



**Committee:** CABINET

**Date:** TUESDAY, 1 OCTOBER 2019

**Venue:** LANCASTER TOWN HALL

**Time:** 6.00 P.M.

## A G E N D A

1. **Apologies**

2. **Minutes**

To receive as a correct record the minutes of Cabinet held on Tuesday, 3 September 2019 (previously circulated).

3. **Items of Urgent Business Authorised by the Leader**

To consider any such items authorised by the Leader and to consider where in the agenda the item(s) are to be considered.

4. **Declarations of Interest**

To receive declarations by Councillors of interests in respect of items on this Agenda.

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

Whilst not a legal requirement, in accordance with Council Procedure Rule 9 and in the interests of clarity and transparency, Councillors should declare any disclosable pecuniary interests which they have already declared in the Register, at this point in the meeting.

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

5. **Public Speaking**

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

Reports from Overview and Scrutiny

None

Reports

6. **Reserves Policy** (Pages 1 - 14)  
**(Cabinet Member with Special Responsibility Councillor Whitehead)**  
Report of Director of Corporate Services
7. **Digital Strategy** (Pages 15 - 26)  
**(Cabinet Members with Special Responsibility Councillors Hamilton-Cox and Hanson)**  
Report of Director of Corporate Services
8. **Hackney Carriage Fare Review 2019** (Pages 27 - 35) 9.  
**(Cabinet Member with Special Responsibility Councillor Brookes)**  
Report of Director for Communities and the Environment
9. **Exclusion of the Press and Public**  

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

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

“That, in accordance with Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item(s) of business, on the grounds that they could involve the possible disclosure of exempt information as defined in paragraph 3 of Schedule 12A of that Act.”

Members are reminded that, whilst the following item(s) have been marked as exempt, it is for Cabinet itself to decide whether or not to consider each of them in private or in public. In making the decision, Members should consider the relevant paragraph of Schedule 12A of the Local Government Act 1972, and also whether the public interest in maintaining the exemption outweighs the public interest in disclosing the information. In considering their discretion Members should also be mindful of the advice of Council Officers.
10. **Eden Project North** (Pages 36 - 41)  
**(Cabinet Members with Special Responsibility Councillors Lewis and Hamilton-Cox)**  
Report of Chief Executive
11. **Sale of Wood Street Car Park** (Pages 42 - 93)  
**(Cabinet Member with Special Responsibility Councillor Hamilton-Cox)**  
Report of Corporate Director for Economic Growth and Regeneration)

## **ADMINISTRATIVE ARRANGEMENTS**

### **(i) Membership**

Councillors Erica Lewis (Chair), Kevin Frea (Vice-Chair), Dave Brookes, Tim Hamilton-Cox, Janice Hanson, Caroline Jackson, Jean Parr, John Reynolds, Alistair Sinclair and Anne Whitehead

### **(ii) Queries regarding this Agenda**

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

### **(iii) Apologies**

Please contact Democratic Support, telephone 582170, or alternatively email [democraticsupport@lancaster.gov.uk](mailto:democraticsupport@lancaster.gov.uk).

KIERAN KEANE,  
CHIEF EXECUTIVE,  
TOWN HALL,  
DALTON SQUARE,  
LANCASTER, LA1 1PJ

Published on Friday 20 September 2019.

**CABINET****1 October 2019****Report of Director of Corporate Services**

PURPOSE OF REPORT				
To consider and approve an updated Reserves Strategy and Action Plan.				
Key Decision	<b>X</b>	Non-Key Decision		Referral from Cabinet Member
Date of notice of forthcoming key decision	20 September 2019			

**RECOMMENDATIONS OF COUNCILLOR ANNE WHITEHEAD**

- (1) To approve the revised Reserves Strategy and Action Plan set out in Appendices One and Two.
- (2) To recommend that full Council amend the Budget & Policy Framework to incorporate the amendment to the Reserves Strategy.

**1.0 Introduction**

- 1.1 At a meeting of Cabinet on 6 August 2019, a report on the financial outturn for 2018/19 included recommendations in respect of the management of usable revenue reserves. Cabinet decided to consider this area of work in more detail and requested a white paper for consideration at the first meeting of the Financial Resilience Advisory Group which was held on 12 September 2019.

**2.0 Current Position**

- 2.1 The meeting of the Financial Resilience Advisory Group reached the following conclusions:
  - Usable revenue reserves have almost trebled over the last two years, mainly as a consequence of business rates growth and whilst it is clear that this increase has boosted the Council's financial resilience, it is important that earmarked reserves particularly have a clear rationale and plan for their future use.

- It was generally held that the Council should improve the clarity around the use of reserves in meeting Council priorities as well as the responsibilities for approving their use. It was also agreed that improved financial and performance monitoring of reserve funded expenditure was required.
- It was agreed that the emerging priorities of the new Cabinet and changes to financial decision levels within the Constitution necessitated a review of the Reserves Strategy. The concept of 'pre-approval' was discussed and this is outlined below.

### **Pre-Approval**

The annual budget framework process will consider revenue, capital and reserves bids in the context of corporate priorities. Where bids are considered at times other than the annual Budget Council it is just as important that these can show that they meet these priorities. This will be achieved if the projects are 'pre-approved' by Cabinet, usually when corporate strategies are considered and approved. Any financial bids made during the financial year (up to £100k in the case of reserves) can be approved by the relevant Portfolio Holder, supported by the relevant bid document, as long as the project has been previously identified and pre-approved in a report to Cabinet.

This will ensure that governance transparency is balanced with speed of decision.

2.2 Specifically, the Financial Resilience Advisory Group recommended the following:

- The Canal Quarter, Capital Support, Economic Growth, Morecambe Area Action Plan, Welfare Reforms and Amenity Improvements should be reviewed to establish whether specific up to date action plans exist for the use of the earmarked resources. Where no plan exists, the reserve should be closed and the balance transferred to the Corporate Priorities reserve (see below).
- The Budget Support Reserve should be renamed Corporate Priorities Reserve to reflect that bids to this reserve should support the achievement of the Council's key priorities.
- The Invest to Save Reserve should be used for all projects which arise from the Funding the Future Strategy (incorporating efficiency reviews, commercialisation and property investment) and any other project which is aimed at delivering efficiencies, reducing costs or increasing income.
- All future bids for reserves use should be supported by a bid document (included as appendix two) which sets out in detail the

resources required, an action plan and outcomes and measures which reconcile to corporate priorities.

- Reserve bids decision limits should be as follows:
  - Up to £25k – to be agreed by Portfolio Holder in consultation with relevant Director. Bid should have been pre-approved by Cabinet.
  - £25k to £100k – to be agreed by Portfolio Holder in consultation with relevant Director. Individual Cabinet Member Decision to be published. Bid should have been pre-approved by Cabinet.
  - Over £100k – to be agreed by Cabinet Meeting.
- As part of the MTFs refresh, the level of Business Rates reserve required to protect the Council from a fall in business rates income should be established. Any surplus funds over and above this level should be transferred to the Corporate Priorities reserve.
- From Quarter Two, the monitoring of reserves will be incorporated into the quarterly performance and financial monitoring reporting process.

2.3 The recommendations set out above have been incorporated into a revised Reserves Strategy and Action Plan which is attached in appendices one and two.

**3. Options and Options Analysis (including risk assessment)**

<b>Option 1: Adopt the Strategy</b>
<p><b>Advantages</b></p> <ul style="list-style-type: none"> <li>• Improved clarity with respect to the use of reserves.</li> <li>• Greater assurance that reserves expenditure fits with corporate priorities and is appropriately authorised and monitored.</li> </ul>
<p><b>Disadvantages</b></p> <ul style="list-style-type: none"> <li>• None</li> </ul>
<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• The agreement of principles for the use of reserves reduces the risk that reserves expenditure is not adequately controlled which in turn might result in reduced financial resilience.</li> </ul>
<b>Option 2: Do not adopt the Strategy</b>
<p><b>Advantages</b></p> <ul style="list-style-type: none"> <li>• None</li> </ul>
<p><b>Disadvantages</b></p> <ul style="list-style-type: none"> <li>• Lack of clarity with respect to using reserves and processes for authorisation and monitoring of reserves will remain unclear.</li> </ul>
<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• The lack of an updated Reserves Strategy increases the risks that reserves expenditure is not adequately controlled.</li> </ul>

**4. Officer Preferred Option (and comments)**

4.1 The officer preferred option is Option 1. This option is designed to clarify how reserves are managed and utilised in order to balance the delivery of council priorities with securing financial resilience.

**5.0 Conclusion**

5.1 This report and appendices provide an update to the Council's Reserves Strategy which is part of the budget framework.

5.2 Any decision to amend the budget framework is a function of full Council.

<b>RELATIONSHIP TO POLICY FRAMEWORK</b>	
The Reserves Strategy is part of the budget framework.	
<b>CONCLUSION OF IMPACT ASSESSMENT (including Health &amp; Safety, Equality &amp; Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing):</b>	
None identified.	
<b>LEGAL IMPLICATIONS</b>	
No specific legal implications.	
<b>FINANCIAL IMPLICATIONS</b>	
The Reserves Strategy aims to ensure that the Council retains sufficient reserves to provide financial resilience whilst providing that reserves are used to deliver corporate priority projects.	
<b>OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces:</b>	
None identified.	
<b>SECTION 151 OFFICER'S COMMENTS</b>	
The Section 151 Officer has been consulted when preparing this report.	
<b>DEPUTY MONITORING OFFICER'S COMMENTS</b>	
The Deputy Monitoring Officer has been consulted when preparing this report.	
<b>BACKGROUND PAPERS</b>	<b>Contact Officer:</b> Dan Bates <b>Telephone:</b> 01524 582138 <b>E-mail:</b> dbates@lancaster.gov.uk <b>Ref:</b>

## Reserves Strategy

### Introduction

1. Reserves are an essential part of good financial management. They help the Council to cope with unpredictable financial pressures and plan for future spending commitments. The level, purpose and planned use of reserves are important factors for the Council as part of the Medium Term Financial Strategy (MTFS).
2. The Council may choose to fund some of its spending from its reserves, or set aside some of its income to increase reserves for future spending.
3. Lancaster City Council, in common with most local authorities, face significant financial challenges. The unprecedented reduction in government funding from 2010/11 to 2019/20 and continuing uncertainties with respect to funding as well as, rising costs and growing demand for many services are all testing the Councils' financial management and resilience.
4. The introduction of local business rates retention in particular has created additional risks to all Councils' finances and particularly for Lancaster as it is one of a handful of authorities which has a nuclear power station within its area. The Council, therefore, bears a significant risk of a temporary or permanent shut down at the power station which would immediately and significantly reduce funding from business rates. The magnitude of such a financial shock is sufficient that the Council must hold a reserve to provide resilience in the event that this happens.
5. Current and future financial challenges pose significant risks for the Council. The Council will continue to use reserves to balance competing pressures for example:
  - Using reserves to offset funding reductions and protect services – although this can only be a short-term strategy as reserves are a one-off funding resource.
  - Using reserves to provide 'one-off' expenditure to meet corporate priorities.
  - Investing in making changes that reduce the cost of providing services in the longer-term.
  - Increasing reserves to strengthen resilience against future, uncertain cost pressures.

### The approach to setting the Reserves Strategy.

6. The Reserves Strategy covers the following aspects:
  - Information showing the current level of reserves, individually and in aggregate and an assessment of the adequacy of reserve levels.
  - A summary of the financial risks facing the Council, how it will mitigate these risks, and the minimum and maximum level of residual risk for which the council may need to hold funds in its reserves, particularly its General Fund and HRA reserves.
  - Consideration of the forward strategy for reserves needed to support the Medium Term Financial Strategy.
  - Summary of each individual reserve covering its purpose and governance arrangements for its use.
7. Reserves will be monitored throughout the year as part of the quarterly financial monitoring and the level of reserves reported as part of the year-end accounting processes.

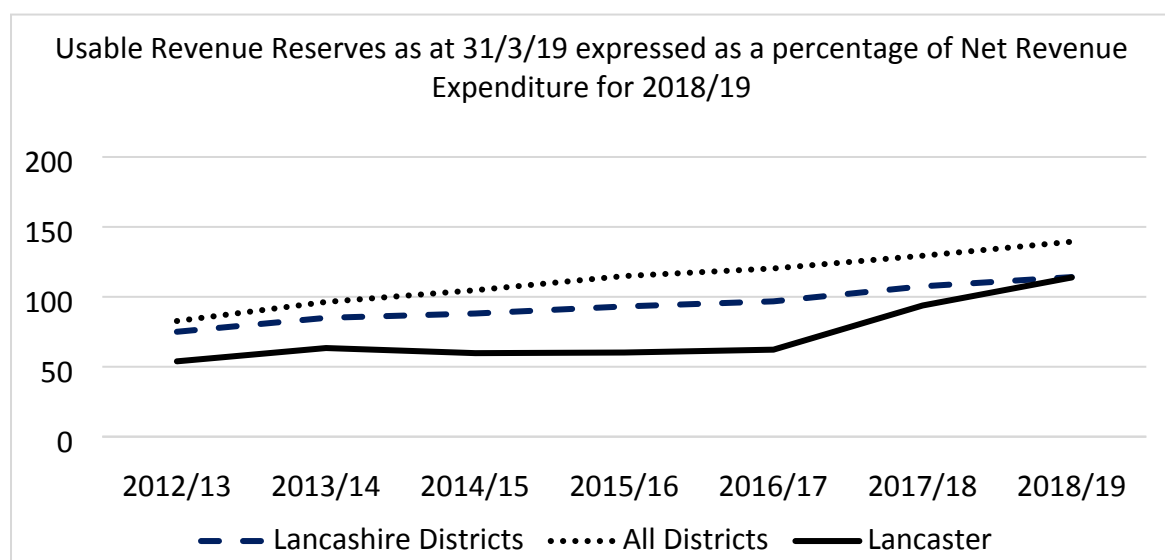


### Level of reserves and principles to assess adequacy

8. Within the existing statutory and regulatory framework, it is the responsibility of the Chief Financial Officer (at Lancaster this is the Financial Services Manager who is the Section 151 Officer) to advise the Council about the level of reserves that it should hold and to ensure that there are clear protocols for their establishment and use.
9. For clarity, within the legislation the minimum level of any reserve is not quantified. It is not considered appropriate or practical for the Chartered Institute of Public Finance and Accountancy (CIPFA), or other external agencies, to give prescriptive guidance on the minimum, or maximum, level of reserves required either as an absolute amount or a percentage of the budget. This is an assessment which the Council should make with advice from the Section 151 Officer.
10. At the end of the 2018/19 financial year, Lancaster City Council had levels of usable reserves as set out in the table below.

	2017/18 £000s	2018/19 £000s	Change £000
General Fund Reserve	5,067	5,714	647
Earmarked Revenue Reserves	11,869	14,843	2,974
Usable Capital Receipts	0	0	0
Capital Grants Unapplied	103	103	0
<b>Total General Fund Reserves</b>	<b>17,039</b>	<b>20,566</b>	<b>3,527</b>
HRA balance	2,017	2,235	218
Earmarked HRA Reserves	10,561	10,537	(24)
<b>Total HRA Reserves</b>	<b>12,578</b>	<b>12,772</b>	<b>194</b>

11. The table shows that reserves increased during 2018/19. This was mainly due to an increase in the business rates reserve from the Council's share of retained rates associated with business rates growth in the district. The increase in reserves is a significant boost to the Council's financial resilience.
12. Media focus on reserves has tended to focus on General Fund revenue reserves as it is these which provide the financial resilience to guard against unanticipated increases in expenditure or reductions in income.
13. The graph below shows the level of reserves at Lancaster City Council expressed as a percentage of net revenue expenditure compared with all other district councils.



14. Lancaster City Council has the equivalent of about one year's net revenue expenditure held in usable revenue reserves. In general terms, reserve levels should be adequate to meet any short term unanticipated financial shock.
15. In specific terms, it is important to assess the adequacy of reserves taking account of the financial assumptions underpinning the budget alongside a consideration of the authority's financial management arrangements. These include:

### *Budget Assumptions*

- Levels of Government funding, council tax and business rates.
- The treatment of inflation and interest rates.
- Estimates of the level and timing of capital receipts.
- The treatment of demand led pressures.
- The treatment of planned efficiency savings/gains.
- The financial risks inherent in any significant new funding partnerships, major outsourcing arrangements or major capital developments.
- The availability of other funds to deal with major contingencies and the adequacy of provisions.

### *Financial Standing and Management*

- The overall financial standing of the authority (level of borrowing, debt outstanding, council tax collection rates, etc.).
- The authority's track record in budget and financial management including the robustness of the medium term financial plans.
- The authority's capacity to manage in-year budget pressures.
- The strength of the financial information and reporting arrangements.
- The adequacy of the authority's insurance arrangements to cover major unforeseen risks.

## **General Fund Balance**

16. The general fund balance is an un earmarked revenue reserve and as such should be sufficient to cover all unanticipated expenditures or reductions in income that may arise so that the authority has sufficient balances to meet these in the medium term.
17. In calculating the minimum level of General Fund balance, an assessment of the risks that give rise to unanticipated expenditure or loss of income has been made and these are shown in the table below. The analysis shows that in the unlikely event of a 'perfect storm' of risks happening all within the next year then there are sufficient balances to meet all these risks. This would give the Council time to adapt to such risks in the medium term.

Risk	Sympton of risk	Balance required £000
Increased demand for services	3% increase in net revenue expenditure	500
Recession results in reduced fees and charges income	10% reduction in major fees and charges income	657
Recession results in reduced council tax collection rates	3% reduction in collection rate	282
New Homes Bonus Scrapped	Significant reduction in funding income	1,242
Next year's budget savings not achieved	Significant overspend	1,083
Natural disaster such as flood	Additional unanticipated expenditure	500
Uncertainty with respect to Brexit	Additional unanticipated expenditure	500
Aggregate overspend if all above risks were to happen		4,764
General Fund Balance as at 31/03/19		5,704

### HRA Balance

18. The HRA balance and earmarked reserves are considered each year in conjunction with the annual budget at update of the 30 year business plan.

### Earmarked Reserves

19. The Council holds a number of earmarked reserves, which it has chosen to set aside for one of the following purposes:

- To manage fluctuations in income or funding.
- To provide for some future anticipated expenditure for identified projects, particularly in respect of corporate priorities.
- To provide up-front costs which specifically result in future efficiencies, cost savings or increased income.
- To hold funding from other bodies, mainly Government, for specified purposes.

20. A schedule of earmarked reserves is included at the end of this document with details, for each reserve, of the estimated balance as at 31/03/20 and its purpose. Specific issues arising from a review of earmarked reserves (see para. 21) are detailed in a reserves action plan shown below (para. 22).

21. The Financial Resilience Advisory Group (FRAG) has undertaken a review of usable reserves which has looked at each of the following areas:

- The reasons for holding reserves, ensuring that each reserve has a clear and unambiguous purpose which relates to the Council's operations and priorities.
- The appropriate level of reserves, both collectively and individually, ensuring that there is sufficient to cover future commitments and priorities whilst maintaining good levels of financial resilience.
- Authorisation processes for the use of reserves including the adequacy of reserve bid documents, Cabinet and Portfolio Holder as well as Officer accountabilities and the timing of reserve bids.
- Reporting on the levels of reserves in terms of financial reporting and performance reporting in respect of the effectiveness of reserves use.

22. A reserves action plan is shown below.

Action Point	Action	Deadline	Responsibility
1	Calculate the level of Business Rates Reserve required to support the budget over the medium term should business rates income fall to safety net levels and transfer any surplus funds to the new Corporate Priorities Reserve.	February 2020	S151 Officer
2	Review reserve balances for Canal Quarter, Capital Support, Economic Growth, Welfare Reforms, Morecambe Area Action Plan and Amenity Improvements to ensure that action plans exist for the use of the remaining reserve balance. Where uncommitted reserve balances remain, these should be transferred to the new Corporate Priorities Reserve.	February 2020	S151 Officer
3	Budget Support Reserve to be renamed Corporate Priorities Reserve and change the purpose of this reserve to focus on corporate priorities projects.	October 2019	Cabinet decision
4	The Invest to Save Reserve should be used for all projects which arise from the Funding the Future Strategy (incorporating efficiency reviews, commercialisation and property investment) and any other project which is aimed at delivering efficiencies, reducing costs or increasing income.	October 2019	Cabinet decision

23. Following discussion by the Financial Resilience Advisory Group, the processes set out below have now been incorporated into the reserves use process (subject to Cabinet and Council approval).

#### *Reserves Bid Document*

24. All future bids for reserves use will be supported by a bid document (included as appendix two) which sets out in detail the resources required, an action plan and outcomes and measures which reconcile to corporate priorities.

#### *Reserves Bid Authorisation*

25. Reserve bids decision limits will be as follows:

- Up to £25k – to be agreed by Portfolio Holder in consultation with relevant Director. Bid should have been pre-approved by Cabinet.
- £25k to £100k – to be agreed by Portfolio Holder in consultation with relevant Director. Individual Cabinet Member Decision to be published. Bid should have been pre-approved by Cabinet.
- Over £100k – to be agreed by Cabinet Meeting.

The pre-approval concept, which should apply to all financial bids is explained overleaf.

#### *Reserves Expenditure Monitoring*

26. The monitoring of reserves will be incorporated into the quarterly performance and financial monitoring reporting process.

**Pre-Approval**

The annual budget framework process will consider revenue, capital and reserves bids in the context of corporate priorities. Where bids are considered at times other than the annual Budget Council it is just as important that these can show that they meet these priorities. This will be achieved if the projects are 'pre-approved' by Cabinet, usually when corporate strategies are considered and approved. Any financial bids made during the financial year (up to £100k in the case of reserves) can be approved by the relevant Portfolio Holder, supported by the relevant bid document, as long as the project has been previously identified and pre-approved in a report to Cabinet.

This will ensure that governance transparency is balanced with speed of decision.

## Schedule of Earmarked Reserves

Reserve	Balance 31/03/19	Change in 2019/20	Est. Balance 31/03/20	Purpose of the Reserve	Notes
Business Rates Retention	6,283,353	0	6,283,353	To support the budget in the event that Business Rates Income does not reach budgeted levels or falls to Safety Net, due to fluctuations in appeals or other reductions in net income, and to hold any unbudgeted (surplus) rating income prior to use.	To be reviewed – Action Plan 1.
Planning Income	74,623	14,000	89,023	To hold surplus income generated as a result of the Government's 20% increase in planning fee income. To be used to fund additional costs/growth relating to Planning functions (in line with any regulatory guidance).	
Canal Quarter	237,367	(103,500)	133,867	To cover commissioning costs relating to external support and advice for the CCN development.	To be reviewed – Action Plan 2.
Capital Support	262,193	(65,000)	197,193	To cover contractual liabilities on West End properties and to provide cover for any revenue costs arising through shortfalls in capital financing (i.e. from capital receipts).	To be reviewed – Action Plan 2.
Economic Growth	203,530	(109,100)	94,430	To support economic growth activities in the district.	To be reviewed – Action Plan 2.
Elections	108,802	(120,000)	(11,198)	To even out the cost of holding City Council elections every four years.	
Local Plan	23,724	0	23,724	To support the adoption of the Local Plan.	
Morecambe Area Action Plan	27,324	(11,000)	16,324	To support implementation of the MAAP (Cabinet report 11 February 2014).	To be reviewed – Action Plan 2.
Renewals	330,312	(45,100)	285,212	To provide for the renewal (replacement or upgrade) of existing facilities and infrastructure needed for service delivery, such as vehicles, plant and equipment.	
Welfare Reforms	349,018	(25,000)	324,018	To help manage the cost and administration pressures of any welfare reforms (in particular, localisation of council tax support and Universal Credit).	To be reviewed – Action Plan 2.
Amenity Improvements	29,000	0	29,000		To be reviewed – Action Plan 2.

Reserve	Balance 31/03/19	Change in 2019/120	Est. Balance 31/03/20	Purpose of the Reserve	
Budget Support	2,532,077	(692,300)	1,839,777	To provide resources to help finance capacity / feasibility / review and other development work in support of the Council's corporate planning and budgeting arrangements, including any transformation or modernisation plans etc.	To be renamed and purpose reviewed – Action Plan 3.
Corporate Property	371,818	0	371,818	To provide for feasibility studies, surveys and repair works to municipal buildings and facilities (in particular, for those that cannot be capitalised as part of the current works programme or are not otherwise budgeted for). In addition, to provide cover for any in-year rental shortfalls.	
Invest to Save	1,450,387	(139,800)	1,310,587	To help finance any Invest to Save initiatives.	Purpose to be reviewed – Action Plan 4.
Restructure	530,739	0	530,739	To fund the costs associated with early termination of staff (in the interests of efficiency / redundancy) / Pay and Grading Review.	
Revenue Grants Unapplied	693,938	(32,200)	661,738		
Homelessness Support	101,289	6,600	107,889	To hold related government grants or other specific external funding until needed for homelessness prevention measures.	
S106 Commuted Sums – Open Spaces	43,949	(15,600)	28,349	To receive all sums paid to the Council from third parties for the maintenance of open spaces adopted by the City Council.	
S106 Commuted Sums – Affordable Housing	897,363	0	897,363	To receive all sums paid to the Council from third parties in respect of affordable housing schemes.	
S106 Commuted Sums – Highways, Cycle Paths	206,025	10,000	216,025	To receive all sums paid to the Council from third parties other than for affordable housing and grounds maintenance.	
Museums Acquisitions	16,474	0	16,474		
Held in Perpetuity	69,878	0	69,878		
Total	14,843,180	(1,327,600)	13,515,580		

**Appendix Two – Reserves Bid Document (project is for illustrative purposes)**

<b>Description of Project</b>	<p>Pilot project for ‘proof of concept’ to test agile working.</p> <p>To set up the old telephony room in Lancaster Town Hall as an agile working space.</p> <p>Project will deliver new ICT, furniture, decoration, electrics, lighting in order to test prior to larger whole building project. It will also allow for new policies, procedures and cultural factors to be tested. These include managing by results (as opposed to presence) which allow for working from home.</p>
<b>Amount of Reserve Bid</b>	Circa £36k
<b>Reserve</b>	Budget Support – project will support key corporate project which will address the A Smart and Forward Thinking and Climate Change Emergency priorities
<b>Strategy Link</b>	Smart and Forward Thinking Council
<b>Corporate Project Link</b>	CS14 – Agile Project

<b>Type of Expenditure (and budget code)</b>	<b>Amount</b>	<b>Details</b>
Furniture Costs	£19,500	Quote from Senator
ICT costs	£7,989	8 x Dell Latitude 5290 with travel keyboard and active pen
Redecoration Costs	£5,000 (est)	To make good after lighting and electrical works, including new flooring
Electrical Works	£2,880 + £2,500 (est)	Additional network cabling and power sockets added to pilot room
Lighting Costs	£12,000	New lighting in pilot room, as proposed for many areas of LTH
<b>Total</b>	<b>£49,869</b>	
Income	(£14,000)	Funding From Existing Budgets
<b>Net Expenditure</b>	<b>£35,869</b>	

**Action Plan**

<b>What</b>	<b>Who</b>	<b>When</b>
Detailed Agile action plan has been produced as part of the project including HR agile policies and intranet page and staff engagement		
Electrics completed	Sarah	September 2019
Lighting completed	Sarah	September 2019
Furniture procurement exercise completed	Sarah	September 2019
Additional agile ICT for pilot users	Joe	September 2019
Decoration completed	Sarah	October 2019
Furniture delivered and installed	Sarah	October 2019
Pilot space opens for use	Claire / Sarah	November 2019
Business Case for whole of LTH completed based on pilot findings	Claire / Sarah / Elaine	February 2020

**Outcomes and Impacts arising from Project**

<b>Measure</b>	<b>Baseline</b>	<b>Target</b>
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Reduced travel from home to office (time spent for each individual)	Survey of those involved to find out their current travel time (to be carried out in Sept/Oct 2019)	20% reduction
Reduced travel from home to office (CO2 reduction)	Calculation based on km travelled to work currently (where using motor vehicle)	20% reduction
Reduced amount of printing and paper	TBD	20% reduction in printing and reduced paper storage (TBC)
Energy Savings	Calculated from average cost per square meter in LTH	Reduced heating and electricity (assuming 2 offices are merged into 1)
Contentment with technology set up	Determined by individuals using sliding scale	More contented
Productivity increased	Determined by individuals using sliding scale	More productive
Staff Wellbeing – reduced stress (through more empowerment)	Determined by individuals using sliding scale	Reduced stress
Contentment with working environment	Determined by individuals using sliding scale	More contented

**Has Social Value matrix been completed (attach to bid form)?**

YES / NO

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**Project Officer Sign Off:**

**Director Sign Off:**

**Portfolio Holder Sign Off:**

**Finance Portfolio Sign Off:**

<b>CABINET</b>
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## DIGITAL STRATEGY

1 October 2019

### Report of Director of Corporate Services

<b>PURPOSE OF REPORT</b>			
To consider and approve the Council's Digital Strategy			
<b>Key Decision</b>	<b>X</b>	<b>Non-Key Decision</b>	<b>Referral from Cabinet Member</b>
<b>Date of notice of forthcoming key decision</b>	4 September 2019		

#### RECOMMENDATIONS OF COUNCILLORS JANICE HANSON AND TIM HAMILTON-COX

- (1) To approve the Digital Strategy set out in this report and in Appendix One.
- (2) To pre-approve the principle of funding for infrastructure works in Dalton Square, the establishment of a mechanism for delivering a full fibre network to the Lancaster district and the establishment of a collaborative workspace in Lancaster subject to reserves and capital funding bids being made in accordance with the budget framework.

#### 1.0 Introduction

- 1.1 The report proposes the Council's Digital Strategy which sets out an ambition to work towards a smart district utilising technology to become a clean, green and healthy district which benefits all residents and businesses.

#### 2.0 The Digital Strategy Vision

- 2.1 The Digital Strategy incorporates a THINK brand which will use digital methodologies and best practice in order to deliver transformation at the Council and throughout the whole district in Technology, Health, Innovation, Nature and Knowledge. The Strategy aims towards a

Gigabyte district which supports all of its citizens, the growing tech sector and key partnerships with universities, health and the third sector.

- 2.2 The Vision recognises the importance of the Council working in collaboration with other key partners, particularly the universities, in order to deliver first class infrastructure in order to support the digital economy in the district. It also recognises that digital technology contributes to a greener economy and innovation which can deliver social value enhancements in health, transport, housing and other areas of well-being.
- 2.3 Digital also provides an opportunity for the Council to transform its own service provision in order to meet rising demands and expectations with fewer resources by using data to improve services, widen access, tackle exclusion and save money through more efficient processes.
- 2.4 A summary of how the Council’s digital approach might assist in the delivery of wider objectives is included in the table below.

<b>T</b> Technology	First class technology and connectivity will not only help the Lancaster district attract high value industries, but will enable the Council to deliver wider access to good quality services.
<b>H</b> Health	Working with the Health Innovation Campus and the NHS we will be able to use internet technologies to deliver improving health outcomes.
<b>I</b> Innovation	We will build deeper relationships with the universities in order to promote the area as a leader in digital innovation and a place for businesses to come to benefit from that innovation.
<b>N</b> Nature	To counter the climate emergency, we will use cutting edge and innovative solutions to encourage green thinking and develop green technologies to reduce the district’s carbon emissions.
<b>K</b> Knowledge	We will ensure that we become a knowledge organisation in order to better serve our customers and meet increasing demands and expectations.

### 3.0 Delivering the Vision

- 3.1 The table above highlights some of the outcomes that digital transformation will enable. In order to deliver the outcomes, the Council will focus on three building blocks; connectivity, collaboration and change.

#### *Connectivity*

- 3.2 Digital transformation requires excellent connectivity in the form of full fibre broadband and 5G mobile technology. The Strategy incorporates a digital infrastructure plan which seeks to deliver an open access full fibre network across the district.

- 3.3 The following key actions in respect of connectivity are included in the digital strategy:
- Infrastructure works in Dalton Square and Canal Quarter site to include ducts and chambers in order to extend full fibre from a Digital Exchange delivering data centre capacity for the public and private sector with high speed resilient fibre broadband.
  - Development of a specification for a full fibre network across the district and a mechanism for its delivery incorporating social outcomes.
- 3.4 The above projects will, if the Digital Strategy is adopted, be developed into capital bids. Pre-approval for reserve funding for specialist technical and legal advice in order to draw up specifications is sought as part of the report recommendations.

#### *Collaboration*

- 3.5 The Strategy recognises that the Council must work with community stakeholders and local businesses, partners and experts and our local universities and colleges. These partnerships will be instrumental in building connectivity throughout the district but also in harnessing that connectivity for the good of all citizens, businesses and stakeholders.
- 3.6 In developing the Digital Strategy much work has already been undertaken in establishing a number of really important partnerships including one with Lancaster University. This has already reaped significant benefits which have included the Council being given free access to the University's e-campus software system which is now being used to roll out electronic signage and knowledge in Lancaster and Morecambe.
- 3.7 The Strategy aims to consolidate all partnerships via the creation of a THINK Board made up delegates from across partnership organisations covering the universities, colleges, NHS, local businesses and third sector organisations. Regular THINK events/workshops will be held to bring together all interested parties to discuss how collaborative working on digital can be harnessed to address key issues such as community wealth, digital exclusion, supporting the third sector, climate emergency and support for the digital economy in the district.
- 3.8 The Strategy sets out an ambition to develop a collaborative workspace in Lancaster, possibly using the area of the Storey to be vacated by the Visitor Information Centre, for which a capital bid will be made. The workspace would be open to all stakeholders.

#### *Change*

- 3.9 The Strategy seeks to use digital methodologies to implement significant change at the Council in order to meet rising demands and expectations from citizens at a time of reducing finances. This change will focus around our customers in order that they can easily connect with the Council at time and place of their choosing enabling them to tell us once and expect us to get it right first time. In order to deliver such change we will use technology such as the internet to transform our services and ensure that we promote more and better community participation and engagement.
- 3.10 Digital technologies will allow the Council to work in a more agile way which has the capacity to deliver significant savings from rationalisation of office space. It will also provide opportunity to reduce carbon emissions via reducing unnecessary travel, optimising routes for waste collection and litter bins and using digital technologies around paperless working.

**3.0 Options and Options Analysis (including risk assessment)**

<b>Option 1: Adopt Digital Strategy</b>
<p><b>Advantages</b></p> <ul style="list-style-type: none"> <li>• Significant support to the Council’s economic prosperity plan by providing first class digital infrastructure such as full fibre and 5G to support a growing tech sector in the district which promotes high value and green jobs.</li> <li>• Focus on partnerships which will enable stakeholders to come together to deliver enhancements in health, innovation, nature and knowledge and tackle issues of social exclusion.</li> <li>• The use of digital methodologies at the Council will make it easier for residents to access services whilst making the Council more efficient and agile in order to better utilise its properties and reduce carbon emissions through route optimisation, reduced travel and paperless.</li> </ul>
<p><b>Disadvantages</b></p> <ul style="list-style-type: none"> <li>• None.</li> </ul>
<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• There are risks associated with delivering complex technology projects in order to meet digital ambitions. These risks will be managed as part of the programme and project management processes.</li> </ul>
<b>Option 2: Do not adopt the Digital Strategy</b>
<p><b>Advantages</b></p> <ul style="list-style-type: none"> <li>• More resource available for other areas of ambition.</li> </ul>
<p><b>Disadvantages</b></p> <ul style="list-style-type: none"> <li>• The Lancaster district, which has a significant reliance of the technology sector, might fall behind other areas without a current strategy covering digital infrastructures and partnerships.</li> <li>• Council services might remain relatively less accessible and the Council would find it more difficult to drive efficiencies without coherent and integrated digital plans.</li> </ul>
<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• There are risks that the Lancaster economy and the Council itself will ‘fall behind’ if it is not able to adequately respond to the opportunities provided via digital technology in an organised manner.</li> </ul>

**4. Officer Preferred Option (and comments)**

4.1 The officer preferred option is Option 1.

**5.0 Details of consultation**

5.1 A significant number of stakeholders have been consulted as part of the Digital Strategy process. Key stakeholders from the universities, health and local digital businesses have undertaken to work with the Council on the THINK Board and attend THINK events and workshops.

<p><b>RELATIONSHIP TO POLICY FRAMEWORK</b></p> <p>The Digital Strategy underpins all of the Council’s Ambitions via the delivery of excellent digital infrastructure, partnership and change plans.</p>	
<p><b>CONCLUSION OF IMPACT ASSESSMENT</b>  <b>(including Health &amp; Safety, Equality &amp; Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing):</b></p> <p>The Digital Strategy includes an action plan to tackle digital exclusion.</p>	
<p><b>LEGAL IMPLICATIONS</b></p> <p>There are no direct and immediate legal implications arising from the report. However, one of the key actions of the Strategy is to seek a mechanism to provide full fibre broadband throughout the district which may require a separate legal entity.</p>	
<p><b>FINANCIAL IMPLICATIONS</b></p> <p>There are no direct implications arising from the process of agreeing the strategy. If approved, a number of reserve and capital funding bids and this is set out in the report.</p>	
<p><b>OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces:</b></p> <p>None identified.</p>	
<p><b>SECTION 151 OFFICER’S COMMENTS</b></p> <p>The Section 151 Officer has been consulted and has no further comments.</p>	
<p><b>DEPUTY MONITORING OFFICER’S COMMENTS</b></p> <p>The Deputy Monitoring Officer has been consulted and has no further comments</p>	
<p><b>BACKGROUND PAPERS</b></p> <p>Appendix One – The Digital Strategy</p>	<p><b>Contact Officer:</b> Dan Bates  <b>Telephone:</b> 01524 582138  <b>E-mail:</b> dbates@lancaster.gov.uk  <b>Ref:</b></p>



# Lancaster District Digital Strategy

*Tech Health Innovation Nature Knowledge*

## **The THINK Vision**

1. We aim to make the Lancaster district the best it can be by using digital methodologies and best practice in order to deliver transformation at the Council and throughout the whole district in Technology, Health, Innovation, Nature and Knowledge.
2. We aim to be a Gigabyte district which supports and benefits all of its citizens and businesses; including the growing technology sector through key partnerships between universities, health, councils, voluntary sector and private sector.
3. We will also transform our own service provision in order to meet rising demands and expectations by using data to improve services, widen access, tackle exclusion and save money through more efficient processes.
4. Over the next ten years, working with partners and using the THINK methodology and strategy, the Lancaster district will be:

### **A smart district**

- World Class Connectivity – a Gigabyte region with a full fibre network and 5G throughout which will be the best place for start-ups whilst maintaining and growing our existing digital businesses and supporting all businesses and organisations in the area. We will do this through collaboration with all our stakeholders to continually improve the area for the benefit of all.

### **A green district**

- Striving to address the climate emergency by using technology to reduce carbon emissions in the district.

### **A healthy district**

- Working with the Health Innovation Centre and NHS anchor institutions to develop technology for health and promote healthier lifestyles.

### **A clean district**

- Using digital technology to improve emptying bins, measure air quality and provide citizens with easy ways to report issues with public realm.

### **A fair district**

- Using technology to better understand our customers, improve community engagement, address exclusion and deliver community wealth and social value.



## THINK Tech

We will use technology as a catalyst to enable change and inform and deliver best practice in all the council's key areas of delivery. Technology around the district will be used to improve our citizens' well-being.

## THINK Health

We will ensure that digital best practice, partnerships with e.g. the Health Innovation Campus and use of modern technologies move us towards becoming a beacon of ever improving health outcomes.

## THINK Innovation

We will ensure that we enable digital innovation in our district through visionary digital leadership, collaboration with the community and business, and developing deeper relationships with education providers.

## THINK Nature

To counter the climate emergency, we will use cutting edge and innovative solutions to encourage green thinking and develop green technologies to reduce the district's carbon emissions.

## THINK Knowledge

We will ensure that we become a knowledge organisation in order to better serve our customers and meet increasing demands and expectations.

## THINK at the Council

To deliver our transformational vision, we need great digital connectivity and a strong and improving culture of collaboration, but we also need to change our work and working practices at the council to become more agile and more efficient at service delivery.

The **THINK** Vision is a bold one, capable of making significant changes to the Council, the district and to the well-being of all our citizens.



The vision is built on three building blocks. These are the things we will need to focus on to deliver the above outcomes. We need to work on **connectivity** and make Lancaster a gigabyte district. We need to **collaborate** with all those with a stake in the future of the district's success and we need to **change** the way the Council delivers its services focussed around our customers' needs. These building blocks form the basis of our digital strategy.

## Connectivity

### *Why is it important?*

6. Digital transformation requires excellent connectivity in the form of full fibre broadband and 5G mobile technology. This will create the conditions for transformational change and assist the Lancaster district to become a place of choice for digital and high tech businesses. High speed broadband across the region will also assist the Council and other partners to improve well-being of citizens through more accessible services and projects which promote innovative, healthier, greener and fairer outcomes.

### *What have we done already?*

- We are working to create a definitive fibre map covering the whole district in order to understand where we have good connectivity and where it needs improving.
- We have commissioned a 'Creating Infrastructure' report which sets out our connectivity requirements to act as a specification for work required to establish a vehicle to provide a full fibre network for the district.
- We have been working to improve our existing Wi-Fi network, providing new Wi-Fi hotspots at our Museums with a view to creating a Wi-Fi corridor from the train station to Dalton Square where the Council's City, Coast and Countryside service is freely available.
- We have started planning for Dalton Square connectivity improvement to include a new digital exchange and possibility of new fibre ducts extending past the Dukes and onto the Canal Quarter site.
- We have established a good working relationship with Lancaster University with a view to sharing connectivity ambitions. The University has gifted us their e-campus software which will allow us to provide real time content and information on screens throughout the district. This is already installed in Salt Ayre and will be rolled out more widely over the next year.

### *What will we deliver?*

- Completion of infrastructure works in Dalton Square and the Canal Quarter site to include ducts and chambers in order to extend full fibre from a Digital Exchange delivering data centre capacity for the public and private sector with high speed resilient fibre broadband.
- A procurement process which will deliver an open access network, giving us the conditions for a more than gigabit 5G city via broadband, full fibre and 5G.
- A One Dig policy to ensure that we consider connectivity alongside all of our own and our partners' infrastructure projects.
- Full deployment of the e-campus screens coupled with the re-development of the iLancaster app in order to provide easy access to real time, quality information from the Council and partners throughout the district.
- Once full connectivity is achieved, we will work on plans to utilise this technology to provide best outcomes in health, innovation, nature and knowledge as set out on the previous page.
- We will sign the Government's Local Digital Declaration which affirms our commitment to harness digital technologies to improve the lives of our citizens.

## Collaboration

### *Why is it important?*

7. If the Lancaster district is to become a Gigabyte region which attracts high value businesses and delivers benefits to all citizens, then we will need to work closely with our key stakeholders to make this happen. The universities in particular but also businesses, health, transport and the third sector have a stake in delivering and utilising great connectivity and it is important that we work together to achieve this.
8. The Digital Strategy and the THINK brand provide a focus around which we will work with all our stakeholders to drive forward our digital and technological ambitions. A number of key partnerships have already been formed but we will continue to work to make this Strategy one which is adopted by all of our partners.

### *What have we done already?*

- We have developed the THINK brand and principles and have received widespread support from key partners including both universities as well as representatives from the Health Service, the business community and local organisations.
- We have established a LUCID (Lancaster's Universities and Council Infrastructure and Digital) Working Group which meets regularly and has already resulted in the sharing of Lancaster University's e-campus system which is being rolled out through the district.
- We have started working on Memorandums of Understanding with key partners including the universities and Digital Lancashire in order to ensure that we work to the same vision.
- We are working with over a dozen councils sharing digital and agile knowledge and best practice. Locally, we are working with Wyre, Blackpool and Lancashire Councils on areas of joint interest.
- Our first THINK event will take place in Lancaster Town Hall on 28 November 2019 where we will meet with members of the business community to launch our digital vision and seek their input and support.

### *What will we deliver?*

- Creation of a THINK Board with membership from all key stakeholders representing all sectors to drive forward this strategy as a shared ambition for the district.
- Regular THINK Tank workshops with all partners to tackle shared issues and ambitions including sessions on the digital economy, digital inclusion, health outcomes and green technology.
- Development of a collaborative workspace in Lancaster open to all stakeholders, possibly using the area of the Storey to be vacated by the Visitor Information Centre for which a capital bid will be made.
- Development, with partners, of our e-campus system in order to provide prominent digital signposting to services, information, promotion and support.
- Working with relevant partner organisations (such as CAB and CVS) and taking account of the Government's digital inclusion strategy, we will create an action plan for using digital technologies to improve well-being amongst excluded and vulnerable communities.
- We are aiming to host a Smart Cities Conference during 2020.

## Change

### *Why is it important?*

9. The Strategy seeks to use digital methodologies to implement significant change at the Council in order to meet rising demands and expectations from citizens at a time of reducing finances. This change will focus around our customers in order that they can easily connect with the Council at time and place of their choosing enabling them to tell us once and expect us to get it right first time. In order to deliver such change we will use technology such as the internet to transform our services and ensure that we promote more and better community participation and engagement.
10. Digital technologies will allow the Council to work in a more agile way which has the capacity to deliver significant savings from rationalisation of office space. It will also provide opportunity to reduce carbon emissions via reducing unnecessary travel, optimising routes for waste collection and litter bins and using digital technologies around paperless working.

### *What have we done already?*

- Set up a Customer Service Strategy Board to evaluate the best way to meet citizens' needs for interacting with the Council.
- Appointed Community Connectors who, using agile technology, are able to respond to individual citizen and community organisations' needs face to face.
- Working with community interest groups to tackle digital exclusion through support and mentoring.
- We are rolling Wi-Fi out across Council buildings to support staff mobility and agile working as well as improving coverage of the free City, Coast and Countryside network.
- We are updating and improving our mobile device offering and implementing agile software such as Microsoft Teams to support mobile working and paperless initiatives.
- We are about to launch a new intranet and are working towards a self-serve portal which enables most frequently undertaken activities to be automated freeing up officer time.

### *What will we deliver?*

- Improving the ability for customer to self-serve via a web portal to provide interaction with the Council at a time and place which suits the customer.
- Further expansion of the Wi-Fi capability in order to provide social outcomes such as providing subsidised coverage in social housing schemes.
- Digital impact assessment on all council documents.
- Widen access to mobile technology to all officers and members.
- Working with Lancaster University's research ethics team to develop a framework to ensure that any data collection undertaken on public land is transparent and open and that results are anonymised and re-usable for community benefit.
- Develop a Council digital task group to consider ideas to overcome organisational challenges.

11. A full digital action plan which will be regularly updated is included on our website at [www.lancaster.gov.uk/digital](http://www.lancaster.gov.uk/digital)

**CABINET****Hackney Carriage Fare Review 2019****1 October 2019****Report of Director for Communities and the Environment****PURPOSE OF REPORT**

This report is to update Cabinet members with the relevant information to consider whether to introduce a new fare tariff in relation to licensed hackney carriages operating in the Lancaster district.

In its capacity as an advisory Committee to the Executive, the Licensing Committee has made a recommendation for approval after considering the attached report and appendices on 29 August 2019.

**Key Decision****Non-Key Decision****X****Referral from Cabinet Member****Date of notice of forthcoming key decision**

Not applicable

**This report is public.****RECOMMENDATIONS OF COUNCILLOR DAVE BROOKES**

1. Approve the new table of fares as recommended by Licensing Committee on 29 August 2019 and;
2. Authorise the Licensing Manager to advertise the new table of fares as required by legislation.

**1.0 Background**

- 1.1 Section 65 of the Local Government (Miscellaneous Provisions) Act 1976 makes provision for the Council to fix the rates of fares within the district for time, distance and all other charges in connection with the hire of a hackney carriage. The table of fares is attached to the inside of a hackney carriage; this allows members of the public to view all charges when hiring a vehicle.
- 1.2 The setting of fares is an Executive function as it is not one that is listed in the Local Authorities (Function and Responsibilities) (England) Regulations 2000 and therefore falls to the Cabinet to make the final decision whether to approve the increase in charges recommended by Licensing Committee on 29 August 2019.

**LEGAL IMPLICATIONS**

Pursuant to Section 65 of the Local Government (Miscellaneous Provisions) Act 1976, the advertising requirements are as follows:

1. Putting a notice in the local paper
2. Notice must specify a date, not less than 14 days from the date that the notice is published to allow for objections and is the date, if no objections are made, that the revised fare will come into force.
3. If objections are made, and not withdrawn the Council must consider those objections and the fares then will come into effect (modified or unmodified) within 2 months of the original date.

**FINANCIAL IMPLICATIONS**

There are no direct financial implications to the Council as a result of this report.

**SECTION 151 OFFICER'S COMMENTS**

The Section 151 Officer has been consulted and has no further comments.

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

None

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**Ref:** C153

**LICENSING COMMITTEE**

**Hackney Carriage Fare Review 2019  
29 August 2019**

**Report of Licensing Manager**

**PURPOSE OF REPORT**

This report is to update Members on the proposal to introduce a new fare tariff in relation to licensed hackney carriages operating in the Lancaster district.

Members of the Licensing Committee are required to refer their findings for decision to the next Cabinet meeting.

**This report is public.**

**RECOMMENDATIONS**

- (1) **It is recommended that Members consider the proposal in relation to a new fare tariff for hackney carriages operating in the Lancaster district, and;**
- (2) **Refer their findings to the next Cabinet meeting for approval.**

**1.0 Introduction**

- 1.1 Section 65 of the Local Government (Miscellaneous Provisions) Act 1976 makes provision for the Council to fix the rates of fares within the district for time, distance and all other charges in connection with the hire of a hackney carriage. The table of fares is attached to the inside of a hackney carriage; this allows members of the public to view all charges when hiring a vehicle
- 1.2 The current table of fares is attached at **Appendix 1**.
- 1.3 The setting of fares is an Executive function as it is not one that is listed in the Local Authorities (Function and Responsibilities) (England) Regulations 2000 and therefore falls to the Cabinet to make the decision. In its capacity as an advisory Committee to Cabinet, the Licensing Committee are required to refer any decision to Cabinet for approval.

**2.0 Background**

- 2.1 The current method of setting hackney carriage fares is to annually apply retail price index (RPI) and ballot drivers of hackney carriages on a potential increase, asking for a Yes/No response to the proposed tariff change. Assuming that a positive response is received from the ballot to adopt the revised fare charges, the statutory requirement



for advertisement and consultation is then followed before an updated table of fares published, coming into effect on a specified date.

- 2.2 This method of reviewing fares was first adopted by this Council in February 2014 when the proposal to use the RPI model was reported to Licensing Regulatory Committee. The main reason for proposing this model for reviewing fares was that no other suitable mechanism could be found that all parties could agree on.
- 2.3 At a meeting of the Licensing Regulatory Committee on 1st June 2017, it was resolved that a review be undertaken of the mechanism for applying annual fare increases, comparing the approaches taken elsewhere at similar authorities, and the outcome be reported to the appropriate Committee. Initial results from the research were reported to a meeting of the Committee on 3rd August 2017.
- 2.4 Agreement to set up a Taxi Working Group comprising of Elected Members, Licensing Officers and taxi trade representatives was made at a meeting of the Licensing Regulatory Committee on the 22nd March 2018. One of the priorities for the group was to consider the matter of finding an appropriate mechanism for annually reviewing fare tariffs.

### **3.0 Details of Consultation**

- 3.1 The Licensing Manager has consulted the trade through the Taxi Working Group and more widely, through the trade newsletter to establish if an alternative methodology for setting fares is available; as well as researching other Licensing Authorities and observing their methodology. No standard methods have been identified across Authorities, either regionally or nationally.
- 3.2 Feedback from the trade received through the Taxi Working Group was that applying RPI (RPI) was not a true reflection of the costs associated with setting up and maintaining a business as a hackney carriage proprietor.
- 3.3 At a meeting of the Taxi Working Group on the 5th March 2019 the Licensing Manager highlighted the need for a fare review and asked representatives for suggestions. It was suggested by a member of the trade that a 20p increase on the initial "flag fall" would be most appropriate.
- 3.4 The passenger fees associated with the carriage of luggage, soiling charge and additional passenger charges were also considered by members of the Taxi Working Party. It was agreed such charges were reasonable and proportionate and no amendments were required.
- 3.5 Included at **Appendix 2** is the National Hackney Fares Table (April 2019) as published in Private Hire Monthly trade magazine. The table sets out the fare for a 2-mile journey. Highlighted are the Lancashire and Cumbrian Authorities. Fares range between £4.40 - £6.40.

Currently, two-mile journeys in Lancaster cost passengers £5.60.

The national average two mile hackney fare (tariff one) is £5.88, and as Members will see, in Lancaster, the local tariff shows that the fares are already 7th highest across Lancashire and Cumbria.

#### 4.0 Options and Options Analysis (including risk assessment)

	<b>Option 1:</b> Maintain current table of fares approved in 2017.	<b>Option 2:</b> Apply retail price index (RPI) to current flag fall.	<b>Option 3:</b> Apply 20p increase to flag fall
Advantages	Public are aware of expected fares when hiring a hackney carriage.	This seems to be a general approach across County and Country, although not a common approach to all.	Representatives of the trade supported this approach when discussed at the Taxi Working Group
Disadvantages	The current table of fares has not been reviewed since 2017.	Allows for a minimal increase only (2.1%).	The increase is not supported by an agreed or common methodology that reflects the cost of owning and operating a hackney carriage in the District.
Risks	Drivers may decide to leave the trade, if they decide that the profit is marginal.	Drivers may decide to leave the trade, if they decide that the profit is marginal.	Decrease in business for hackney carriages due to fare adjustments.

#### 5.0 Officer preferred option

5.1 Option 3

To apply an increase of 20p to the initial flag fall.

5.2 Applying the tariff increase as proposed in option 3, would seem appropriate so as to help ensure that hackney carriage proprietors receive a reasonable increase in fare income. The increase reflects necessary and proportionate adjustments, given that there were no increases in fares last year (2018) and the increase in the previous year was marginal, based on the annual RPI.

5.3 Any concerns from members of the public would be addressed through the consultation process by placing a notice in the local press proposing the revised tariff.

5.4 An amended table of fares that reflects option 3 is attached at **Appendix 3**.

#### 6.0 Conclusion

6.1 There has been no fare increase to the tariff used to calculate hackney carriage fares since 2017, when RPI was applied; that resulted in a marginal increase. In the absence of any alternative mechanism, it is intended that RPI will continue to be used as the default method to calculate increases in future years and the adjusted Tariff will be reported to Licensing Committee before making final recommendations to Cabinet.

6.2 The average two-mile journey on tariff 1 would be raised to £5.80, just below the national average.

- 6.4 As this is an Executive decision the Licensing Committee is not the decision making body so must refer this to Cabinet for their approval.
- 6.5 At a recent training event the Commercial Protection Manager spoke with James Button, President of the Institute of Licensing (IoL) regarding the variation between Licensing Authorities' methodology and approach to setting hackney carriage fares. It was agreed that there could be potential to work with the IoL and other Authorities to develop a common approach.

**CONCLUSION OF IMPACT ASSESSMENT**

**(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)**

None applicable to this report.

**FINANCIAL IMPLICATIONS**

There are no direct financial implications to the Council as a result of this report.

**SECTION 151 OFFICER'S COMMENTS**

The s151 Officer has been consulted and has no further comments.

**LEGAL IMPLICATIONS**

Pursuant to Section 65 of the Local Government (Miscellaneous Provisions) Act 1976, the advertising requirements are as follows:-

1. Putting a notice in the local paper
2. Notice must specify a date, not less than 14 days from the date that the notice is published to allow for objections and is the date, if no objections are made, that the revised fare will come into force.
3. If objections are made, and not withdrawn the Council must consider those objections and the fares then will come into effect (modified or unmodified) within 2 months of the original date.

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

None.

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**Ref:** LC2

**HACKNEY CARRIAGE TABLE OF FARES**  
**Applicable from 12 noon 1<sup>st</sup> September 2017**

**Tariff 1**

For hirings commenced between 07.01 and 23.59	
If the distance does not exceed 660 yards for the whole distance:	<b>£2.60</b>
For each of the subsequent 310 yards or uncompleted part thereof:	<b>30p</b>
<b>Waiting Time:</b> For each period of 40 seconds or uncompleted part thereof	<b>10p</b>

**Tariff 2**

For hirings commenced between midnight and 07.00 For hirings commenced between 19.00 and midnight on the 24 <sup>th</sup> December For hirings commenced between 19.00 and midnight on the 31 <sup>st</sup> December For hirings commencing on any Bank Holiday or Public Holiday	
If the distance does not exceed 660 yards for the whole distance:	<b>£3.80</b>
For each subsequent 220 yards or uncompleted part thereof:	<b>30p</b>
<b>Waiting time:</b> For each period of 40 seconds or uncompleted part thereof	<b>10p</b>

**Tariff 3**

For hirings commenced between 00.01 25 <sup>th</sup> December and 07.00 27 <sup>th</sup> December For hirings commenced between 00.01 1 <sup>st</sup> January and 07.00 2 <sup>nd</sup> January	
If the distance does not exceed 880 yards for the whole distance:	<b>£5.00</b>
For each subsequent 220 yards or uncompleted part thereof:	<b>40p</b>
<b>Waiting time:</b> For each period of 40 seconds or uncompleted part thereof	<b>10p</b>

For each passenger in excess of one [for the purpose two children aged 11 or under to count as one passenger for the whole distance]	<b>20p</b>
For each perambulator or article of luggage carried outside the passenger compartment of the vehicle	<b>20p</b>
<b>Soiling Charge:</b> A charge may be requested if the passenger[s] soils the vehicle. This will not exceed <b>£75.00</b>	

**The driver may at his/her discretion require the payment of an agreed amount in advance of the journey. A receipt will be given. The amount will be set against the metered fare.**

A booking fee up to a maximum of £4.00 may be charged where:

- (a) The Hackney carriage is booked in advance; and
- (b) (i) The Customer shall be told the cost of the booking fee at the time that the booking is taken and the amount recorded in the booking log; and  
(ii) The customer shall be told that the booking fee is in addition to the fare for the journey; and
- (c) The hiring involves a separate journey of at least one mile, starting from the taxi rank or the operator's premises, to the pick up point.

Any complaints regarding the vehicle and/or driver should be addressed to the Licensing Section, Environmental Services, Town Hall, Dalton Square, Lancaster, LA1 1PJ. Telephone [01524] 582033. Email [licensing@lancaster.gov.uk](mailto:licensing@lancaster.gov.uk)

# The Bryan Roland Memorial

## NATIONAL HACKNEY FARES TABLE APRIL 2019

TABLE COLOUR CODE

RISE IN 2019
RISE IN 2018
RISE IN 2017
RISE IN 2016
RISE IN 2015
RISE IN 2014
RISE IN 2013
RISE IN 2012
RISE IN 2011
RISE IN 2010
RISE IN 2008
RISE IN 2007
NO SET FARE

POSITION	TARIFF ONE COUNCIL	TWO MILE FARE
1	LONDON (HEATHROW)	£10.60
2	LUTON AIRPORT	£9.20
3	WATFORD	£8.40
4	EPSOM & EWELL	£7.80
5	LONDON	£7.80
6	BOURNEMOUTH	£7.40
7	MID SUSSEX	£7.40
8	CARRICK	£7.30
9	READING	£7.20
10	TUNBRIDGE WELLS	£7.20
11	JERSEY	£7.19
12	DARTFORD	£7.10
13	MOLE VALLEY	£7.10
14	PENWITH	£7.10
15	SEVENOAKS	£7.06
16	HERTSMERE	£7.00
17	POOLE	£7.00
18	STROUD	£7.00
19	TONBRIDGE & MALLING	£7.00
20	WILTSHIRE	£7.00
21	RESTORMEL	£6.95
22	HARROGATE	£6.90
23	VALE OF WHITE HORSE	£6.90
24	WEALDON	£6.90
25	WEYMOUTH & PORTLAND	£6.90
26	ADUR	£6.80
27	BATH & NORTH EAST SOMERSET	£6.80
28	BRIGHTON & HOVE	£6.80
29	CARADON	£6.80
30	CHELTENHAM	£6.80
31	CHRISTCHURCH	£6.80
32	COLCHESTER	£6.80
33	EAST LOTHIAN	£6.80
34	GUERNSEY	£6.80
35	GUILDFORD	£6.80
36	HART	£6.80
37	NORTH CORNWALL	£6.80
38	NOTTINGHAM	£6.80
39	SWALE	£6.80
40	WEST BERKSHIRE	£6.80
41	YORK	£6.80
42	KERRIER	£6.75
43	NUNEATON & BEDWORTH	£6.75
44	CHELMSFORD	£6.70
45	CHESTER	£6.70
46	EASTLEIGH	£6.70
47	GRAVESHAM	£6.70
48	ROTHER	£6.70
49	SWINDON	£6.70
50	HARBOROUGH	£6.68
51	TORRIDGE	£6.62
52	ARUN	£6.60
53	BASINGSTOKE & DEANE	£6.60
54	BRENTWOOD	£6.60
55	CRAWLEY	£6.60
56	CAMBRIDGE CITY	£6.60
57	EAST DORSET	£6.60
58	EXETER	£6.60
59	FIFE	£6.60
60	HIGH PEAK	£6.60
61	MEDWAY	£6.60
62	MORAY	£6.60
63	NORTH HERTS	£6.60
64	NORWICH	£6.60
65	SCARBOROUGH	£6.60

POSITION	TARIFF ONE COUNCIL	TWO MILE FARE
66	SOUTH GLOUCESTER	£6.60
67	WAVENEY	£6.60
68	NORTH DEVON	£6.55
69	ASHFORD	£6.50
70	GLASGOW	£6.50
71	MAIDSTONE	£6.50
72	SOUTH CAMBRIDGE	£6.50
73	SOUTH SOMERSET	£6.50
74	WORTHING	£6.50
75	BRISTOL	£6.40
76	COUNTY OF HEREFORD	£6.40
77	CREWE & NANTWICH	£6.40
78	EAST HAMPSHIRE	£6.40
79	HARLOW	£6.40
80	LEEDS	£6.40
81	MALVERN HILLS	£6.40
82	OXFORD	£6.40
83	PURBECK	£6.40
84	RUSHMOOR	£6.40
85	SHEFFIELD	£6.40
86	SOUTH LAKELAND	£6.40
87	STEVENAGE	£6.40
88	SURREY HEATH	£6.40
89	TENDRING	£6.40
90	WOKING	£6.40
91	WOKINGHAM	£6.40
92	TORBAY	£6.39
93	EDINBURGH	£6.35
94	COVENTRY	£6.30
95	DACORUM	£6.30
96	EAST DEVON	£6.30
97	ISLE OF MAN	£6.30
98	LEWES	£6.30
99	FOREST OF DEAN	£6.27
100	MIDLOTHIAN	£6.22
101	ARGYLL & BUTE	£6.20
102	BIRMINGHAM	£6.20
103	BRAINTREE	£6.20
104	CHICHESTER	£6.20
105	DERBY	£6.20
106	EAST CAMBRIDGESHIRE	£6.20
107	HORSHAM	£6.20
108	IPSWICH	£6.20
109	LINCOLN	£6.20
110	MENDIP	£6.20
111	NORTHAMPTON	£6.20
112	PORTSMOUTH UA	£6.20
113	ROCHFORD	£6.20
114	RUNNYMEDE	£6.20
115	SEDGEMOOR	£6.20
116	FOLKESTONE & HYTHE	£6.20
117	SOLIHULL	£6.20
118	SOUTHAMPTON	£6.20
119	SOUTHEND ON SEA	£6.20
120	SPELTHORNE	£6.20
121	ST ALBANS	£6.20
122	STRATFORD ON AVON	£6.20
123	TAUNTON DEANE	£6.20
124	TEIGNBRIDGE	£6.20
125	WAVERLEY	£6.20
126	WEST OXFORD	£6.20
127	WINCHESTER	£6.20
128	CENTRAL BEDFORDSHIRE	£6.13
129	CARDIFF	£6.10
130	CLACKMANNAN	£6.10

POSITION	TARIFF ONE COUNCIL	TWO MILE FARE
131	EAST HERTS	£6.10
132	ELMBRIDGE	£6.10
133	FYLDE	£6.10
134	HASTINGS	£6.10
135	NEW FOREST	£6.10
136	NORTH WARWICK	£6.10
137	TAMWORTH	£6.10
138	CHARNWOOD	£6.05
139	SHETLAND ISLES	£6.05
140	ABERDEENSHIRE	£6.00
141	BASILDON	£6.00
142	BOSTON	£6.00
143	BRACKNELL FOREST	£6.00
144	CANTERBURY	£6.00
145	CARMARTHENSHIRE	£6.00
146	CASTLE POINT	£6.00
147	DOVER	£6.00
148	EAST LINDSEY	£6.00
149	GLOUCESTER	£6.00
150	GREAT YARMOUTH	£6.00
151	KETTERING	£6.00
152	LUTON	£6.00
153	MILTON KEYNES	£6.00
154	NORTH DORSET	£6.00
155	PLYMOUTH	£6.00
156	PRESTON	£6.00
157	SLOUGH	£6.00
158	SOUTH HAMS	£6.00
159	STOCKPORT	£6.00
160	TAMESIDE	£6.00
161	TEST VALLEY (x)	£6.00
162	THREE RIVERS	£6.00
163	THURROCK	£6.00
164	VALE OF GLAMORGAN	£6.00
165	WARWICK	£6.00
166	WEST DORSET	£6.00
167	WEST LINDSEY	£6.00
168	WIRRAL	£6.00
169	DARLINGTON	£5.95
170	BABERGH	£5.90
171	BASSETLAW	£5.90
172	BROXBORNE	£5.90
173	DUDLEY	£5.90
174	DURHAM COUNTY COUNCIL	£5.90
175	MANCHESTER	£5.90
176	NORTHUMBERLAND	£5.90
177	SOUTH AYRSHIRE	£5.90
178	TANDBRIDGE	£5.90
179	WALSALL	£5.90
180	CALDERDALE	£5.85
181	SCOTTISH BORDERS	£5.85
182	TEWKSBURY	£5.85
183	BLACKPOOL	£5.80
184	BRIDGEND	£5.80
185	BROMSGROVE	£5.80
186	CARLISLE	£5.80
187	EAST KILBRIDE	£5.80
188	FAREHAM	£5.80
189	HAVANT	£5.80
190	HIGHLAND	£5.80
191	LEICESTER	£5.80
192	NEWCASTLE-UPON-TYNE	£5.80
193	NORTH LINCOLNSHIRE	£5.80
194	NORTH NORFOLK	£5.80
195	NORTH TYNESIDE	£5.80

POSITION	TARIFF ONE COUNCIL	TWO MILE FARE
196	ORKNEY	£5.80
197	REIGATE & BANSTEAD	£5.80
198	RUGBY	£5.80
199	RUTHERGLEN	£5.80
200	SELBY	£5.80
201	SOUTH RIBBLE	£5.80
202	TRAFFORD	£5.80
203	UTTLESFORD	£5.80
204	WEST SOMERSET	£5.80
205	WEST SUFFOLK	£5.80
206	WINDSOR & MAIDENHEAD	£5.80
207	WORCESTER	£5.80
208	WYRE	£5.80
209	YNS MON	£5.80
210	KINGS LYNN & WEST NORFOLK	£5.76
211	CHESTERFIELD	£5.75
212	DONCASTER	£5.75
213	EAST AYRSHIRE	£5.75
214	WYCOMBE	£5.75
215	ANGUS	£5.70
216	CANNOCK CHASE	£5.70
217	EASTBOURNE	£5.70
218	ISLE OF WIGHT	£5.70
219	MID DEVON	£5.70
220	MONMOUTHSHIRE	£5.70
221	NORTH SOMERSET	£5.70
222	RENFREWSHIRE	£5.70
223	RYEDALE (x)	£5.70
224	STIRLING	£5.70
225	SWANSEA	£5.70
226	WELWYN HATFIELD	£5.70
227	DUNDEE CITY	£5.66
228	ABERDEEN CITY	£5.60
229	BRECKLAND	£5.60
230	DENBIGHSHIRE	£5.60
231	GOSPORT	£5.60
232	HINCKLEY & BOSWORTH	£5.60
233	LANCASTER	£5.60
234	LIVERPOOL	£5.60
235	NEWPORT	£5.60
236	NORTH EAST LINCOLNSHIRE	£5.60
237	NORTH KESTEVEN	£5.60
238	NORTH WEST LEICESTER	£5.60
239	RICHMONDSHIRE	£5.60
240	RUSHCLIFFE	£5.60
241	SANDWELL	£5.60
242	SOUTH BUCKINGHAM	£5.60
243	SUFFOLK COASTAL	£5.60
244	SUNDERLAND	£5.60
245	WEST LOTHIAN	£5.60
246	WOLVERHAMPTON	£5.60
247	WREXHAM	£5.60
248	CHERWELL	£5.56
249	BROXTOWE	£5.50
250	DUMFRIES & GALLOWAY	£5.50
251	EAST STAFFORDSHIRE	£5.50
252	EDEN	£5.50
253	EPPING FOREST	£5.50
254	EREWASH	£5.50
255	FALKIRK	£5.50
256	GEDLING	£5.50
257	GWYNEDD	£5.50
258	HAMBLETON	£5.50
259	HUNTINGDONSHIRE	£5.50
260	OLDHAM	£5.50

POSITION	TARIFF ONE COUNCIL	TWO MILE FARE
261	SHROPSHIRE	£5.50
262	STAFFORD	£5.50
263	TORFAEN	£5.50
264	CEREDIGION	£5.46
265	SALFORD	£5.46
266	ALLERDALE	£5.45
267	BARROW IN FURNESS	£5.44
268	CAERPHILLY	£5.40
269	CHILTERN	£5.40
270	DUNBARTON & VALE OF LEVEN	£5.40
271	KINGSTON-UPON-HULL	£5.40
272	MACCLESFIELD	£5.40
273	MID SUFFOLK	£5.40
274	NEWARK & SHERWOOD	£5.40
275	NORTHERN IRELAND	£5.40
276	PEMBROKESHIRE	£5.40
277	PERTH & KINROSS	£5.40
278	POWYS	£5.40
279	ROTHERHAM	£5.40
280	THANET	£5.40
281	WYCHAVON	£5.40
282	COTSWOLD	£5.35
283	EAST DUNBARTONSHIRE	£5.34
284	BARNSELY	£5.30
285	BLABY	£5.30
286	BRADFORD	£5.30
287	CRAVEN (x)	£5.30
288	EAST RENFREW	£5.30
289	FENLAND	£5.30
290	LICHFIELD	£5.30
291	MELTON	£5.30
292	REDDITCH	£5.30
293	RIBBLE VALLEY	£5.30
294	VALE ROYAL	£5.30
295	WIGAN	£5.30
296	WYRE FOREST	£5.30
297	BEDFORD	£5.26
298	BURY	£5.24
299	AMBER VALLEY	£5.20
300	BLAENAU GWENT	£5.20
301	BOLTON	£5.20
302	CLYDEBANK	£5.20
303	CONWY	£5.20
304	EAST RIDING	£5.20
305	ELLESMERE PORT	£5.20
306	HALTON	£5.20
307	INVERCLYDE	£5.20
308	RHONDDA CYNON TAF	£5.20
309	SOUTH LANARKSHIRE (Clydesdale)	£5.20
310	SOUTH TYNESIDE	£5.20
311	STAFFS MOORLANDS	£5.20
312	WARRINGTON	£5.20
313	CONGLETON	£5.10
314	GATESHEAD	£5.10
315	NORTH AYRSHIRE	£5.10
316	SEFTON	£5.10
317	SOUTH STAFFORDSHIRE	£5.10
318	ST HELENS	£5.10
319	SOUTH HOLLAND	£5.05
320	COPELAND	£5.00
321	DAVENTRY	£5.00
322	EAST NORTHANTS	£5.00
323	KIRKLEES	£5.00
324	NEATH PORT TALBOT	£5.00
325	NORTH EAST DERBYSHIRE	£5.00

POSITION	TARIFF ONE COUNCIL	TWO MILE FARE
326	NORTH LANARKSHIRE	£5.00
327	PETERBOROUGH	£5.00
328	ROSSENDALE	£5.00
329	SOUTH NORTHANTS	£5.00
330	STOKE-ON-TRENT UA	£4.95
331	CHORLEY	£4.90
332	CORBY	£4.90
333	FLINTSHIRE	£4.90
334	TELFORD & WREKIN	£4.90
335	WELLINGBOROUGH	£4.90
336	WESTERN ISLES	£4.85
337	ASHFIELD	£4.80
338	DERBYSHIRE DALES	£4.80
339	HAMILTON	£4.80
340	MANSFIELD	£4.80
341	ROCHDALE	£4.80
342	BLACKBURN	£4.70
343	HYNDBURN	£4.70
344	WEST LANCASHIRE	£4.70
345	BOLSOVER	£4.60
346	WAKEFIELD	£4.60
347	BURNLEY	£4.50
348	HARTLEPOOL	£4.50
349	KNOWSLEY	£4.50
350	MERTHYR TYDFIL	£4.50
351	REDCAR & CLEVELAND	£4.50
352	STOCKTON ON TEES	£4.50
353	OADBY & WIGSTON	£4.40
354	PENDLE	£4.40
355	AYLESBURY VALE	£4.30
356	MIDDLESBROUGH	£4.30
357	NEWCASTLE-UNDER-LYME	£4.20
358	SOUTH KESTEVEN	£3.50
359	MALDON	£
360	RUTLAND	£
361	SOUTH DERBYSHIRE	£
362	SOUTH OXFORDSHIRE	£

**HACKNEY CARRIAGE TABLE OF FARES**  
**Applicable from 12 noon 1<sup>st</sup> XXXX 2019**

**Tariff 1**

For hirings commenced between 07.01 and 23.59	
If the distance does not exceed 660 yards for the whole distance:	<b>£2.80</b>
For each of the subsequent 310 yards or uncompleted part thereof:	<b>30p</b>
<b>Waiting Time:</b> For each period of 40 seconds or uncompleted part thereof	<b>10p</b>

**Tariff 2**

For hirings commenced between midnight and 07.00 For hirings commenced between 19.00 and midnight on the 24 <sup>th</sup> December For hirings commenced between 19.00 and midnight on the 31 <sup>st</sup> December For hirings commencing on any Bank Holiday or Public Holiday	
If the distance does not exceed 660 yards for the whole distance:	<b>£4.00</b>
For each subsequent 220 yards or uncompleted part thereof:	<b>30p</b>
<b>Waiting time:</b> For each period of 40 seconds or uncompleted part thereof	<b>10p</b>

**Tariff 3**

For hirings commenced between 00.01 25 <sup>th</sup> December and 07.00 27 <sup>th</sup> December For hirings commenced between 00.01 1 <sup>st</sup> January and 07.00 2 <sup>nd</sup> January	
If the distance does not exceed 880 yards for the whole distance:	<b>£5.00</b>
For each subsequent 220 yards or uncompleted part thereof:	<b>40p</b>
<b>Waiting time:</b> For each period of 40 seconds or uncompleted part thereof	<b>10p</b>
For each passenger in excess of one [for the purpose two children aged 11 or under to count as one passenger for the whole distance]	<b>20p</b>
For each perambulator or article of luggage carried outside the passenger compartment of the vehicle	<b>20p</b>
<b>Soiling Charge:</b> A charge may be requested if the passenger[s] soils the vehicle.	<b>This will not exceed £75.00</b>

**The driver may at his/her discretion require the payment of an agreed amount in advance of the journey. The amount will be set against the metered fare. A receipt will be given.**

A booking fee up to a maximum of £4.00 may be charged where:

- (a) The Hackney carriage is booked in advance; and
- (b) (i) The Customer shall be told the cost of the booking fee at the time that the booking is taken and the amount recorded in the booking log; and  
(ii) The customer shall be told that the booking fee is in addition to the fare for the journey; and
- (c) The hiring involves a separate journey of at least one mile, starting from the taxi rank or the operator's premises, to the pick up point.

Any complaints regarding the vehicle and/or driver should be addressed to the Licensing, Public Protection, Morecambe Town Hall, Marine Road, Morecambe, LA4 5AF. Telephone [01524] 582033. Email [licensing@lancaster.gov.uk](mailto:licensing@lancaster.gov.uk)

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of the Local Government Act 1972.

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