Responsible Council	This Team provides statutory functions in terms of ensuring building safety. It seeks to do so by working collaboratively with its' customers, but using enforcement powers where necessary.

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 12

CROSS CUTTING THEMES	
Climate Emergency	The building regulations are at the forefront of the energy efficiency of buildings (both new build and retrofitting existing buildings), which are critical to addressing the climate emergency. Whatever the changes to national legislation, enforcing compliance with the building regulations remains the responsibility of this Team.
Community Wealth Building	Building regulations cannot insist on local supply chains (unlike planning), but the impacts of its' regulatory regimes is to provide economic and environmentally sustainable buildings.
Citizen Engagement	Only insofar as working with users of the building control service, including complainants regarding dangerous buildings/enforcement matters.

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
The Team can respond appropriately and quickly to dangerous buildings call-outs	To ensure that all reports of dangerous buildings are visited within 24 hours	80%
The Team can compete effectively (given improved capacity) to win plan-checking and site inspection work from private sector competitors	To have a market share of 40% after the first 18 months, rising in future years (late performance measures to be agreed)	40% market share for local authority building control

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 13

Directorate: ECONOMIC GROWTH & REGENERATION

Proposal : PROSPERITY SKILLS WEALTH BUILDING

PROPOSAL DETAILS

The overall proposal is primarily to invest in a range of core economic development activities. Over the last three years good progress has been made in terms of re-establishing core economic development services. Activities have primarily been funded from the Economic Growth Reserve allowing some ongoing activities and some projects to be delivered. For core services that are needed year on year, annual budgeting would allow for better forward planning, longer term joint working with partners, and the ability to adapt services in line with needs and opportunities and a more agile approach to new opportunities. Areas include the following

- Economic Prosperity Plan
- Research and Intelligence
- Business engagement and support
- Skills
- Future High Streets
- Lancaster & South Cumbria City Region
- Economic promotions, communications and engagement

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
Staff Resources	40,000	41,000	42,000	43,000
Future High Streets Fund (delivery capacity) (if successful)	76,000	76,000	76,000	76,000
Growth Lancashire	15,000	15,000	15,000	15,000
Total	131,000	132,000	133,000	133,000

APPLICATION OF RESERVES

	RESERVE	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Economic Prosperity Plan	TBC	40,000	0	0	0
Total		40,000	0	0	0

COUNCIL PRIORITIES

A Sustainable District	Promoting green and sustainable business practices, supporting businesses to undertake environmental audit and deliver actions plans, working with the Responsible Business Network to broadcast good practice
An Inclusive and Prosperous Local Economy	Working with businesses and partner organisations to encourage local spend, supporting local, independent and social businesses to develop and prosper, working with businesses and partners to create more and better jobs and to create skills, opportunities and prospects for local people
Healthy & Happy Communities	Access to skills and employment. Improved prospects, fair pay and conditions. Improved health and well-being and quality of life - culture, leisure, environment and participation in community and business life.
A Co-operative Kind and Responsible Council	Close working and joint service delivery with partners, businesses and communities. Promoting ethical, responsible, sustainable business practices e.g. Responsible Business Network. Supporting

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Ref No: 13

	and enabling communities to create and deliver improvements that matter to them.
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CROSS CUTTING THEMES

Climate Emergency	Helping businesses to reduce carbon through a range of business support activities, marketing and promotion, best practice, encouraging local supply chain growth and job creation in accessible locations, reducing travel.
Community Wealth Building	Supporting and encouraging local businesses and community enterprises to create local jobs and wealth. Promoting "buy local" for businesses, partner organisations and community groups. Enable access to ethical finance for community initiatives that could deliver local wealth and social value. Use of Council assets to create local wealth and support local community groups and enterprises.
Community Engagement	Ongoing communications and promotion to inform, engage and involve, improve quality of life, wellbeing, social cohesion and tackle isolation. Active support for local groups and enterprises and access to skills development opportunities.

PERFORMANCE OUTCOMES

Outcome	Performance Measure	Target
A sustainable District Carbon reduction	Businesses / organisations engaging in carbon reduction measures Carbon reduction impact of economic initiatives	To be confirmed
An inclusive and prosperous local economy Local business confidence and resilience Community wealth generated More and better jobs Improved skills and prospects Average pay	Businesses engaging with the Council Number of local businesses and community enterprises accessing business support Number of businesses and enterprises participating in the Responsible Business Network Business start ups supported by the council Business accessing funding and ethical finance Supply chain wealth generated by local businesses Increased business survival and success rates Community business space created	To be confirmed
Healthy and happy communities Resident satisfaction Health and well being Skills levels Jobs created	Individuals benefitting from skills development as a result of council supported initiatives Number of education training or taking part sessions Jobs created/ skilled and highly skilled jobs created in local business supported by the council Increased engagement between education and business (supported by the Council) Volunteers taking part in Council supported activities Digital engagement with the council	To be confirmed
A cooperative, kind and responsible Council Engaged communities, businesses and audiences Resident satisfaction	Community groups engaging with the Council's economic services Volunteers taking part in Council supported activities Digital engagement with the council	To be confirmed

Directorate: ECONOMIC GROWTH & REGENERATION

Proposal : REGENERATION

PROPOSAL DETAILS

The proposal is made up of three main elements

- i) Staff Capacity. Increase in officer capacity within the regeneration and engineering teams to resource regeneration projects in Lancaster, Morecambe and Heysham.
- ii) The High Streets Heritage Action Zone budget The High Streets Heritage Action Zone (HSHAZ) programme is a nationwide initiative designed to secure lasting improvements to our historic high streets for the communities that use them. The programme is funded by the Ministry of Housing, Communities and Local Government and run by Historic England. The Lancaster High Streets Heritage Action Zone (HSHAZ) will deliver heritage-led regeneration to shape a sustainable future for an area to the north-east of the city centre.
- iii) Regeneration Development Reserve. Establishing a reserve to taking forward the next stages of work on key regeneration project areas including:
 - a) Canal Quarter – Exploring all constraints and options, ensuring a viable detailed masterplan is developed, securing outline planning permission and taking forward land assembly
 - b) Heysham Gateway – Lancaster West Stage 2 Project Development – constraints and options, viable masterplan development, outline planning permission, securing delivery strategy and undertaking necessary mitigation / infrastructure work to secure viable development platform for the site
 - c) Bailrigg Garden Village – Development and feasibility funding to facilitate development providing co-funding for Homes England and MHCLG funding where required.
 - d) Morecambe Town Centre – Development and feasibility funding to facilitate development and re-structuring of the town centre in line. Includes the re-purposing of capital budget for Morecambe Area Action Plan budget to finance project design work for public realm work required to complement Eden North project. Feasibility testing for options relating to affordable housing and social economy space in Morecambe

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
Regeneration Team	52,300	75,000	86,000	93,400
Engineering Team	36,000	38,300	40,700	43,200
Contribution to salary costs from major projects	(100,800)	(25,000)	0	0
Identified reduction in annual re- active spending plan for Engineering teams R & M Budgets	(80,000)	(80,000)	(80,000)	(80,000)
Total	(92,500)	8,300	46,700	56,600

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Morecambe Town Centre	200,000	0	0	0
Total	200,000	0	0	0

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APPLICATION OF RESERVES					
	RESERVE	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Economic Development	TBC	110,000	110,000	110,000	85,000
Regeneration Feasibility					
- Canal Quarter	Invest to Save	123,900	150,000	0	0
- Heysham Gateway	Invest to Save	278,700	34,500	0	0
- Bailrigg Garden Village / Morecambe High Streets	Invest to Save	280,000	250,000	250,000	250,000
-Housing Feasibility	Invest to Save	100,000	0	0	0
Total		892,600	544,500	360,000	335,000

COUNCIL PRIORITIES	
A Sustainable District	Walking, cycle paths, habitats/biodiversity improved. Historic contamination mitigated. Holistic approach to place, encompassing historic references, landscape and townscape influences, mixing of uses, physical and social connections, design quality and innovation. Recognised heritage assets preserved and enhanced. Incorporating sustainable approaches to buildings; energy transport; green and blue infrastructure; lifestyle and smart city technology; adaptability and resilience.
An Inclusive and Prosperous Local Economy	Bringing forward development and infrastructure platform options to create a modern, sustainable employment space. Mix of uses and the opportunity for investment to support local jobs. Supporting a retail offer which encourages footfall, vibrancy and amenity
Healthy & Happy Communities	Walking, cycle paths, habitats/biodiversity improved. Historic contamination mitigated. Enhancing the physical and mental health of the community by encouraging active lifestyles through good design and good access to local services and facilities. The local community be involved in aspects of the design and delivery of programmes, helping to engage the local community and change perceptions of the area.
A Co-operative Kind and Responsible Council	Potential to use infrastructure to secure benefit under the council's approach to implementing a project under the Government's Local Full Fibre Network funding stream. Setting overall development parameters and potentially undertaking direct development to secure the best results for the district

CROSS CUTTING THEMES	
Climate Emergency	Approaches to traffic and parking which complements the district's overarching sustainable travel and living objectives. A drive to increase low or zero carbon on-site energy generation through a local area heating/power network, smart energy technologies, and supporting bio-diversity. In developments It will include favouring sustainable transport modes, electric car charging points, a drive to increase low or zero carbon on-site energy generation, smart energy technologies, green roofs and walls where possible to support bio-diversity. The re-use of buildings and flagship retro-fit of historic buildings will be prioritised and encouraged. Statutory functions such as providing and maintain flood defences contributes to resilience to climate change
Community Wealth Building	Adherence to the council's Employment and Skills SPD to ensure that all development proposals secure additional benefits in terms of skills and employment training in built environment professions during implementation/construction. Some upcoming project to include capacity building opportunities as part of a programme, including heritage skills training and cultural events
Community Engagement	Programmes of consultation and engagement running alongside the strategic development approach and process of delivering outline planning applications.

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Derelict / brownfield land improved for development and new sustainable uses.	Area of land brought forward for development and sustainable uses	TBC
Public / Private investment generated	Amount of public and private investment	TBC
New / refurbished commercial floorspace	The project includes opportunity for a range of business that should be accommodated in new build floorspace.	TBC
Increased employment	Number of full time equivalent jobs generated / safeguarded	TBC
Improved recreational / bio-diversity space.	New public open space	TBC
Increased numbers of dwellings	Number of units of market, affordable and social housing	TBC
Historic buildings brought back into use		TBC
New public open space	New public open space	TBC
Delivery of urban regeneration and corporate projects accelerated with stronger community engagement and better placemaking.	No direct measures	TBC
Publicity and events generate new interest in the area, changing perceptions and creating reasons to visit		TBC

Directorate: ECONOMIC GROWTH & REGENERATION

Proposal : HERITAGE ACTION

PROPOSAL DETAILS

The overall proposal is to invest in a range of ambitious cultural and heritage related developments, building on the district's strengths, assets and opportunities. These are designed to improve quality of life and health and well being for residents; increase economic prosperity and skills; generate additional income that will contribute to the cost effectiveness of services; lead to increased business rates and council tax income for the council. The district is recognised for the distinctiveness, quality and the potential of its arts, culture and heritage offer and there is the opportunity to seek significant external funding to contribute to some of the developments proposed.

Proposals would include areas such as

- Develop a Culture & Heritage Strategy
- Cultural Compact
- City of Culture
- Develop our existing event & exhibition spaces to national standards
- Develop an arts and museums exhibitions and events programme of regional, national and international standing
- Developing arts festivals & events
- Morecambe Winter Gardens
- Major Festivals
- Cultural promotion, communications and audience development

REVENUE REQUIREMENTS

	2020/21	2021/22	2022/23	2023/24
GENERAL FUND	£	£	£	£
MRP	2,600	9,600	28,800	33,000
Total	2,600	9,600	28,800	33,000

CAPITAL REQUIREMENTS

	2020/21	2021/22	2022/23	2023/24
	£	£	£	£
City Council Contribution to High Streets Heritage Action Zone budget	131,800	348,000	961,900	208,400
Museums Redevelopment	0	140,000	101,000	400,000
Winter Gardens Loan	103,000	0	0	0
Winter Gardens Repayment	(13,000)	(13,000)	(13,000)	(13,000)
Total	221,800	475,000	1,049,900	595,400

APPLICATION OF RESERVES

	RESERVE	2020/21	2021/22	2022/23	2023/24
		£	£	£	£
Culture Strategy	TBC	113,695	72,390	52,390	52,390
Total		113,695	72,390	52,390	52,390

COUNCIL PRIORITIES	
A Sustainable District	Local access to culture and heritage. Work with partners, creative producers and deliverers to reduce carbon footprint of cultural venues and activities and to encourage use of local services and supplies.
An Inclusive and Prosperous Local Economy	Generate significant economic impact, including the local night-time and visitor economy. Makes the District a good place for people to live, work and for businesses to thrive. Supports skills development and employment for local people. Supports local businesses and suppliers, Attracts external funding
Healthy & Happy Communities	Quality of Life and Health and Well Being. Attracts a significant number of local residents of all ages and abilities, Brings people together, builds and supports diverse communities Creates employment and volunteering opportunities
A Co-operative Kind and Responsible Council	Work with local communities, organisations and groups to meet their needs. High and growing levels of engagement and participation. Accessible venues and events. Programmes that appeal to all groups.

CROSS CUTTING THEMES	
Climate Emergency	Provide and coordinate a cultural programme that attracts a significant number of local residents who would have to travel further to access this if they were not provided locally. Work with partners to reduce carbon footprint of cultural venues and activities. We will proactively through our cultural programming educate and inform our communities about the urgent issues surrounding climate change, renewable energy and recycling, as we focus on achieving carbon neutral status by 2030.
Community Wealth Building	Supports Skills development and employment of local people Supports local businesses and suppliers Supports local arts and cultural organisations, individuals and freelance artists Links with Council's business support, skills and wealthbuilding activities
Community Engagement	Work with local communities, organisations and groups to meet their needs and promote community engagement through participation and promotional activity.

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PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
A sustainable District Carbon reduction	Organisations reducing carbon supported by council interventions Carbon reduction impact of green economic and cultural initiatives	To be confirmed
An inclusive and prosperous and local economy Visitor numbers and spend More and better jobs Cultural businesses/ enterprises supported External funding brought into the district (supported by the council)	Visitor numbers to Council supported festivals, events and facilities Economic impact of Council supported festivals, events and facilities Visitor enquiries Income generated for the council from cultural activities Local businesses supported External funding brought into the district to support district wide priorities Local jobs created as a result of the council's support	To be confirmed
Healthy and happy communities Improved skills and prospects Health and well being Increased and more diverse audiences	Individuals benefitting from skills development as a result of council supported initiatives Number of education, training or taking part sessions Health and well being benefits as a result of council supported activities Workers benefitting from environmental improvements Satisfaction with council supported cultural services	To be confirmed
A cooperative kind and responsible council Resident satisfaction Engaged communities, businesses and audiences	Volunteers taking part in Council supported activities Volunteer hours Businesses and community groups engaging with the council Increased numbers of young people attending council supported events and facilities Improved accessibility to council supported events and facilities Increased access to council supported events and facilities for hard to reach groups	To be confirmed

Directorate: ECONOMIC GROWTH & REGENERATION

Proposal : PROPERTY INVESTMENT

PROPOSAL DETAILS

The Council is currently managing a structural revenue deficit of £2M due to reducing government grant from the central funding settlement. This funding will have all but ceased by 2020 and the Council must now identify how the gap in its finances will be filled.

During 2019/20 the Council has been assembling a pipeline of property acquisitions using its access to capital resources. These property acquisitions will generate long term revenue income for the Council and, once on costs, have been deducted will contribute a net reduction in the scale of the overall revenue deficit.

The bid also includes the procurement and implementation of a digital estate management system to capture LCC's current and future asset portfolio.

Property investment acquisitions will look to create a diverse portfolio of investments which generate a broad range of rental returns. This may include industrial, offices, hotels, commercial and leisure uses. This will spread the risk across market sectors minimising the Council's exposure to weaker areas of the national and local economies.

The digital estate management system will allow LCC to better manage its properties, arrange and monitor lease arrangements and ensure that reviews are undertaken on a suitable basis. It will join up database information held by several service areas within the directorate to provide a clearer overall picture of assets.

The Council's acquisition of commercial investments will support the districts economy and assist with wider regeneration outcomes.

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
Initial Funding the Future target over 4 years	(400,000)	(800,000)	(1,200,000)	(1,600,000)
Management Software	18,000	1,000	1,000	1,000
Reductions in rents and voids	30,600	30,600	30,600	30,600
Rent reviews	(31,860)	(63,720)	(95,580)	(127,440)
Total	(383,260)	(832,120)	(1,263,980)	(1,695,840)

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Property Investment	10,500,000	10,500,000	0	0
Total	10,500,000	10,500,000	0	0

COUNCIL PRIORITIES	
A Sustainable District	As a significant investor across the district, Lancaster City Council has the capacity to influence wider regeneration aspirations for strengthening its economy through strategic property acquisitions. All proposals acquisitions will be expected to incorporate sustainable approaches to buildings; energy transport; green and blue infrastructure; lifestyle and smart city technology; adaptability and resilience
An Inclusive and Prosperous Local Economy	The Council will acquire property across a number of commercial sectors and combine a range of uses and supporting new opportunities and bring support local jobs and training.
Healthy & Happy Communities	Property acquisitions will enhance the management of local communities' access to local services and facilities, all of which should be accessible by walking, cycling and public transport.
A Co-operative Kind and Responsible Council	The implementation of a digital estate management system as part of the bid will provide a more accountable record of contact with tenants and will help promote positive and regular contact with existing and potential tenants.

CROSS CUTTING THEMES	
Climate Emergency	All proposals acquisitions will be expected to incorporate sustainable approaches to buildings; energy transport; green and blue infrastructure; lifestyle and smart city technology; adaptability and resilience. The estate management software will help to identify properties requiring maintenance and scheduled improvements and identify changes needed to properties in response to the Climate Emergency
Community Wealth Building	Through the Council's Property Investment Strategy the Council will look to acquire a range of properties including premises to assist local businesses. Adherence to the council's Employment and Skills SPD will ensure that all development proposals secure additional benefits in terms of skills and employment training in built environment professions during implementation/construction. The opportunity exists for the council to utilise its property assets to secure wider objectives in terms of supporting community activity and service delivery.
Community Engagement	Central record and systems to maintain information about properties and contact with tenants implemented throughout the future design and implementation phases.

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Decrease in Council structural deficit		TBC
Increase in number of regeneration project outcomes achieved as part of investment strategy		TBC
All existing Council assets captured as one dataset		TBC
Improved customer experience for new and existing tenants		

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Directorate: CORPORATE SERVICES

Proposal : STAFF DEVELOPMENT

PROPOSAL DETAILS

Currently LCC does not have any successful people development strategies or toolkits in place to upskill, develop and enhance workforce capability and this is detrimental to the future success of delivering on our ambitions through people and transformation.

By providing a framework for talent management, training and succession planning, it will be an enabler to develop home grown talent to be able to deliver on future initiatives and projects to make LCC successful in achieving its ambitions. It will be an enabler for upskilling and developing staff in to roles which the council needs to be able to deliver on key projects and deliverables with the people we have today in an efficient and effective optimised way. It will significantly improve employee engagement by making people feel that they have something to offer and can continue to add value to the organisation through their own self development and valued contribution now and in the future. It will also contribute to delivery of the health and wellbeing strategy, in particular mental health

A new Talent & OD team will lead the delivery of training, people development and opportunities for technical and leadership capability enhancement in the form of new L&D programmes and initiatives

Every employee in the council will have the opportunity to enhance and develop in their current and future roles and have access to health and wellbeing training.

This is a request for additional funding, within LCC there are existing training budgets which will be consolidated

REVENUE REQUIREMENTS

GENERAL FUND	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Additional Budget	50,000	40,000	30,000	10,000
Total	50,000	40,000	30,000	10,000

COUNCIL PRIORITIES

A Sustainable District	
An Inclusive and Prosperous Local Economy	
Healthy & Happy Communities	
A Co-operative Kind and Responsible Council	Health and wellbeing and staff development for all council employees

CROSS CUTTING THEMES

Climate Emergency	
Community Wealth Building	
Community Engagement	

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PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Enhanced strategic workforce capabilities	Monitoring of skills and development training on Learning Pool	Throughout 2020 and beyond
Home grown talent, less negative attrition and retention of good staff	HR data and metrics, plus engagement surveys to demonstrate the success of the framework and people development	Throughout 2020 and beyond
Investors in People award	Award for improvement on recommendations that have been actioned and embedded and recognised as a great employer of choice	End of 2020/start of 2021
Improved health & wellbeing	Reduction in sickness absences cases	End of 2020

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Ref No: 18

Directorate: CORPORATE SERVICES

Proposal : MEMBER DEVELOPMENT

PROPOSAL DETAILS

The proposal is for an increase in the budget for member development, which includes Members' attendance at conferences and seminars. This is in response to a request from Council Business Committee, when considering a report on Members attendance at Conferences and Training Courses in October 2019. The Committee noted that there was a need for a 'realistic budget' which could address the needs identified, these being support for all councillors who need it with ICT and topic based courses for decision makers.

This would allow Councillors, in particular those holding key roles such as Cabinet Members and Committee Chairs, to increase their knowledge of their focus areas. In turn, this should lead to better-informed decision making and more effective community leadership.

The relevant resolutions made by the Committee on October 31st 2019 are:

- 1) That there be a two tier level of amounts that can be spent on events (depending on role) of up to £500 for Chairs of Committees or Cabinet members, and up to £300 for all other Members;
- (2) That a Training Request form be created, with applications to be forwarded via group leaders to the Democratic Services Manager;
- (3) That the conference/seminar evaluation form be expanded – especially under the 'relevance / objectives met' heading, with room to write details rather than being just a tick box, and it be linked to the objectives expected from the application / Training Request form (e.g. what benefits to Council / taxpayers have been achieved by attending this course / conference, and spending this money?).

REVENUE REQUIREMENTS

GENERAL FUND	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Additional Budget	11,000	8,000	6,000	15,000
Total	11,000	8,000	6,000	15,000

COUNCIL PRIORITIES

A Sustainable District	All priorities are affected if well-informed decisions are taken by Councillors who know their subject area well and know the current issues. The conference/seminar evaluation form has been expanded so that Councillors are asked to assess the relevance of the course they have attended to the Council priorities.
An Inclusive and Prosperous Local Economy	As above
Healthy & Happy Communities	As above
A Co-operative Kind and Responsible Council	As above

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CROSS CUTTING THEMES	
Climate Emergency	As above
Community Wealth Building	As above
Community Engagement	As above

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Increased Councillor satisfaction/ Benefit to the Council/ Value for money.	Councillors attending any conference or seminar must fill in an evaluation form. This will assess the benefit they have received from the course and will be submitted to Council Business Committee.	Members will not be sent on any annual conferences which are judged not to be of benefit or poor value for money.

Directorate: CORPORATE SERVICES

Proposal : DIGITAL STRATEGY

PROPOSAL DETAILS

To work towards the implementation of the Council's Digital Strategy which was adopted during 2019. The strategy ultimately works towards making Lancaster a megabyte district with good broadband speeds throughout the district both in urban and rural areas. The strategy also focusses on the Council using digital technology to improve its own processes.

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
Minimum Revenue Provision	54,411	119,941	123,099	123,099
Total	54,411	119,941	123,099	123,099

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
LLFN Roll Out	5,350,000	5,785,000	421,000	0
Assume 85% externally funded	(4,547,500)	(4,917,250)	(357,850)	0
LLFN net	802,500	867,750	63,150	0
Collaborative Space	0	300,000	0	0
E Campus	30,000	0	0	0
Augmented Reality for Digi Inclusion	0	50,000	0	0
Laptop replacement - agile	30,000	30,000	30,000	0
Total	862,500	1,247,500	93,150	0

APPLICATION OF RESERVES

RESERVE	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Consultancy: Digi Strategy	15,000	0	0	0
Digi Strategy Social Inclusion	10,000	0	0	0
Digital Strategy Events	5,000	0	0	0
Further roll out of CCC WiFi	30,000	0	0	0
Members Paperless ICT	30,000	0	0	0
	90,000	0	0	0

COUNCIL PRIORITIES

A Sustainable District	Digital Strategy includes ambitions with respect to agile and paperless working which should contribute to lower levels of CO2e.
An Inclusive and Prosperous Local Economy	The digital economy is a high value sector of the economy and a number of the projects are aimed at supporting this sector as well as providing faster broadband available to all local businesses.
Healthy & Happy Communities	
A Co-operative Kind and Responsible Council	The use of digital technology to support change at the Council will aim to make processes more efficient as well as delivering better, more connected services to our communities.

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CROSS CUTTING THEMES	
Climate Emergency	
Community Wealth Building	
Community Engagement	

OUTCOMES		
Outcome	Performance Measure	Target
LLFN (Gigabyte Broadband)	Percentage of area that receives minimum speed for broadband (to be defined)	To be set
Digital Collaboration	Number of businesses that are actively signed up to the Lancaster Digital Strategy	To be set
Paperless / Agile	Reduced costs Reduced CO2e	To be set

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Ref No: 20

Directorate: OFFICE OF THE CHIEF EXECUTIVE

Proposal : VCSE MISCELLANEOUS GRANTS

PROPOSAL DETAILS

Proposed scheme of quarterly awards of £1,500 for creative ideas from communities and Voluntary, Community and Social Enterprise (VCSE) sector partners.

Quarterly award rounds would be themed around council and community priorities i.e. climate emergency, social exclusion, community wealth-building.

The Community Connectors team would work with partners to convene a representative group to consider proposals and make awards.

The scheme itself would provide resource at grass-roots level to bring creative, socially beneficial ideas into fruition across the district.

Convening a group would give ownership of the scheme to communities, and build community engagement beyond that which a council-only initiative would achieve.

REVENUE REQUIREMENTS

	2020/21	2021/22	2022/23	2023/24
GENERAL FUND	£	£	£	£
Grant Payments	6,000	6,000	6,000	6,000
Total	6,000	6,000	6,000	6,000

COUNCIL PRIORITIES

A Sustainable District	Award rounds to be agreed in line with priorities
An Inclusive and Prosperous Local Economy	As Above
Healthy & Happy Communities	As Above
A Co-operative Kind and Responsible Council	As Above

CROSS CUTTING THEMES

Climate Emergency	As Above
Community Wealth Building	As Above
Community Engagement	As Above

PERFORMANCE OUTCOMES

Outcome	Performance Measure	Target
Community Engagement	Contribute to wider engagement / connection objectives	
Direct outcome of initiatives themselves	Measures to be agreed alongside award of each initiative	