



PRESENTATION

Budget and Performance Panel

Tuesday, 26 January 2021

The following presentation was provided at the meeting:

Agenda Item Number	Page	Title
5	2 - 25	Budget & Policy Framework Proposals 2021-22
		Presentation by Councillor Anne Whitehead, Cabinet Member for Finance & Resources.

Budget & Policy Framework Proposals 2021/22

Presentation by
Anne Whitehead
Cabinet Member for Finance and Resources

Budget & Performance Panel: 26 January 2021

Council's Response to Covid-19 Emergency

- Protect our most vulnerable people
- Support businesses
- Continue to deliver our most vital services

Council's Response to Covid-19 Emergency

- **Rapid action on business grant schemes & community support**
 - *Top quartile LA performance, very low initial fraud assessment*
 - *Extension of council tax support and Emergency Assistance Grants*
 - *Productive, responsive and accurate*
- **Partnership working with Lancashire LRF**
 - *Officer part seconded – recognised thought leadership in County*
 - *Nomination to National Working Group for key pandemic matters*
 - *Rapid, comprehensive response of Lancaster praised by LRF*
- **Community Hub model**
 - *As premises closed, we took services to the people, via pop ups, and agile working*
 - *Partnership with food banks to support our most vulnerable*

Council's Response to Covid-19 Emergency

- All essential Services maintained
- All compliance and statutory activities maintained
- Pandemic team created across Council Services
- An innovative staff reassignment system in place to assign capacity to critical pandemic activities
 - Faster and more thorough than most other authorities
 - Secretary of State still urging some authorities to start doing this

Council's Response to Covid-19 Emergency

- **Staff Wellbeing platform launched with**
 - *Staff Ambassadors*
 - *Recognition scheme*
 - *Weekly e-news (SWAY)*
 - *Wide range of support and initiatives*

- **Successful transition to home working and agile working**
 - *ICT deployment for home working*
 - *Creation of Democratic Services Online Platforms*

Other Achievements - Housing

- **Housing Strategy launched**
- **LATCO development**
 - *Innovative ways of working to create a mix of quality, affordable homes*
- **Retrofit and Housing Support**
 - *Properties upgraded, independently assessed to exceed Passivhaus standards (EPC A rating)*
 - *Strengthened systems for property maintenance and tenant / resident support*
- **Mainway**
 - *Master planning consultations and Options produced*

Other Achievements – Economic Development & Regeneration

➤ Local Plan Agreed

- Hugely complex project delivered in a context of change - many authorities are still unable to complete this work.
- Service Review of Planning Application and Building Regulations Services

➤ Capital Programme – strategic planning progress

- Canal Quarter
- Bailrigg Garden Village
- Eden Project

➤ Caton Road Flood Scheme

- Major Flood Scheme using innovative funding and delivery – National Case Study
- Progressing projects to re-establish area following reduction in flood blight

Plan 2030: Recovery and Build Back Better

- Take action to meet the challenges of the climate emergency and build a sustainable and just local economy that benefits people and organisations
- Decision-making that takes account of people's social and economic needs whilst ensuring environmental sustainability
- Address challenges at a District, Regional and National level, by drawing on skills and knowledge in the community and working in partnership with individuals and organisations

Plan 2030: Recovery and Build Back Better

➤ Zero Carbon Project Portfolio established

- Solar Schemes and related works – around £10m of capital and SALIX schemes being progressed
- Electric Vehicle pool cars & Community use innovation
- People's Jury established, Report and Recommendations

➤ Lancaster and South Cumbria Joint Committee

- Step change in inter-area working
- Eligible Proposal Submitted to Government for formation of The Bay Authority

➤ Future Workforce

- New, smarter and more agile ways of working developed for during and beyond pandemic
- Customer Involvement and Engagement transformed
- Fresh look at our Accommodation and its future use and purpose to create community wealth

Plan 2030: Recovery and Build Back Better

➤ United Nations Sustainable Development Goals (SDGs)

- Projects to develop an integrated approach to project appraisal, reporting etc (LGA Event Case Study)
- Work to align Council Services with SDG framework and Council Priorities - OBR pilots

➤ Use Multi-Dimensional approach to decision-making

Environmental	A Sustainable District
Economy	An Inclusive and Prosperous Local Economy
Social	Healthy and Happy Communities
Governance	A Co-operative, Kind and Responsible Council

Environmental (Climate Change) Outcomes

- Reduced Waste
- Increased Energy Performance of Council Assets
- Sustainable Energy Production
- Low Carbon and Active Travel
- Environmental Resilience
- Increased Biodiversity

Economy Outcomes

- Skills Development
- Good Jobs and Fair Work
- Sustainable Business Practices
- Income Equality
- Quality Infrastructure
- Economic Inclusion

Social Outcomes

- Eradicate Poverty and Deprivation
- Quality Homes (Safe and Warm)
- Access to Culture and Leisure
- Community Power and Resilience
- Healthy Living
- Equality

Governance Outcomes

- Public Participation
- Local Partnerships
- Member Engagement
- Insight and Information
- Financial Resilience
- Statutory, Legal, Health and Safety Compliance
- Deliverability

Budget Proposals – Savings

- Public Protection (combined post)
- Public Realm & Business Support (restructure/deletion vacant posts/other)
- Customer Involvement & Leisure (restructure/deletion vacant posts)
- Planning & Place (fees review)
- Property, Investment & Regeneration (reduced staff activity and increased community use at Town Halls/other)
- Legal Services (fee increases)
- ICT (efficiencies)

Budget Proposals - Additional Resources

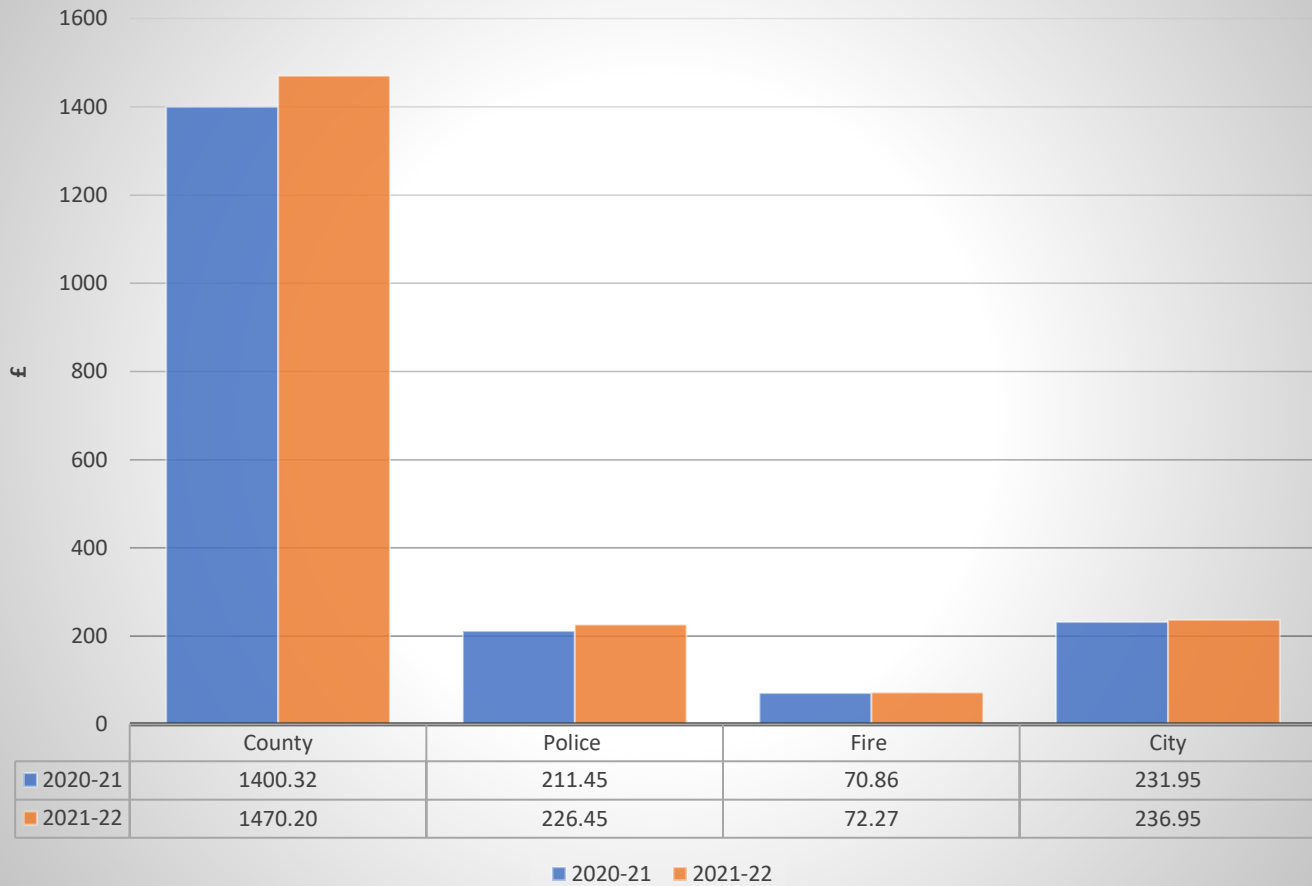
	Environmental	Economy	Social	Governance
Planning Services	✓	✓	✓	✓
Business Engagement (Covid-Recovery)	✓	✓	✓	
Strategic Project Manager	✓	✓	✓	
Financial Services Staff			✓	✓
Human Resources Staff	✓	✓	✓	
Democratic Services Staff	✓	✓	✓	✓
Head of Policy				✓

Proposal for Lancaster City Council component of Council Tax 2021/22 to 2024/25

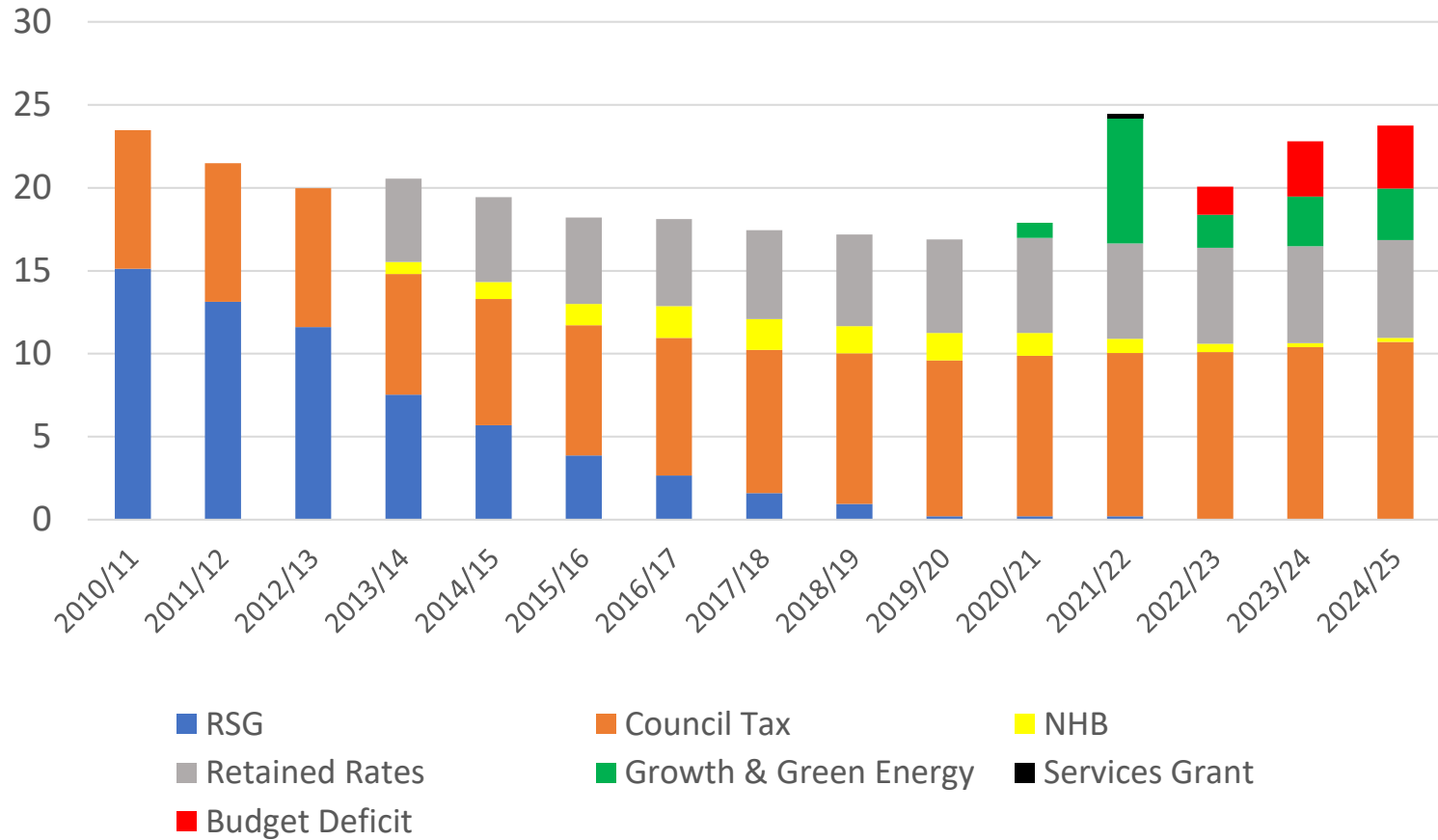
(£5 increase per year on a Band D property)

Year	Yearly amount (Band D)	Additional income relative to no annual increase
2021/22	£236.95	£207K
2022/23	£241.95	£417K
2023/24	£246.95	£632K
2024/25	£251.95	£851K

Annual Council Tax Bill for Band D (predicted)



Spending Power (£M) 2010/11 to 2024/25



Budgeted Funding Assumptions (Jan 2021) (£M)

Income Stream	2020/21	2021/22	2022/23	2023/24	2024/25
Revenue Support Grant	0.20	0.20	0	0	0
Council Tax	9.67	9.83	10.01	10.40	10.72
New Homes Bonus	1.50	0.87	0.50	0.23	0.23
Business Rates (Baseline Funding)	5.74	5.74	5.80	5.86	5.91
Business Rates (Growth & Green Disregard)	7.53	1.99	3.00	3.04	3.09
Other Government Grants	0	1.10	0	0	0
TOTAL	24.64	19.73	19.31	19.53	19.95

Fees and Charges for 2021/22

- Pandemic impact on Car Parking income to continue
- Pandemic impact on income from Salt Ayre Leisure Centre to continue
- New subscribers to Garden Waste Collection in 2020/21
- Fee and Charges to be frozen for 2021/22
- Gross income from fees and charges expected to decrease by £1.87M (7.2%) from 2020/21 to 2021/22

General Fund Revenue Budget (Jan 2021) (£M)

Expenditure (forecast)	2020/21	2021/22	2022/23	2023/24	2024/25
Forecast at Feb 2020	17.903	18.131	18.322	18.883	19.261
Operational/Covid increases	1.494	1.713	2.411	3.697	4.171
Additional Resource requirements	0	0.547	0.620	0.639	0.664
Savings Proposals	0	-0.444	-0.730	-0.546	-0.556
Revenue Support Grant	-0.203	-0.204	0	0	0
Business Rates (Net)	-13.273	-7.737	-8.836	-8.924	-9.013
Council Tax	-9.672	-9.833	-10.091	-10.403	-10.719
To/from Reserves	3.751	-2.173	0	0	0
Deficit	0	0	1.696	3.347	3.808

Future Strategy

- Bring forward initiatives and activities that deliver social, economic and environmental benefits for the District's community
- Ensure we have a secure, short, middle and long term strategy for funding valuable and valued council services and amenities for that community
- Reflect an appropriate balance of risk and opportunity, given the national pressures on local finances and our community, to ensure we have a diversified income, investment and funding approach which is fit for a context of fluctuating, diminishing central government funding allocations.

Budget & Policy Framework Proposals 2021/2022

Cabinet welcomes your views and feedback

Any Questions?