



LANCASTER
CITY COUNCIL

Promoting City, Coast & Countryside

COUNCIL MEETING

**Wednesday, 26 April 2023 - 6.10
p.m., or at the rise of the
Extraordinary Council meeting,
whichever is the later.
Morecambe Town Hall**

Lancaster City Council welcomes members of the public to attend meetings. However, space in the public gallery is limited to 30 seats due to Fire Regulations. If you would like to watch the meeting and have access to Microsoft Teams, please click the link [HERE](#) to watch the live stream from 6pm on the date of the meeting. If you wish to register to speak or ask a question at the meeting, please email your name and address and a copy of your speech or question to democracy@lancaster.gov.uk no later than noon on Friday 21st April 2023.

Mark Davies,
Chief Executive,
Town Hall,
Dalton Square,
LANCASTER,
LA1 1PJ



LANCASTER CITY COUNCIL

Promoting City, Coast & Countryside

Sir/Madam,

You are hereby summoned to attend a meeting of the Lancaster City Council to be held in the Town Hall, Morecambe on Wednesday, 26 April 2023 commencing at 6.10 p.m. or at the rise of the Extraordinary Council meeting, whichever is the later. for the following purposes:

1. **APOLOGIES FOR ABSENCE**

2. **MINUTES**

To receive as a correct record the Minutes of the Meeting of the City Council held on 15 March 2023 (previously circulated).

3. **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.

4. **ITEMS OF URGENT BUSINESS**

5. **ANNOUNCEMENTS**

To receive any announcements which may be submitted by the Mayor or Chief Executive.

6. **QUESTIONS FROM THE PUBLIC UNDER COUNCIL PROCEDURE RULE 11**

To receive questions in accordance with the provisions of Council Procedure Rules 11.1 and 11.3 which require members of the public to give at least 3 days' notice in writing of questions to a Member of Cabinet or Committee Chairman.

7. **PETITIONS AND ADDRESSES**

To receive any petitions and/or addresses from members of the public which have been notified to the Chief Executive in accordance with the Council's Constitution.

8. **LEADER'S REPORT** (Pages 5 - 8)

To receive the Cabinet Leader's report on proceedings since the last meeting of Council.

9. **MAYOR'S ANNUAL REPORT** (Pages 9 - 10)

To receive the annual report of the Mayor.

10. **CABINET ANNUAL REPORT** (Pages 11 - 36)

To receive the Cabinet's Annual Report containing the Business Progress Reports of the Leader and each Cabinet Member in accordance with Part 2, Section 4 of the Council's Constitution [paragraphs 3.1 (j) and 5.1(m)].

The reports of individual Cabinet Members are included in this agenda and will be presented at the meeting.

11. **OVERVIEW AND SCRUTINY ANNUAL REPORT** (Pages 37 - 48)

To receive the Annual Report of Overview and Scrutiny.

12. **AUDIT COMMITTEE ANNUAL REPORT** (Pages 49 - 51)

To receive the Annual Report of the Audit Committee.

OTHER BUSINESS

13. **APPOINTMENTS AND CHANGES TO COMMITTEE MEMBERSHIP**

Group Administrators to report any changes to Committee Membership.

14. **QUESTIONS UNDER COUNCIL PROCEDURE RULE 12**

To receive questions in accordance with the provisions of Council Procedure Rules 12.2 and 12.4 which require a Member to give at least 3 working days' notice, in writing, of the question to the Chief Executive.

15. **MINUTES OF CABINET** (Pages 52 - 66)

To receive the Minutes of Meeting of Cabinet held 28 February and 14 March, 2023.

A handwritten signature in black ink, appearing to read 'Mark', with a long horizontal flourish extending to the right.

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Chief Executive

Town Hall,
Dalton Square,
LANCASTER,
LA1 1PJ

Published on 18 April 2023.



Leader's Report

26 April 2023

Report of the Leader of the Council

PURPOSE OF REPORT

To present the Leader's report to Council.

This report is public.

RECOMMENDATIONS

To receive the report of the Leader of Council.

REPORT

1.0 Cabinet

1.1 Information on Cabinet matters is provided in the minutes from the Cabinet meetings held 28 February and 14 March 2024, later in this agenda.

2.0 Decisions Required to be Taken Urgently.

2.1 Two decisions have been taken under Rule 15 – Special Urgency, where it was not possible to provide 28 days' notice of the decision being taken. The decisions were taken with the agreement of the Chair of Overview & Scrutiny and are being reported in accordance with Rule 16.02 Access to Information Rules:

URGENT DECISION TAKEN BY THE CHIEF EXECUTIVE: ACCEPTANCE OF GRANT REWARD MONEY

URGENT DECISION TAKEN AT CABINET: APPROVAL TO BID FOR FUNDING

The reason for urgency in both cases was to adhere to strict deadlines to accept or bid for the funding. Both decisions were exempt from publication and further details are contained in the exempt private Cabinet agenda and minutes (14 March 2023).

3.0 Leader's Comments

- 3.1** This my last report for this administration provides a snapshot of the range of business that occupies the Leader and cabinet every month. There is always more that can be said and this month, at least, members will be able to see from portfolio reports the great amount that has been achieved this year. My thanks are dues to cabinet colleagues for the unending hard work they have put into their portfolios and to officers who have worked so effectively through a period of upheaval. Finally, I must pay tribute to Cllr Anne Whitehead who has been the mainstay of budgets for so long and ended her term very successfully with what has been one of the most difficult of all. We all wish her well and hope she will find new challenges but fewer months of stress in whatever she does next.

General matters

- 3.2 Budget/OBR** In the follow up to the budget the OBR Co-ordinating group has recommenced regular meetings to oversee the progress of the work streams agreed in the cabinet paper. This recognises the need to keep budget related work progressing across the disruption of election and administration change. Reports are expected from the Assets group and Service groups within Full Council week. South Lancaster Growth Catalyst
- 3.3** County and city officers are working closely and rapidly on the essential elements required to further the original plans. These will be reported into June Full Council. Unfortunately, County members have been unable to meet city members as yet.

Morecambe developments

- 3.4 The Morecambe Summit** was held last month and was very well attended by residents and agencies. There was wide ranging discussion of future possibilities as well as community concerns expressed about how well we can manage changes to housing, extra holiday footfall and transport requirements. Follow up groups will be organised after the election period. Many thanks are due to the Winter Gardens for hosting and to our officers and their staff for creating a successful afternoon.
- 3.5 Eden.** Officers have been meeting regularly with Eden and governance for the project has now been developed.
- 3.6 Frontierland.** Expressions of Interest have now been sought with a greater focus on leisure use.
- 3.7 Lancashire 2050.** All the subcommittees have now met and considered their programme, including the Environment, which I chair, Transport and Infrastructure on which I am a lead member and Skills and Employment on which Mark Davies is lead Chief Executive. Programmes are currently heavily dependent on Lancashire County Council officers and their ongoing work such as the new Transport Plan. However, Districts and Unitaries are initiating areas on which they wish to work

co-operatively. Lancaster hosted an interesting meeting regarding use of data centre heat for four authorities and this will be followed up.

- 3.8 UKSPF.** The work of assessing bids for the funds available for Yr 2 will be complete by Full Council. It has been very complex due to the nature of government rules, the number of government delays as well as being hugely oversubscribed. Congratulations due to officers (and cabinet members) in getting to grips with the complexities. We hope to see substantial progress over the next two years within the envelope of further reducing carbon emissions, in support for local vulnerable people, for community development including festivals, for developing job skills and supporting business and employment locally and for arts and heritage.

New Matters

- 3.9 The University Exchange 2023.** Held this year at Lancaster Town Hall. The theme: Working Together to Tackle the Climate Emergency drew a large attendance of residents and stakeholders who explored ideas that included both the radical and the highly creative.
- 3.10 Musicians' Co-op.** The Mayor and a number of councillors were very pleased to attend the relaunch of the Musicians' Co-op. The Co-op board have now acquired financing for the asset transfer and to commence refurbishment. Officers and Coop members are working on the details.
- 3.11 Museums, Platform and Winter Gardens.** Meetings have been held with both Robin Ashcroft from the Kings Own Military Museum and representatives of the Friends of the Museum. This allowed us to explore current concerns in more detail and look to working together to gaining funding to improve the current museum offer. Howard Rogerson has met with us regarding the orchestra's use of the Platform and support for its development as a venue. Prof Vanessa Toulmin has outlined to us the considerable developments now underway at the Winter Gardens, the effect more widely on the arts in the district and how arts groups, particularly in Morecambe, can create greater opportunities for Arts Council funding in the area.
- 3.12** Finally, it is sad to record the deaths both of Alderman Kerr, a long-time councillor and of Mike Hallam, a friend to many, who dedicated himself to community and planet which brought him to many meetings, but in particular in Lancaster to supporting ethical trading.

Caroline Jackson - April 2023

4.0 Decisions

The following decisions were scheduled to be considered by Cabinet on 11 April 2023.

Morecambe Future High Street Bid Informal Task Group
Planning Informal Task Group
Hackney Carriage Fare Review 2023
Lancaster City Council's Strategic Vision for Creativity and Culture

The following Officer Delegated Key Decision has been taken since the last Leaders report.

ODD3	External Major Void Contract	Published on 03.04.23
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The following Individual Cabinet Member Decisions were taken since the last Leader's report:

ICMD21	Insurance Renewal 2023/24	Published on 15.03.23 Taken by Cllr Whitehead
ICMD22	Mellishaw Park Award of Contract	Published on 16.03.23 Taken by Cllr Matthews
ICMD23	Asbestos Surveying Services – Award of Contract	Published on 05.04.23 Taken by Cllr Matthews

Background Papers

Cabinet agenda of the meeting held on 11 April 2023.

Annual Report of The Mayor, Councillor Joyce Pritchard 2022-2023

I would like to start by thanking my Mayoress Amanda and Deputy Mayor Councillor Ross Hunter for their help throughout the year. Thank you also to the Officers of the Council for the support they've given me this year. Especially Chris Clifford the Mayor's Beadle, for making sure I got to the right event on the right day at the right time.

I think this has probably been the first time since COVID that the Mayor's year has been a more normal one. I've visited schools, colleges, and universities. There's nothing like a junior school nativity to really make Christmas. Lancaster and District Schools singing festival in Lancaster town hall is spread over 5 nights and a joy to hear. The degree ceremonies at both Lancaster and Cumbria Universities are very dignified ceremonies, steeped in history, seeing all those young people starting out on their chosen careers is such a privilege. I had a tour of Lancaster and Morecambe College and was impressed by the technology and forward thinking they showed, the environment is at the forefront of everything they do.

All the charity events I've been to make me realise just how many brilliant people we have in our district, helping the less fortunate in our area. The Well Community work with recovering addicts, Samaritans, Morecambe Bay Foodbank, all the Mental health charities like the Prop up Project and More Music Morecambe. The Prince's Trust is a brilliant example of help for young people.

I've hosted afternoon teas in our impressive Town Hall in Lancaster. We've also done numerous town hall tours. I'm always surprised how interested young people are in the history of the town hall.

Monopoly launched its Lancaster Monopoly board in January, it will be interesting to see what Lancaster District landmarks will make it onto the board, this will be available in October.

All the work done by volunteers supporting Asylum seekers and refugees in the Lancaster District like City of Sanctuary, is excellent. The Forget Me Not Centre at St John's Hospice opened this year to support Families through Bereavement. Lancashire Make a Difference Awards were held in the Ashton Hall, so many touching stories from ordinary people going above and beyond to help other people.

I attended lots of Carol Services on the run up to Christmas, all raising money for very worthwhile causes.

The High Sheriff Mr Martin Ainscough's shield hanging at Lancaster Castle, then a celebratory meal in Lancaster Town Hall was a very lavish affair.

British cycling held the third men's Lancaster Grand Prix in July, this was made even more special because for the first time it included a women's race.

Other events like Lancaster and Morecambe Pride, Morecambe Bay Trust Health Festival, Rotary Club, RNLI events, Highest Point, lots of tree planting, Totally Local Lancaster, the Black History Event at the Museum, White Ribbon Day, Lancaster Charities, Bollywood, Fairtrade and many more visits to wonderful events.

For the first time since COVID the International Youth Games were held in Almere. This was a great opportunity for young people in our district to go to the Netherlands, and compete against other young people from Almere, Rendsburg, Aalborg and Rathenow. The games were held in sweltering heat, but everyone seemed to enjoy taking part. I very much enjoyed the visit to Almere. The Youth Games will be held in Lancaster this year.

The Queen's Platinum Jubilee was a wonderful celebration of 70 years on the throne. It was celebrated with lots of events, but the biggest on the 5th May was the 5,000 people who sat down for lunch on the promenade in Morecambe. This was a record-breaking picnic. I met Lord and Lady Shuttleworth for the first of many times over the year. Then in July Prince Charles visited Morecambe, I was honoured to meet him in the Wintergardens. Next on the 7th September the Queen's youngest son The Earl and Countess of Wessex visited Lancaster Castle, again I was honoured to meet them both.

We didn't know that the following day our Queen Elizabeth II would die. I suppose the news shouldn't have been such a surprise given her age, but its suddenness was a huge shock and blow to us all. I laid wreaths at Lancaster and Morecambe, attended a thanksgiving service in Blackburn Cathedral and Lancaster Priory. We opened remembrance books in both Lancaster and Morecambe Town Halls.

On Sunday the 11th of September I went to Preston to hear the Proclamation of HM King Charles III, then brought back the Proclamation to read on Lancaster Town Hall steps, followed by Morecambe Town Hall steps. We now have a King. My Mayoress and I have invitations to attend a garden party at Buckingham Palace to celebrate King Charles III coronation in May.

We sadly had the funerals of 2 City Councillor's this year. Janice Hanson in May and Merv Evans in August. Both are very much missed.

My year as Mayor has been very eventful, and also great fun. I've enjoyed every minute of being the Right Worshipful, the Mayor of Lancaster. I'm very grateful to have had this opportunity, and to have been able to share it with my family.

I would like to wish the next Mayor all the very best for their year of office.

Annual Report of the Leader of the Council 2022-2023

This municipal year has marked a time of significant difficulty, with effects of Covid, still felt, coupled with the cost-of-living crisis and the housing of both asylum-seekers and those fleeing war in Ukraine having strong impact in this district. However, it has also seen far-reaching change and progress particularly in the award-winning decarbonisation of council assets and activity, in creating high level partnerships both district and county wide and, of course, in gaining government Levelling Up funding for the Eden project.

I would like to record my appreciation and thanks to our Chief Executive, Mark Davies who has achieved an incredible amount in his first year, and to senior officers who have worked so hard alongside portfolio holders to bring about change and improvement to the benefit of residents in Lancaster district. The genuine and ready support of group leaders and deputies across the shared administration has also been crucial. Working across five political groups is an unusual situation and I thank them for the time they have given with their members to ensuring that decisions with long term importance went ahead smoothly.

Achievement of council priorities & principles

The principles and priorities established in Plan 2030 and expressed through the council corporate plan have continued to guide the activity of cabinet. With officer support, a priority list of activities relating to the plan was drawn up in 2021-22 and all actions have been achieved or are funded and to start imminently. The cabinet has met informally each week to review progress, work on current issues and establish common views. I have also met weekly with Shared Administration group leaders. Members have given each other commitment and support across group divides in order to achieve common priorities.

The cost-of-living crisis and the effect of energy price increases seriously undermined the budget set 2021-22 and threatened the achievement of key priorities such as the continued work on Canal Quarter, our Housing ambitions and progress with Frontierland. These difficulties have been approached with flexibility and determination: outside funding has been gained and we have altered both timelines and elements of the programmes to ensure their affordability. The key element reported on last year, of establishing Outcome Based Resourcing, has been essential in providing the information and open discussion of how resources are related to priorities. The final budget for 2021-22 will unfortunately have to draw on reserves but, due to prompt and informed officer action, will be little more than half a million as opposed to the threatened £2-3 million when costs were estimated in summer 2022.

As a result of the financial pressures the decisions made in order to produce a balanced budget in 2022-3 were always going to be painful. All cabinet members were heavily involved alongside officers in creating a budget that saved £2 million on estimates. The process was new and intensive, looking in detail across all service and assets. Cabinet took the decision to engage the public, stakeholders, the press and all members to a greater extent than usual which was certainly successful though predictably, community members objected to cuts to discretionary spend but the ensuing dialogue helped shape our way of reducing spending to retain the highly valued elements.

Representing Lancaster District: principal spokesperson

I have attended all monthly district leader and Lancashire leader meetings representing the concerns of the district. Plan 2050 has made some progress, creating very high-level statements across eight key areas and a booklet launched on Lancashire Day in London. I have chaired the Environment group for Plan 2050 and am one of the lead members on the Transport group. I am also districts' representative on the officers' Lancashire

Decarbonisation group. I along with other district leaders have made very strong representation that we want action, particularly rapid action on climate change. Districts are creating their own agendas – Lancaster/Blackpool officers hosted a successful meeting with three districts recently regarding the use of data centre heat.

The city council is continuing to develop the work initiated with Exeter City Futures last year. Two high level meetings have taken place with stakeholders and the climate crisis agreed to be one key priority for joint action. This presents exciting possibilities to be taken up by the next administration.

Human Resources

Last year's report recorded the serious difficulties that had arisen in this area before the appointment of the interim lead who re-established administrative support and better staffing levels. Since the appointment of Alex Kinch in March 2022 as lead, there has been very significant progress in all areas. Recruitment has taken place at both administrative and Business Support Partner level to allow Human Resources to provide a comprehensive service to other departments. Regular and productive monthly meetings are held with unions as well as quarterly Joint Consultative Council meetings of members and unions. A full review and engagement with staff on Values has been carried out creating a new agreed set of Values for the council as a whole. The Performance Management system, whereby staff have regular and productive discussions with line managers over their roles and career needs, has been reviewed and rewritten and training has been organised for line managers. Many staff policies were out of date: the process of reviewing, updating and rewriting where necessary is now well under way. Line managers now have easy online access to the documents and policies they need to support their work with staff. Personnel committee has met regularly and been involved in discussing and approving all elements as well as being well-supported in recent recruitment to posts at senior level. In addition, HR has been an invaluable partner in both the recent senior management restructure and in supporting the OBR process with understanding the implications for staff of our decisions over resourcing for 2023-4.

Community Safety Partnership

The partnership has become more active over 2021-22, re-establishing face to face meetings last summer. One special meeting was called to support Operation Brassica when Anti-Social Behaviour levels in both Morecambe and Lancaster rose significantly. The Panel has recently reviewed operation in regard to the ASB priority and set up single issue interim meetings to keep partners informed and co-ordinated. I have initiated a request for CSPs across Lancashire to meet together because there is currently no sharing of good practice. Government has given the Serious Violence Reduction responsibility to CSPs which is a serious challenge to all panels because they have very little resource to carry out activities. My thanks to our district resource: Kirstie Banks-Lyon who does an amazing job in supporting the CSP alongside her other responsibilities.

Cllr Caroline Jackson
Leader of the Council

April 2023

Annual Report of the Deputy Leader and Portfolio Holder for Climate Action 2022-23

Energy generation and saving

Plans are well advanced for LCC to build a **4MW solar farm** on land it owns at Burrow Beck. Capital funding has been approved, a grid offer has been received and the current estimate for completion is August 2024.

A UKSPF application for £150k to develop a **Local Area Energy Plan** has been successful and is expected to take 10-12 months to complete. Once completed, the council will have pathway options for net zero on a district level, each with high-level costs attached for review.

Funding has been secured from the Government for a **District Heat Network** study. Work has already been completed that included a stakeholder engagement workshop, heat cluster identification (Mainway, Canal Quarter, Bailrigg Garden Village) and an initial findings report.

Using the underspend from the Salt Ayre project, £1m was invested in **building decarbonisation** work across 10 sites. This included City Lab, City Museum, Maritime Museum, MTH, Old Fire Station, Palatine Hall, Ryelands House, The Platform and WLD.

Work included solar PV (City Lab), LED lighting, BMS upgrades, insulation, and secondary glazing. The work is expected to save just under 30,000 kWh of electricity and 258,000 kWh of gas each year. This will save approximately 83 tonnes of CO₂ p/a.

A further application has been submitted to Government for more building decarbonisation work. Sites include Williamson Park, Palatine Hall, Morecambe Town Hall, City Lab and The Storey. Measures include Air Source Pumps, Solar PV and further retrofit work. Decarbonisation of all five sites would eliminate natural gas, saving an estimated 374 tonnes of CO₂ p/a

The **Salt Ayre Decarbonisation project** won the APSE award for Best Decarbonisation Initiative. The project has decreased the overall energy usage of the site from 4.3GWh (gas and electricity) to 2.7GWh of green electricity.

Compared to the expected running costs of the gas boiler and CHP it replaced, the new Air Source Heat Pumps, retrofit and PV array have saved the council circa £200,000 across the 22/23 FY, helping to mitigate the large increases in gas and electricity costs.

Electric Vehicles

LCC has purchased 28 **electric vans** in 22/23 to replace diesel vehicles. These EV's are going to grounds maintenance, cleansing, RMS, environmental projection / health and refuse collection teams. CO2 savings are expected to be in the region of 49 tonnes p/a. 25% of the council's fleet are now EV.

Community Engagement

We are engaging with the public to help increase climate awareness and awareness of how the council is addressing the climate emergency such as through taking part in the Big Green Week and we will be running an Earth Day event.

£45k of funding was won for a Community Engagement project that will follow up the work done by the People's Assembly, including training community members in community engagement around climate change and developing a local version of [Pol.is](#), "*a real-time system for gathering, analyzing and understanding what large groups of people think in their own words*"

A new series of social media videos highlighting the work that the council is doing on addressing the climate emergency have been published, together with an [FAQ page](#) that covers everything from how we are improving our housing stock to where to find council EV chargers to how we are working to eliminate single use plastics:

Our [climate emergency web page](#) has been completely redone to make it easy to see what we are doing, why we are doing it and what the public can do.

The work on the Climate Emergency upgrade of the Local Plan, including a new Green and Blue Infrastructure Strategy and Grassland Management Strategy will be covered in other Cabinet Reports.

Cllr Kevin Frea
Deputy Leader and Portfolio Holder for Climate Action

April 2023

PORTFOLIO REPORT - ENVIRONMENTAL SERVICES 2022-2023

This report is a brief run through some of the highlights of the last year's work in the areas of waste & recycling, street cleansing, parks & open spaces, and public protection.

WASTE & RECYCLING

Priority: moving towards zero residual waste to landfill and incineration

- Finally took delivery of our second new fully electric bin wagon and shared our experiences of owning and operating them at the Lancashire Waste Partnership forum.
- While we continue to wait for national government to confirm changes to waste collection requirements under the Environment Act, started a wheelie bin recycling trial in Heysham on the same footprint as last year's food waste trial.
- Battery recycling added to kerbside collections with £18K start-up funding from Lancashire County Council - 1.6 tonnes collected to date. The waste team is now working on adding small electrical waste to kerbside collections.
- Continued working with Freegle to encourage reuse/free exchange of unwanted items by sponsoring our two local groups (Lancaster & Morecambe; Carnforth).

STREET CLEANSING

Priority: keeping our district's neighbourhoods, parks, beaches and open space clean, well maintained, and safe

- Successful implementation of Keep Britain Tidy fly-tipping interventions trial showing significant reductions in fly-tipping in targeted areas. This year our partnership with KBT will continue, with further pieces of work on developing values-based communications and a full fly-tipping strategy.
- Separate project started with Keep Britain Tidy and Lancaster BID on the 'More Bins' initiative to work on reducing cigarette litter in Lancaster city centre.
- Meetings held with Lancashire County Council regarding poor performance of street weed-spraying contractor despite increased budget, resulting in City Council being commissioned to deal with back alley vegetation. We understand that County has procured a different contractor for the 2023 season.
- Mini review of street sweeping schedules and methodology to improve performance, with plan to do route optimisation work when resources are available.
- Supported the Great British Spring Clean with staff and community events and continue to support ad hoc community litter picks throughout the year.

PARKS & OPEN SPACES & FOOD

Priorities: increasing the biodiversity of our district; working in partnership with residents, local organisations and partners, recognising the strengths and skills in our community

- 5 Green Flag accreditations: Williamson Park, Happy Mount Park, Regent Park, Ryelands Park and Torrisholme Cemetery.
- Signed up over 50 Tree Wardens and organised two well attended hedgerow management training sessions with the Tree Council, and tree/hedge planting sessions at Ryelands Park, Miss Whalley's Field, and Scotch Quarry.
- Helped community and friends groups to obtain grant funding, and installed new playground equipment at Greaves Park, Ryelands Park, Torrisholme Park, Lymm Avenue, Crag Bank, and Portland Drive; with Scotch Quarry and Fairfield playgrounds funded and equipment on order.

- Working with community and friends groups carried out green space improvements at Regent Park, Alexandra Square, Sibsey Street, Miss Whalley's Field, Crag Bank, the Storey Gardens, and Happy Mount Park.
- Helped set up two new constituted friends groups at Happy Mount Park and Clay Pitts Park, bringing the number of active green-space friends groups in the district to 26.
- Worked with Lancaster School Sports Network to provide planting sites for more than 20 local primary schools to design and plant seasonal flower beds celebrating the Commonwealth Games.
- Supported more than 120 events on Council land, including the new Baylight event which attracted more than 25,000 visitors to Morecambe over three evenings.
- Grassland Management wildflower seeding and planting continued, with large volunteer seeding events at Sunny Slopes and Tarnbrook Kingsway; seeding at various other locations around the district; plug planting at Wray, Silverdale, Slyne, and Kingsway; bulb planting at Bleasedale Kingsway.
- Continued our commitment to match-fund the core coordinator role at LESS FoodFutures, helping to enable the successful £1.1 million National Lottery bid for its Closing Loops local food economy programme; now working with LESS to support its Closing Loops composting project.
- White Lund Deport nursery continues to host a growing site for the FoodFutures FarmStart project, training a next generation of market gardeners, and also the community pollinators project, which is helping the City Council grow 1000s of wildflower plug plants to support the Grasslands Management Strategy.

PUBLIC PROTECTION

Priorities: focused on serving our residents, local organisations and district

- £39K funding obtained from Police & Crime Commissioner fund for CCTV on the cycle path between Carlisle Bridge and Morecambe as a crime deterrent; CCTV installed in Priory Churchyard where there has been a long history of ASB issues.
- £455K grant funding obtained from DEFRA for electric taxi project, enabling drivers to try out electric vehicles on short leases from the Council.
- £485K grant funding for Community Health Champions delivered through a number of projects around health and vaccinations.
- Community Alcohol Partnership established and district Suicide Prevention Plan designed.
- Work has been ongoing to update the City Council's Enforcement Strategy.

Once again, huge thanks to Will Griffith and his teams for their ongoing enthusiasm and commitment to improving services, despite the significant financial, social, and environmental challenges that continue to come our way.

Cllr Dave Brookes
Cabinet Member for Environmental Services

April 2023

Annual Report of the Portfolio Holder for Planning and Place 2022-23

1.Lancaster Planning ‘Peer Challenge’

In Autumn 2022 the Council’s local planning authority welcomed a peer review of their planning functions by representatives from the Local Government Association (LGA) alongside the Planning Advisory Service (PAS). The review included interviews and workshops with internal and external stakeholders, including regular users of the service.

The LGA/PAS final report contained some pleasing outcomes. The local planning authority was considered to be “*performing very well in many areas*”. The Peer Reviewers noted that the Council is recognised nationally as a good example of producing local plan policy; that it maintains good planning decision-making; and that staff are highly regarded inside and outside the Council.

The review set out a series of recommendations which have shaped an Implementation Plan for 2023/24. This plan identifies workstreams necessary to deliver continued improvement and to help us respond to existing and future challenges. I commend the whole planning team for their willingness to embrace and respond positively to this exercise.

2.Development Management

The last 12 months has seen a continued increase in the number of planning applications being determined within national statutory timescales. The quality of decision-making is reflected by a good planning appeal record. The team is still partially reliant on some external consultancy support due to vacancies at senior officer level, and recruitment in the local government development management sector in the north west remains challenging.

Despite the cost-of-living crisis, planning application numbers remain constant. The relaunched Planning Pre-Application Advice Service is proving popular, with service users now guaranteed a face-to-face site visit for all enquiries. There is notable increased pre-application developer interest in sites in Morecambe following the recent Levelling Up Funding decision for Eden Morecambe.

The Planning Enforcement Team experienced another very busy year with a number of high-profile enforcement investigations. Recruitment to vacant posts will enable the team to take forward revised working practices in response to the recommendations of the Peer Review.

The Building Control service, provided by Capita, continues to develop partnerships with public and private developers/agents. This has resulted in an improved fee income performance for 2022-23. The Council will evaluate all options for future building control delivery during the next 12 months as it seeks to build upon the good work of the last year. The volume of dangerous building callouts rose slightly during 2022, when compared to the calendar year of 2021.

3.Planning and Housing Strategy

The Climate Emergency Local Plan Review (CELPR) process is coming to a conclusion. The Government’s Planning Inspector held public examination sessions during 2022 and her letters to the local planning authority are published in the Examination Library on the Council’s website. It is disappointing that the Inspector does not accept the ambitions of the Council regarding localised setting of energy efficiency standards. The team is currently considering how to respond to this issue.

The CELPR has been lauded by a number of independent observers, including the Royal Town Planning Institute, Friends of the Earth, and the Town and Country Planning Association. This recognition demonstrates that Lancaster is at the forefront of new policy approaches to the climate emergency.

The team consulted on a series of Supplementary Planning Documents (SPD) during the last 12 months. Other SPDs were advanced to adoption in 2022, including the Meeting Housing Needs SPD and the Viability Protocol SPD.

Development of the Lancaster South Area Action Plan (AAP) continues and evidence gathering has included informal consultation on a series of Topic Papers. The results help inform the approach to a number of thematic areas, including the Overall Development Strategy; Travel, Transport and Connectivity; Addressing Climate Change and Community Resilience; the Natural Environment and Securing Biodiversity Net Gain; the Management of Water; and the Creation of Sustainable Places and Communities.

The South Lancaster Growth Catalyst and related strategic transport project, like other major infrastructure projects, is challenging, not least given the impact of inflationary increases. Discussions between the Growth Catalyst partner organisations Lancashire County Council, Lancaster City Council and Homes England on how challenges can be overcome are on-going. Following a recent public consultation, Lancashire County Council are working towards submitting a planning application for the South Lancaster to M6 Road later this year.

Neighbourhood planning continues with local communities supported in their aspirations to adopt a Neighbourhood Plan. During the last 12 months, Neighbourhood Plans have been adopted at Aldcliffe with Stodday (September 2022) and Carnforth (March 2023). A referendum for the Caton with Littledale Neighbourhood Plan is due to take place on 4 May 2023. Other Neighbourhood Plans are in various stages of progression.

The Council also declared a new Lancaster Moor Conservation Area in 2022.

4. Sustainable Transport

The service continues to influence transport policy at national and regional levels. After the successful lobbying effort during 2021-22, to ensure continuation of direct London to Lancaster rail services, it has been a quieter year regarding High Speed 2 (HS2), predominantly because of continued uncertainty regarding the completion of the full project.

Improvements to public transport in Morecambe are a necessity, not least because of the forthcoming arrival of Eden Morecambe. The local planning authority continues to have good relations with Lancashire County Council regarding the rail sector.

The Council also continues to work closely with Lancashire County Council on major transport proposals. However, the County Council have not yet made further progress on developing their programme for the Lancaster City Centre Movement and Public Realm Strategy. The next 12 months will be critical to ensure that the County Council comply with the requirements of the Bay Gateway Development Consent Order, which obliges them to implement transport/network improvement in the city centre.

The County Council are however continuing to work on preparing sustainable transport improvements as part of the South Lancaster Growth Catalyst. These proposals include a South Lancaster Cycleway and improved bus service infrastructure.

5. Heritage Action Zone

Extensive repairs and improvement to the Grand Theatre underway since summer 2020 are now complete. Public realm improvements to Damside Street are complete but subject to final carriageway remediations. Some further grant assisted property repairs have been completed

or are underway at Stonewell, Damside Street and St Leonard's Gate with other schemes in development.

Endeavours to raise the understanding and appreciation of the area's heritage continue through new heritage plaques, production of digital and paper trail maps and the complementary cultural programme activities, as well as preparation of the draft part two of the Conservation Management Plan for the area. A traditional heritage skills training programme was recently delivered involving members of the public and students at Lancaster and Morecambe College.

6.Canal Quarter Programme

There has been significant activity on the Canal Quarter Programme during 2022/23, including the completion of a masterplan for the area following extensive consultation. Proposals to bring sites forward have been helped by securing Brown Field Land Regeneration funds, for St Leonardsgate and Nelson Street Housing proposals. Officers continue to work with the other land-owners in the area to bring their elements forward in this very exciting project.

Cllr Gina Dowding
Portfolio Holder for Planning and Place

April 2023

Annual Report of the Portfolio Holder for Sustainable Economic Prosperity 2022-23

A) Introduction

As other exec. annual reports will be highlighting, the impact of the pandemic has been supplanted by 'unprecedented' energy and wage cost inflation and I must express my appreciation for the work that officers have done in responding to, and mitigating, its impact on the council's finances. Space and time has precluded a report on Lancaster markets but I will be happy to take questions.

B) Asset and property management

B1) Commercial property management

Occupancy levels remain very good at over 98.5% of tenantable property. But increasing energy costs have had an impact on the returns from directly managed commercial units as service charge recovery is subject to terms of leases.

Other headlines are:

Gateway, White Lund. A fire in one unit in January 2022 caused wider damage. Due to the fire reinstatement works being held up by the occupying tenant going into administration, there is a delay in the works to re-roof and re-clad the units (approved by full council in September 2022). It is not deemed practical to run two major (re-)construction projects at the same time given the impact on tenants. Officers are currently planning the implementation of the roof works to commence on conclusion of the fire reinstatement works later in 2023.

Hilmore Way. A drive-through proposal to re-use the former Frankie&Benny's unit was refused at planning committee but it is understood that the potential operator is still keen to find a way forward.

B2) Asset management and development

1 Lodge Street. The Musicians' Co-op, assisted by council officers, was successful in gaining £300k from the Community Ownership Fund and details are being worked through to effect a community asset transfer.

Co-op building at Regent Rd., Morecambe. Lack of access to significant grant funding is leading to work on a hybrid proposal for redevelopment of the building. This is about the possibility of community uses on ground floor and basement levels, and residential uses on the upper floors.

As part of the OBR process, the use of the municipal building estate was reviewed. As a result, Palatine Hall in Dalton Sq. has been vacated and is subject to a commercial rent offer. The upper floor of Morecambe town hall is being vacated with a view to commercialising use of that space. Other work is being undertaken to increase commercial use of council assets; or, as in the case of Canal Quarter, redeploy assets to deliver new homes.

Over £1m in investment, much of it externally funded, has been made into the council's assets to reduce energy costs. To take one example: investment in solar PV on the CityLab roof should mean that grid electricity usage on-site will decrease between 25%-30%.

C) Digital operations

C1) Local Full Fibre Network (LFFN) project

The business case and investment was approved by full council in November 2022. The team is on track to optimise and complete the detailed design and is in ongoing dialogue with public sector partners, including the County Council IT Service, regarding collaboration on connecting various sites and assets via the local fibre network. There remains strong expectation about the potential

benefits this project will bring to businesses, the public sector and the wider community.

C2) ICT operations

The ICT team has formed a strong 'one team' ethos 'to take the department from business necessity to business partner', with customer feedback calling ICT "the best it has ever been." Work includes increasing the scope for 'channel shift' – that is, for those who are IT-savvy, to use self-help systems when transacting with the council - in order to improve service quality and drive down transaction costs. ICT provides a great example of a team 'doing the boring [but essential] things well.'

D) Community Wealth Building

The Morecambe Bay Anchor Collaborative continues to be coordinated by the local NHS Clinical Commissioning Group, although the council's CWB officer has been seconded to help manage the UKSPF programme for much of the year. On the procurement side there is increasing evidence of contracting with local suppliers: Caton Rd-based TNP's role in designing and implementing the LFFN project is a case in point.

E) 'Green' skills development

Big thanks to Kathy Beaton for continuing to coordinate the 'developing green skills' group, working closely with Lancaster and Morecambe College, whose training capacity is really impressive. There appears to be some reticence amongst local businesses to take up the opportunities on offer because they continue to be very busy with 'business as usual'. I am anticipating that UKSPF funding will provide a catalyst to increase 'green' skills take-up.

I would like to see the council use the funding to take on apprentices to deliver retrofit works on council housing directly. But it will be for the next administration to determine an effective way forward to grow the pool of skilled people.

F) Sustainable business and innovation support

The council's business support team came away with the top prize in the 'Northwest Best Future-Ready' category at this year's FSB (Federation of Small Businesses) awards. It recognised the efforts taken to address areas such as skills gaps, helping high streets adapt to shifting consumer habits, helping local firms on their way to net zero and nurturing future entrepreneurs. (Cllr Heath's report further illustrates the breadth of the work of a great team.)

The strength of the district's innovating, high value-added businesses continues to be reflected in awards from Innovate UK and increased numbers of well-paid jobs. Round 1 of UKSPF allocations has included funding for the Electech cluster. And last month the council hosted a reception for senior civil servants to meet directly with Tech Lancaster and some of the companies and individuals that it is working with. TL is the locally-based electronics skills specialist which is acting as a provider of upskilled staff for Electech cluster businesses in the district – and now other electronics companies across the UK.

As a management board member of Lancaster BID (the council is a significant levy payer), I can testify to the energy and enterprise of the BID's members, as well as of the small team which runs BID. The quality of the offer and the events organised by the BID have done a lot to sustain city centre footfall at levels (relative to pre-pandemic) which compare well with UK and regional footfall data; and vacant units have dropped below 10% of the total within the BID area. (Look at comparative data to see how good that is!)

**Cllr Tim Hamilton-Cox,
Cabinet member for Sustainable Economic Prosperity**

April 2023.

Annual Report of the Portfolio Holder for Economic Recovery 2022-23

The first part of the year was very frustrating due to the lack of information provided in being able to move any major projects forward, but that has now greatly improved with the change of top management. I'd like to thank all staff in economic development for their hard work and dedication to service provision for the district, which is very much appreciated.

The next administration have plenty to look forward to with Eden, development of the Frontierland site and enquiries for investment already coming to the area. We all look forward to a bright and prosperous future for the district and all our residents.

Following on from the fantastic news of £50m for Eden Morecambe, the next topic of conversation was of course the Frontierland site.

Initial Expressions of Interest for proposals to develop the site were issued in late 2022, with 10 submissions being received providing a range of different options. Following the announcement of the Eden Levelling Up Fund award it was felt that there may be further interest from investors. A second Expression of Interest has therefore currently been put out with responses due mid-April. These will be scrutinised by officers and any decisions made will be with the new administration.

Site clearance work was completed last summer – which seems to have been televised on 'The Bay' but thank goodness with no bodies actually found! – although rumours of the remains of a great white whale still exist.

The Business support team have supported funding bids, including UKSPF to the total of £4.7m within the local economy. These include such businesses as Winter Gardens Morecambe, Growing Club and Electech.

Over the last twelve months, the team have been involved with delivery of Business grants, UKSPF, rural SPF, levelling up, employments skills provisions and Lancashire skills pledge. Through a range of network and partnership events, direct marketing, social media and digital content, the team have promoted and delivered economic growth and inward investment initiatives through identification of sites and premises related to enquiries, assistance with relocation enquiries as well as developing partnerships and connections with other agencies locally, regionally and nationally. The council continues to support local business groups and organisations – BID's, Chamber of Commerce, CVS, FSB, University, County etc.

Through its recovery funds the council has supported the North Lancs Chamber Expo, Love Lancaster Business Awards, The Bay Business Awards as well as several town centre events that attracted thousands of visitors to our city/town centres such as Dino Fest and Morecambe Sparkle.

The Lancaster City Council Business support Hub has increased its digital engagement levels across social media channels such as Twitter and LinkedIn by more than 50% over the last year. This is expected to continue to grow with a further development on the Council's Business pages, newsletter development and social media activity.

Additional highlights

- Creating a waste materials bank in partnership with Calico, for developers to donate unused materials to community projects.
- Working in partnership with local schools and LMC to create a district wide Careers fair.

- Working with ICT to support the council's Digital Inclusion project and roll-out to businesses.
- Morecambe Bay Chowder coached and supported to win Booth's competition to sell products moving forward through stores.
- Lancashire Industrial Decarbonisation Programme consultation BEIS- to be launched summer 23.
- Good Things Foundation – work ongoing for laptop recycling programme and internet access vouchers across the district.
- UKSPF years 1 and 2 project submission evaluations – 52 in total
- Support and promotion of the Fair Work Charter, including survey to all businesses.
- Development of the Ukraine Support Hub in partnership with DWP.
- Development of Accreditation Licence for Tattooist in partnership with Lancaster University and Environmental Health.

Annual STEAM reports published in 2022 show a steady post-pandemic recovery during 2021, with tourism visits back up to 4.96 million as compared to 2.55 million in 2020. A total of £363 million was generated within the local economy in 2021 as compared to £192 million in 2020. In 2021, nearly 5 million visitors came to the Lancaster district, equating to 10% of all tourism visits to Lancashire. 3209 full time equivalent jobs were supported by our visitor economy.

The What's On landing pages on the websites received a combined total of 57,600 visits in 2022, with the dedicated Local Events Calendar (maintained by the VIC's and destination marketing team) proving very popular as an information tool for visitors and a 'clash diary' for event operators. Local businesses, providers, artisans and artists featured in dedicated 'Shop Local' campaigns.

CIlr Tricia Heath
Cabinet member for Economic Recovery

April 2023

Annual Report of the Portfolio Holder for Housing 2022-23

This report provides an overview of the work undertaken across the Housing portfolio since the last report in 2022. The past twelve months have continued to be like no other period before. Whilst residents across the District started to adjust to life post-pandemic, significant external factors have had a major impact across all of the council's housing delivery functions linked to increased inflation, consumer and energy prices; rent caps in social housing; access to the private rented sector has become increasingly difficult for those who rely wholly or partially on benefits to supplement rent, whilst numbers on the Council's housing waiting list continues to increase. However, in the most difficult of times, Lancaster has also been a beacon of solidarity for those fleeing the war in Ukraine with more residents being welcomed into host families than any other area of Lancashire.

Whilst 2022/23 has undoubtedly been challenging there has also been much to celebrate, the underneath recognises this whilst also highlighting some of the significant areas of work which will be the focus of the different services which make up the housing portfolio and the new administration in the year ahead.

Council Housing

At the end of 2022, Lancaster City Council won the coveted Council of the Year award at the UK National Housing Awards, this continues to demonstrate the services drive towards excellence under the leadership of Jo Wilkinson as Head of Housing. Focus remains on improving the energy efficiency of the Council housing stock through the completion of the Mount Avenue – whole house improvement scheme and ensuring tenants get the right support through the dedicated Energy Support Officer. In March 2023 it was announced that Lancaster City Council as part of Blackpool Council's bid had secured funding as part of the Social Housing Decarbonisation Fund to continue it's efforts over the next two years. The service continues to place tenants at the heart of its operations, with improvements to tenant engagement including two summer specials, a focus on reviewing the delivery of the Council Housing ASB function and support for new tenants through tenancy health checks and provision of furniture packages. Performance continues to improve, with the year end void relet time reducing to just over 27 days and rent collection remaining top quartile across the sector at less than £100,000 – this means additional money can be reinvested into our delivery and stock. Significant and ambitious regeneration programmes continue with the agreement to purchase the former Skerton High School for new affordable housing and plans being developed for a Council-led housing scheme on Coopers Field, supported through funding secured through the governments Brownfield Land Release Fund.

Social Housing providers are moving into a period of significant change as the Social Housing Regulation Bill is expected to receive Royal Assent over the coming months, as this happens the Regulator of Social Housing will embark on consultation, although the focus is expected to remain around tenant voice and decency, with greater emphasis on building safety.

The service has also led on the plans for the redevelopment of Mellishaw Gypsy and Traveller Site, with residents currently being supported to move off site and works expected to commence at the start of 23/24.

Private Sector Housing

A key focus of the team has been in supporting the different refugees and asylum seekers living within the District. As highlighted above, a year on from the start of the war in Ukraine see's 210 Ukrainian nationals settling in the District through the Homes for Ukraine scheme. Other refugee programmes are also supported locally and at the end of 22/23 a dedicated

Refugee Support Officer has been recruited to help those who need it. In addition, the Council and partners have worked hard to support those asylum seekers living in the two contingency hotels located within the District adapt and link in with the local community.

Other areas of note for the team remain to continue to tackle poor housing conditions within the private rented sector, tacking enforcement action where necessary, and as with the Council Housing Service a renewed focus has been seen around those living in damp and mouldy conditions following the tragic death of Awaab Ishak in Rochdale. A review of caravan sites across the District has been completed providing a better picture of conditions on sites and seeking improvements where this is needed as well as focussing on building / fire safety in private high rise blocks, working closely with the Fire Service on this.

Home Improvement Agency

The Home Improvement Agency through John Helme and the team continues to be an exemplar across the sector winning both the Innovator of the Year award at the UK Housing Awards and the Sustainability in Home Adaptations award at the Foundations ceremony at the end of 2022, specifically linked to dedicated retrofit and energy improvement advice and interventions supported through the team. Over the winter the HIA have delivered over £136,000.00 of winter warmth / energy efficiency measures into vulnerable and elderly residents homes linked to funding from Lancashire County Council and the Household Support Fund. In addition, the HIA has received 18-months funding from Lancashire County Council to expand its delivery of our hospital discharge scheme, with the team being co-located within the hospital to help the transition from hospital to home. The HIA continues to deliver a £2.1m Disabled Facilities Grant programme, a minor adaptations service on behalf of the County Council – acting as a retailer of equipment prescriptions as well as the handyperson service.

Homelessness Service

The cost-of-living crisis and constricting access to the housing market has seen the service face increasing pressures linked to more presentations and placements into temporary / bed and breakfast provision. Data shows that those placed into temporary accommodation are facing longer periods residing there whilst alternative accommodation is sourced. The team continues to work closely with public sector, voluntary / third sector and lived-experience groups through continued engagement with the Homeless Advisory Group and Homelessness Forum and secured funding through government for continued support for the befriending service – Lets be Friends, as well as additional focus on health and wellbeing for those who choose to live on the streets and those in temporary / supported accommodation. Funding has also been secured through government to work jointly with Preston City Council on a Supported Housing Improvement Programme tackling poor providers and ensuring residents receive the support they need. The Changing Futures programme has now been operational for twelve months with a focus on transition to mainstreaming and service changes in the second half of the project.

Strategic Housing

Kathy Beaton has been instrumental in bringing forward a twelve bed scheme in the city centre for longer-term transition accommodation for those who have moved off the streets including floating support this was supported through government funding and works to bring the property up to the required standards co-ordinated by the Council Housing Repairs and Maintenance Service. At the end of March 2023 residents have started to move into their new accommodation.

Kathy continues to support the promotion of green skills and funding amongst contactors alongside the Business Support Team and Lancaster and Morecambe College.

Finally, the Council's Housing Company – Morehomes for the Bay saw its inaugural business plan approved helping to set the direction and ambitions of the company moving forward.

As can be seen above, the teams continue to support the Councils corporate priorities, Sustainable Development Goals, providing additionality through Social Value and contribution towards tackling the climate emergency. All credit must go to staff throughout Housing for their energy, skill and enthusiasm in creating change and supporting many of our Districts most vulnerable local residents.

Cllr Cary Matthews
Portfolio holder for Housing

April 2023

Annual Report of the Portfolio holder for Arts, Culture, Leisure and Wellbeing 2022-2023

Last year my report came at a time when we could celebrate recovery and emergence from the impact of the pandemic. Our venues and services were able to start up again and look forward to regaining lost ground, which they certainly have done. So much has happened during the year. I can only pick out some highlights.

Development of the Council's strategic vision for culture and heritage.

Last year the Council commissioned the independent consultancy Counterculture to research and provide us with an evidence base for a cultural strategy. A summary of the data and analysis was presented to the first meeting of the Culture and Heritage Advisory Group in November and informed the drafting of a cultural strategy for the district with the working title *A Place to Create*. The Advisory Group which I chaired was well attended by many cultural and heritage practitioners across the district, keen to engage with the Council. The draft of the strategic framework was presented to the second meeting of the Advisory Group and to Cabinet and should be available soon in an on-line version. One compelling commitment in the Strategic framework is to "Broad, deep engagement, participation and inclusion in creativity and culture and heritage across all our neighbourhood communities". Many thanks to Richard Hammond, Service Manager, Culture and Heritage, and his colleagues, for their support and vital contribution to the formation of the strategic framework and the advisory group.

Events and festivals supported by the Council

- **Light Up Lancaster**, supported by the Dukes, Lancaster BID, the Arts Council and the Council, extended its range and innovative creations. It attracted an audience of over 55,700. 87% of respondents to a survey agreed that the event made them feel proud of Lancaster and there was much appreciation of the attention to access and participation. The festival generated close to £924 000 of economic impact.
- **Morecambe Sparkle's Baylight** in Morecambe. It was so exciting to see the first year of this light event which confidently met its target of over 10 000 visitors. Even in the rain the Promenade was alive and bustling.
- **Vintage by the Sea, conceived by Déco Publique**. This is such a vibrant asset for Morecambe. This year over £1.5m was generated with an audience over 45 000, nearly half coming from outside our District. The event celebrates all the beautiful things about Morecambe.
- **More Music's Catch the Wind Kite Festival** attracted 22 000 visitors, welcoming back the giant kites to the beach and the dance and music performances along the promenade.
- **Litfest** offered an intriguing and varied range of speakers and events. Events were free this year and could be accessed on-line as well.
- **Lancaster Grand Prix Cycle Race**. The 100 mile strenuous ride from Williamson Park attracted huge numbers to the Park to see them off and welcome them back. This year there was a women's race as well, so double the enjoyment.
- **Other successful events** supported by the Council: Brass bands in Happy Mount Park; Highest Point Festival; Pride in Lancaster and Morecambe; BBC Radio Lancashire Awards.

Venues We Support

- **The Platform**. Performances and events at the Platform achieved audiences of over 22 000 (excluding festivals), with 79 shows, 105 tremendously varied community events, 5 conferences, 11 shows for private hirers, plus the festivals. Arts Council funding was secured to attract a wider audience and was used to present new artists

and purchase a motorised access lift for artists in wheelchairs to access the stage independently.

- **The Dukes Theatre** Park show was a huge success with every ticket sold and 5* reviews. Community work includes the young carer programme working with the Barnardo's team, offering workshops and films for young carers. There are Globes link weekly music sessions free for refugee families, with supporting conversation and access to services.
- **More Music's** focus this year in their Arts Industry Week was on Climate Responsibility and environment practice within the arts. More Music has a Social Prescriber working with young people to identify activities to improve health and wellbeing. Sessions for older people help to combat loneliness, with tea, cake and music at Seagull Café.
- **Ludus dance** is developing its popular Public Health Dance and Education Project for Primary Schools, *The Alien needs our help*, and is planning a regular programme of dance activities with Ryelands Residents Association initiated with the Miss Baines project.
- **Our museums** have had a very busy year with the majority of work supporting the Council's Healthy and Happy Communities priority. Some of the many projects focusing on equity, diversity and inclusion:
 - a) Feeling as Seeing project, a £16 000 project in partnership with the School of Engineering at Lancaster University and Galloways Society for the Blind to develop 3D printed tactile relief versions of works of art;
 - b) Slavery Family Trees exhibition – partnership with the Lancaster Black History Group building on local community research
 - c) Abyssinia project – partnership with the King's Own Royal Regiment Trustees to explore a new understanding and interpretation of the controversial Napier Expedition in Ethiopia in 1867-8.
 - d) Hinge of Fate project working with Global Link on refugee experience in Lancaster in the second world war.
 - e) Dino Fest – partnership with the BID to attract people to visit the fossil experts in the City Museum. Dino Fest was a finalist in the Lancashire Tourism Awards.
 - f) An active and lively History Detectives Club.

Further work on the archaeology of the Roman fort site, covering the Bathhouse, Vicarage Fields and Quay Meadow, has seen the publication of the report into the Roman history of the site (and a likely discovery of a rare northern Romano-Celtic temple) and the formation of a Research Framework for the site by an expert Advisory Group.

- **Salt Ayre Leisure Centre's** attendance and membership now far exceeds pre-Covid levels and its wide-ranging and innovative offer serves the community in many ways:
 - a) Admissions since April 2022 are over 930 000; over 3700 members; 18 primary schools attend weekly for swimming lessons; 26 000 children have enjoyed energy soft play; income levels in key cost centres have increased by over £406 500; over 460 attending the Multisport SEN sessions.
 - b) An increase in the number of clinics for Community Midwives, supporting parents, with 30 babies welcomed each week.
 - c) Support sessions to Matilda's mission offering baby loss and child loss support.
 - d) Full involvement in Holiday Activities and Food (HAF) programme with exciting activity plans during school holidays, including den-building.
 - e) X-height indoor climbing with local primary schools and a bespoke SEN climbing club.
 - f) Working with the Housing Options Team to provide free physical activity for residents in supported accommodation.
 - g) Free membership to victims of domestic abuse.

- **The Storey.** This year the Storey has hosted many art exhibitions in its beautiful rooms and was involved in four major festivals. There is 100% occupancy for the tenanted spaces for those working in the arts and technology sectors. The reputation of the Storey was boosted by filming within the building for both Jonathan Ross and BBC Strictly Come Dancing.
- **Visitor Information Centres** Both VICs have been busy with over 55 000 visitor enquiries and an estimated gross income of £185 000. Eighty tourism and local businesses have been supported and event organisers have been able to work with the VICs to boost publicity and attendance. Facebook pages for Lancaster VIC reach nearly 105 000 and for Morecambe VIC it is over 144 000.
- **Morecambe Winter Gardens.** I am delighted to have helped ensure the financial support from the Council for the Winter Gardens Theatre that enabled it to secure over £2.7m from the Cultural Development Fund for its ambitious and exciting restoration and development plans.

Wellbeing. I attended regularly meetings of these organisations:

- **Lancaster District Food Justice Partnership.** This changed its name to reflect the need both to support those in food poverty and to campaign to end the reliance on food banks and to reduce food insecurity. One of the roles of LDFJP is to help administer the Household Support Fund which has been particularly important in enabling food clubs to continue operating and to encourage membership of the food cooperative Eggcup. A report documenting the impact of the cost-of-living crisis in our district has just been produced.
- **Health and Wellbeing Partnership.** This is contributing to the development of an Integrated Care Strategy, covering all the factors which affect the health and social needs of our local population. There is a focus on understanding the causes and tackling the inequalities which affect health. A recent health survey of the wards in Lancaster indicated very evident health inequities such as in respiratory diseases.
- **Community Safety Partnership.** There are regular briefings on areas of concern. Recently the focus was on the offence of Violence Against Person, mostly drink related, and the high rates in some wards. The Fire Service are working to improve vehicle and road safety and have been campaigning in schools for pupils to appreciate the impact of a car crash. Officers have been working on a Suicide Action Plan, to reduce suicide and support all those involved and affected.
- **Police and Crime Commissioner Panel.** I joined a Task and Finish Group of Panel members to scrutinise the work of the PCC in responding to Violence Against Women and Girls. One important aspect is ensuring confidence and trust in the victim support units. Currently there is lower confidence recorded by Domestic Abuse victims and it is important to understand the reasons, as victim support is needed to achieve successful prosecutions.

In February there were budget cuts to some of our arts and cultural Council services and venues. This was a very difficult decision, necessitated by government cutbacks, and has been hard for many to accept. I hope that the impact of the cuts will not be long-term and that alternative solutions are applied soon.

Cllr Sandra Thornberry
Cabinet member for Arts, Culture, Leisure and Wellbeing

April 2023

Annual Report of the Portfolio Holder for Finance and Resources 2022-23

Outcomes Based Resourcing

The outcomes-based resourcing (OBR) programme was initiated in Autumn 2022, and the first stage was completed with the approval of a balanced budget for 2023/24. Setting the budget this year was particularly challenging due to spiralling inflation, which significantly increased our operating costs and the demand for our services, and the below inflation funding from Central Government.

Officers and Cabinet members worked hard together within six groups to successfully deliver this first stage of the OBR process:

- Strategy & Coordination (oversight, co-ordination and decision-making)
- Service Level (review of entirety of services for establishment of minimum service levels, efficiency, reduced energy use, income generation and commercial opportunities)
- People, Organisational Development & Governance (supporting delivery of future people strategy and associated policy, ensuring alignment with and governance for all OBR proposals)
- General Fund Assets (review of General Fund Assets, reduced Council's use of buildings, reduced energy use and costed plans for Council's main assets)
- Financial Strategy (review of medium-term financial strategy and options for capital and reserves)
- Partnerships, Engagement & Communication (consideration of partnership working to deliver strategic priorities, management of communication and engagement)

The second stage will continue throughout 2023 and 2024, when the council's services and functions will continue to be reviewed in order to match resources more closely with our long-term strategic outcomes for the district, whilst achieving balanced budgets in future years.

Financial Services

I should like to thank Paul Thompson and the Financial Services team for all their hard work in helping to maintain a sound financial basis for the Council and in producing a balanced budget for 2023/24.

The service:

- led where appropriate and provided in-depth support to the OBR Project, through analysis, forecasting, training and briefings.
- provided support on significant projects such as Eden Project Morecambe, Mainway Housing, Mellishaw Park and the UK Shared Prosperity Fund.
- continued to support pandemic-led schemes such as the Contain Outbreak Management Fund, Household Support Fund, and Vaccine Champions, whilst assisting the government in reconciling expired schemes (business grants).
- completed the closure of accounts exercise within statutory deadlines.
- prepared a balanced budget and supporting strategies in line with the budget policy and framework whilst achieving committee deadlines.
- supported accountability and scrutiny through completion of over 50 individual finance reports.

- processed and paid the award and back pay to salaries in record time ahead of other authorities – a benefit to all council employees who might have been suffering the effects of cost-of-living increases.
- continued the focus on efficiency improvements within Exchequer Services across all payment functions, streamlining processes for compliance and efficiency including:
 - sundry debtor invoices converted to direct emailing which means all reminders and follow up letters are also now automated to direct emailing saving staff time, printing, paper, posting costs. Also reduced reliance on staff being tied to council buildings to undertake these tasks.
 - improvements in the way monthly invoices are created for the Festival Market, replacing manual input with automated processes for bulk input giving significant staff time savings.
 - improvements in the way annual invoices for Environmental Health annual pest control contracts are created replacing manual input with automated processes for creation of invoices and instalment schedules resulting in significant staff time savings.
 - promotion to internal services of eStore and addition of more items for self-serve generating cost saving and time saving for taking payment.
- carried out Insurance tender and renewal for the 2023/24 insurance policies and achieved £191,000 saving on the premiums compared to last year, which is an excellent result for the council, especially in the current insurance market where premiums continue to rise.

Revenues and Benefits

I should like to thank Andrew Taylor and the Revenues and Benefits team for all their hard work in developing policies for and administering the various government grant schemes this year, in addition to their normal activities. Because of the cost-of-living crisis, debt recovery has recently become more difficult.

The service:

- continued to deliver Business Grant schemes in line with Government Guidance during the first part of the financial year.
- delivered the Covid-19 Additional Relief Fund via business rates reductions to eligible businesses.
- implemented the new non-domestic rating list following the first revaluation of business premises since 2017.
- has increased business rate collection rates year on year (2022/23 98.9% in year, 2021/22 98.3% in year, 2020/21 97.2% in year).
- delivered the £150 Council Tax Energy Rebate scheme to eligible customers.
- developed policies and started to make payments for the Energy Bills Support Scheme Additional Funds and the Energy Bills Support Scheme Alternative Fuel Payment Alternative Funds schemes.
- supported vulnerable households by awarding additional Council Tax Support from the governments Additional Council Tax Support Fund.
- handled increased Housing Benefit take-up within existing performance targets (New claims processed within 20.6 days, change events within 6.4 days) ensuring that vulnerable customers receive assistance in a timely manner.

- the Corporate Enquiry Team prevented 9 defective right to buy applications for Lancaster City Council owned properties, with a total discount value of over £500,000.
- participated in a Home Office led pilot utilising the Digital Economy Act to access HMRC earnings data for Council Tax debtors post liability order.

Procurement

The inclusion of Social Value in our contracts had a slow start as many of the contracts were not of sufficient value to warrant this. However, this year has seen a significant number of complex and high value contracts, particularly with relation to the Canal Quarter, Mellishaw Park, Bay Gateway and Mainway. Together with routine works that have to be tendered on an ongoing basis, this has led to jump in the number of contracts including Social Value. The procurement team has provided support and guidance to the lead officers preparing the tender documents which has been greatly appreciated.

The procurement team has continued to provide substantial support to officers on the Procure-to-Pay process. A major challenge has been the significant number of new officers who need to be trained by the team on processes and policies.

Many thanks are due to Helen McMahon for all her support and training of officers in these procedures.

Cllr Anne Whitehead
Cabinet Member for Finance and Resources

April 2023

Annual Report of the Portfolio Holder for Corporate Services 2022 – 2023

Welcome to the Annual Report for the Corporate Service portfolio April 2023. We have been asked to keep these reports brief and as such I have chosen to focus on only a few key areas within the portfolio, namely: Voter ID; Customer Services & Community Connectors; Equalities & Social Justice; Fair Work Charter; and Plan 2030. This is not to indicate that other areas are any less important but reflect an effort to balance what members and the public are most keen to hear about and some main achievements over the past year.

Voter ID

As you know the government passed its Elections Act 2022 with a new requirement of Voter ID for elections. Voter ID implementation for our local elections has been particularly demanding and time consuming on the Elections Team. I'm sure there will be some difficult times ahead for our residents attempting to vote and our staff acting as polling officials in dealing with the changes imposed on us from central government.

Customer and Advice Services, Community Hubs and Community Connectors

I have provided monthly reports to Cabinet members and Group Leaders on the work of Customer Services and the Community Hub. As we emerged from the pandemic and re-opened face-to-face contact, we sought to balance the needs of our residents against the increasing costs of delivery. Both Town halls are open: 9 am to 1 pm, Monday to Friday, and we have outreach community hubs twice a month in each of St Nic's arcade Lancaster and the Arndale Centre Morecambe. For extremely vulnerable residents we also offer a home visit service for those residents unable to make contact in-person or digitally.

Community Connectors work

- £450,000 of funding allocated to deliver the Holiday Activity and Food Programme (HAF) distributed to providers in communities across the district. Over 2000 children attended HAF-funded places at 16 providers. 4,800 packed lunches were delivered to children on the programme.
- The Play and Skills at Tea-time Activities (PASTA) programme worked with three schools with the highest number of children on free school meals. A partnership with Lancaster & Morecambe College was established to provide cooking skills for families.
- Over 3000 attendances were logged at the summer playschemes during July and August. Children living in an area of deprivation benefited from this provision across Lancaster, Morecambe, Heysham and Carnforth.
- Residents engaged with surveys and consultations on Keep Connected to share their views on matters important to them. The website received over 14,000 online visits.
- A Cost of Living Crisis microsite was launched, listing over 30 free warm hubs across the district as well as information provided on energy and funding.
- Research about food banks and food clubs to inform local supply strategy and spend of Household Support Fund 4 was submitted for a report.
- Over 40 resident community meetings and events were attended, supported or organised. This included working with County Council and Lancaster ICC to deliver four school health festivals for primary-age children in Lancaster.
- A strong link was established with the DWP so that the Community Connectors were present at events organised by Lancaster and Morecambe Jobcentres.
- Funding advice was shared with groups, clubs and organisations such as Morecambe Riso Press, Unique Kidz, Lancaster Chess Club, Warton Cricket Club and many more
- Individuals and small groups regularly received support through outreach work in locations such as Skerton Community Centre and Stanleys Community Centre.

- Community Connectors supported a weekly Ukraine Support Hub at the Gregson Centre, which ran through summer, autumn and winter. In addition, events for families were held at Halloween and Christmas.
- The Armed Forces Covenant was upheld with meetings organised at Alexandra Barracks and a special health and wellbeing-focused meeting facilitated at Salt Ayre. An article to promote Lancaster to veterans was submitted to the Lancashire Armed Forces Covenant Guide.
- The Communities Together Group were supported to run their ninth Festival of Culture. Over 500 guests attended and enjoyed a free meal. A strong link was established with Lancaster University that enabled other funding streams.
- The Lancaster District Community Alcohol Partnership ran five sessions with local businesses and organisations to address the reduction of alcohol consumption in young people. Two local high schools had the SMASHED tour, and six local professionals from the police and voluntary sector took part in training with the Alcohol Education Trust.
- Morecambe Bay Academy was supported with pupil mentoring and careers, including linking pupils to advice from within the council. County Council and Lancaster ICC were supported with engaging 8 primary schools to sign up to the Walk the World initiative.
- Representatives from the VCSE sector were invited to engage in research to promote partnership work and UN Sustainable Development Goals.
- A Kickstarter joined the team for six months and left with employment at Lancashire County Council as a youth worker.

Customer Services

- Administering the Household Support Grant: (rounds 2 and 3) £1,295,000 of funding has supported nearly 3,000 households in our district with food and other essentials such as utilities, household appliances and other household essentials.
- Administering the Discretionary Energy Rebate Scheme - £299,700 of funding.
- Bespoke Mobile Service: We continue to provide this service to our most in need residents, visiting them in their homes if they require tailored one to one support. Over £45,000 of income has been generated.
- A comprehensive training plan has been implemented to ensure that all core Customer Service staff are fully cross trained and able to support residents at first point of contact, ensuring resilience and flexibility across the team.
- Granicus project is continuing to be rolled out to support with our Digital First Approach. By increasing our online traffic this ensures the resources we have available to us can be used to support our most in need residents who need more intensive support on the phone or face to face.
- Successes this year include:
 - Over 80% of residents signing up for Garden Waste online, an increase on last year.
 - My Account has been launched.
 - New forms for Taxi drivers to book and make appointments online.
 - New internal forms to report accidents and hazards.
- Over 2000 calls a week are received into Customer Services
- Residents continue to receive a response to their emails within a 24-hour timeframe. Over 500 emails a week are received into Customer Services.
- Town Halls are open to the public 9am -1pm Monday to Friday seeing on average 300 customers a week between the 2 sites. Since January 2023 this has increased to 350 customers a week.
- Launch of Video Appointments: A service for residents to engage with a Customer Service advisor live on MS Teams.
- Customer Services have supported other teams across the council attending outreach days with Council Housing as well as being involved with the annual health festival.

Equalities & Social Justice

Armed Forces Covenant gold status achieved in 2022. Thanks to Cllr Roger Dennison, our Armed Forces Champion who maintained our focus to achieving gold status and his ongoing commitment to Armed Forces personnel, veterans and their families across our District. This is an example of best practice which we will encourage other employers in the District to also adopt as part of both our ongoing commitment to the covenant and the Fair Work Charter.

Improved disability access signage at the Town Halls. Special thanks to Cllr Mel Guilding our Disabilities Champion who has brought matters of concern to my attention. I hope that I have been responsive to these requests.

Introduction of Disability Passports

A new Disability Passport Scheme launched in January 2023 to assist disabled Council staff in talking about their disability with their managers and what could be put in place to help them to thrive at work. The disability passport is voluntary to complete. The purpose of the passport is to provide a framework document which employees can take with them throughout their career journey, hence the term 'passport', to different roles within the Council and, as more employers recognise the passport, to other employment in the future. This is an example of best practice which we will encourage other employers in the District to also adopt as part of the Fair Work Charter.

Fair Work Charter

Approved by Cabinet in January 2023 and by Personnel Committee in March – committing to our own 'Fair Work' journey, Lancaster district now has a Fair Work Charter. This is the first of its kind in Lancashire. Although similar charters have been operating in Manchester, Liverpool and West Yorkshire for a few years.

The concept of the introduction of a Fair Work Charter was agreed as part of the council's commitment to Plan 2030 in December 2021. Fair Work sits as one of the pillars of Community Wealth Building and within the overall ambition to have an inclusive and prosperous economy within the district.

The rationale of the introduction of Fair Work Charters is built on the business case that to offer decent terms and conditions of employment is equally good for business, employees and local society. The proven benefits are that good terms of employment attract high calibre staff, enhance productivity and customer experience which, in turn, all support profitability or organisational success as well as quality of life for employees. This creates increased wealth and demand for products and services within the local community.

The Fair Work Charter supports the council's priority to tackle the issues associated with low pay including health inequality, productivity, dignity and equality of opportunity. By focusing on these issues, the Charter is designed to reduce labour market inequalities in the Lancaster District helping to allow our local economy to prosper.

Thank you to our Officers involved – Clare Brown in particular – who have taken this on and developed a charter for our district.

Plan 2030

We continue to deliver outcomes as agreed by Council in December 2021 across all portfolios. Next steps are to further develop our plans along with the ongoing Outcomes Based Resourcing exercise and in partnership with other organisations and community groups.

Cllr Jason Wood
Cabinet Member for Corporate Services

April 2023

OVERVIEW AND SCRUTINY

ANNUAL REPORT 2022/23



Overview and Scrutiny Committee

The Overview and Scrutiny Committee has overall responsibility for the performance of all Scrutiny functions (under the Local Government Act 2000) on behalf of the City Council.

Budget and Performance Panel

The Budget and Performance Panel has specific responsibility for providing overview and scrutiny to issues regarding the City Council's performance, budget and financial issues.

COMMUNITY SAFETY

Each year a Community Safety meeting is arranged.

The Chair welcomed Chief Inspector Dave Britain, Inspector James Martin and Sergeant Lindsey Brown to the meeting

The Committee was given an overview of the work that had been undertaken by the Community Safety Partnership over the last 12 months.



Following the review of the Lancashire Strategic Assessment and Joint Strategic Needs Assessment the Partnership had set the following priorities earlier in the year:-

- Anti-social Behaviour.
- Youth Alcohol Issues
- The development of a Suicide Prevention Action Plan

The Community Safety Partnership had also seen the introduction of the Public Space Pro-

tection Order in December 2021 and the Bay Cycleway CCTV project.

It was reported that a 25% reduction in reports of anti-social behaviour had been seen within the district but knife crime had increased. With regards to youth alcohol issues, a district wide Community Alcohol Partnership had been established. This Partnership had undertaken test purchases and a programme of education packages in schools for over 14 year olds was being undertaken.

Members were advised that the Suicide Prevention Plan had been developed to address the increase in suicides within the district and the increasing issue of young people experiencing mental health issues since the lockdown.

The Committee went on to discuss the Public Space Protection Order that was in place. Information was provided on the national introduction of 20 thousand new police officers and the need to get 'bobbies on the beat'



COMMUNITY SAFETY

The Committee was also provided with an update from the Head of Public Realm on the current projects being undertaken in 2022/23 and future developments for 2023/24 for the Lancaster District Community Safety Partnership (CSP) to ensure that the Lancaster District continues to be a safe place in which to live, work and explore.



Data provided by both Lancashire Police and Lancaster City Council show that there has been a decrease in the number of anti-social behaviour incidents reported over the last 12 months, however, Lancashire Fire and Rescue Service are experiencing an increase in deliberate secondary fires, such as waste bins set alight and further analysis is required to look at the reasons behind this.

There has been an increase in other crime categories such as dwelling burglaries, robbery of both individuals and businesses and violent crime. The cost of living crisis and the loss of services during the Covid pandemic are both believed to be a contributing factor. Crime with bladed weapons such as knives are also on the increase.

The police and Morecambe Town Council have succeeded in 'The Knife Angel' being displayed in the district in 2024. There is a corresponding Education package that will be provided alongside the visual display.

A district wide Community Alcohol Partnership has been established. Co-ordinated test purchases have taken place and there have only been a handful of premises that have failed these tests. There is also a programme of work being undertaken with schools to provide bespoke education packages for 14-year olds as research has shown that this is a vulnerable age group.

The Suicide Prevention Action Plan has been developed to address the higher than average rates of suicide in the District. Again there has been a significant increase in young people experiencing mental health issues due to the lockdown. Work is ongoing with non-statutory partners to look at the infrastructure in the district and to see where action can be taken to help prevent these tragedies.

Public Space Protection Order (PSPO) in partnership with the local neighbourhood policing teams has focussed on education rather than enforcement, however 2 Fixed Penalty tickets have been issued for persistent breaches.

In response to surveys of residents who indicated that the Bay Cycleway was a place where people and particularly women felt unsafe CSP funding was secured for the installation of CCTV cameras between Morecambe and Lancaster. Clearance of some branches of the tree canopy were also planned to allow for more effective lighting commencing around the Millennium Bridge.

ANNUAL HEALTH CARE MEETING

The Overview and Scrutiny Committee has established an annual meeting to discuss healthcare matters in the district. At the meeting in February the Chair welcomed Peter Tinson and Hilary Fordham from NHS Lancashire and South Cumbria Integrated Care Board and Amy Williams and Dr Gavin Torr of Lancaster Medical Practice.

Hilary Fordham and Peter Tinson provided the Committee with an overview of the changes to the health and care system brought about by the Health and Care Act 2022.

- The eight Clinical Commissioning Groups in Lancashire and South Cumbria were replaced in July 2022 by the NHS Lancashire and South Cumbria Integrated Care Board.
- This new body takes on the NHS commissioning function previously held by the CGC's as well as responsibility for Community Pharmacies, Dentistry and Eyecare.
- A new statutory committee, the Integrated Care Partnership, has also been established to enable partners to develop joint strategies to address long-term challenges which cannot be addressed by a single sector or organisation.

Dr Gavin Torr and Amy Williams addressed the Committee with updates on the improvements to the level of service provided by the Lancaster Medical Practice along with a presentation outlining the services provided by the Practice during 2022 and the start of 2023 including:-

- Patient Pathways by which patients are treated.
- Activity including number of appointments and home visits delivered, medications issued and documents processed.
- Prescription processing times.
- Call handling metrics and average telephone queue times from April 2022 to January 2023.

Following the presentation the committee posed questions relating to the provision of healthcare in the district. Discussion followed on issues including the proposed relocation or refurbishment of the RLI, difficulties faced by residents accessing services, urgent care triage, out-of-hours care, access to face-to-face services for residents in deprived areas and the provision of Health Visitors under the new authority.

The Chair thanked the guests for their attendance.

BUDGET AND PERFORMANCE PANEL



Throughout the year the Panel has undertaken scrutiny on various reports. Quarterly reports on performance, projects and resources have been provided. Also throughout the year the Panel has received a presentation and information regarding the Financial Overview and Strategic Direction for each Directorate. The Panel has also received reports and presentations on the following topics.

TREASURY MANAGEMENT STRATEGY

The Treasury Management Strategy (TMS) for 2022/23 which included the Annual Investment Strategy, which was approved by Council in February 2022, with the Mid-Year Review submitted for scrutiny to the Panel in November 2022. There were no policy changes to the TMS; the details in the report updated the position in light of the updated economic position and budgetary changes already

approved.

BUDGET CONSULTATION

In February 2023 the Panel held its annual Stakeholder meeting. A presentation from Councillor Anne Whitehead, Cabinet Member with responsibility for Finance, and Resources was provided on the City Council's Budget and Policy Framework Proposals for 2023/24. The presentation contained details regarding:

- Revenue Budget
- Core Income
- General Fund Revenue Budget Projections
- Council's Core Plan 2030 -Strategic Priorities and Outcomes.
- Outcomes-Based Resourcing
- Savings and Budget Proposals
- Senior Leadership Team Restructure.
- Back-Office Support Functions.
- Assets and Hospitality
- Fees and Charges
- Visitor Services
- Arts, Culture, Heritage and Events
- Business Support
- Lancaster City Council

component of Council Tax 2022/23 to 2025/26

- General Fund Revenue Budget
- Future Strategy

Councillor Whitehead also responded to questions from members of the Panel, and also from members of the public. Other Cabinet Members and City Council officers in attendance also assisted with responses to queries.

The Panel raised a number of issues including:

- Cost savings/processes involved
- The Platform
- Visitor Information Centres
- The OBR process
- Salt Ayr Leisure Centre
- Frozen posts, staff pay and inflation
- Risk assessments
- Future use of council buildings

It was resolved that Cabinet be asked to revisit the Platform issue contained within the budget proposals.

COUNCIL PRIORITIES

The Overview and Scrutiny Committee agreed to look at the Corporate Plan priorities for 2030, with a meeting being arranged for each priority, to add value by considering to what extent the Council has delivered on the outcomes.

A sustainable District

In October the Committee was given details on the City Council's progress in tackling Climate Change since the Council declared a Climate Emergency in 2019 with the aim to be Zero Carbon by 2030.

In Public Realm, route optimising had seen a reduction of 37 tons in CO2 emissions with the Council now in possession of 2 electric bin wagons. Recycling has continued to increase and a pilot in Heysham introducing recycling was about to start. The Council has planted 12,000 trees and was working with Community Interest Companies to introduce more biodiversity in the district.

Salt Ayre Leisure Centre previously comprised of 30-35% of the Council's total energy consumptions - £6.8 million of Government funding was secured to install a heat pump, 1.1 MW solar array, glazing and LED lighting making the building carbon neutral. Work was undertaken on ten other buildings to provide improvements such as glazing and LED lighting.

Members were given details of the Co-Wheels project and information on future projects such as a solar array at Burrow Beck, replacement boilers, heat networks and work on the Council housing stock.

An inclusive and Prosperous Local Economy

In December the Chair welcomed the Head of Economic Development and the Cabinet Member with responsibility for Sustainable Economic Prosperity to the meeting. The Committee was provided with a presentation on the work the Council was undertaking on the Council priority 'An Inclusive and Prosperous Local Economy'.

It was reported that the Lancaster District Economy was estimated to be worth £2.9 billion in 2020 with the creative and cultural sector in the Lancaster District contributing £90 million a year with 7.7 million visitors per year to the district. There were 4,500 businesses operating providing 57,000 jobs with growth sectors being Digital, Energy and Low Carbon and also Research and Education. In terms of delivering the priority it was reported that the Council was focusing on helping the local economy by supporting the creation of employment opportunities, sector specific growth such as digital and green technology, developing skills provision to support businesses and attempting to retain talent within the district which would boost the local economy with higher wages and skills.

Members were advised that the Council worked with its partners to support Community Wealth Building/Inclusive Growth by supporting social enterprises and co-operatives. The Council also assisted with putting together funding bids for Economic Prosperity and Resilience, Culture and Heritage, UKSPF, Social Value and Community Wealth Building.

COUNCIL PRIORITIES

It was reported that the Marketing and Tourism team worked to generate footfall and spend in the local economy, helping to sustain businesses and in turn business rates. Cultural activities to support wellbeing, education and the local economy were supported by providing access to cultural and heritage activities across the district for all residents as well as providing volunteering opportunities.

The importance of partnership working was reiterated with the Council relying on active and collaborative partners to deliver all aspects of work from anchor institutions.

The Committee went on to discuss the Platform and the Ashton Hall as performance spaces. A number of questions were raised relating to the Grand Theatre, best practice, the Musician's Co-op and local graduate retention figures.

Healthy and Happy Communities

At the February meeting the Chair invited the Director of Communities and The Environment, the Head of Public Realm, and the Head of Housing to the meeting along with the Cabinet Member with responsibility for Arts, Culture, Leisure and Wellbeing, and the Cabinet Member with Responsibility for Corporate Services. Each Officer addressed the committee in turn with an overview of the contribution to the 'Healthy and Happy Communities' council priority made by their service.

The emphasis was on the preventative healthcare benefits of the services provided by the Council such as Housing, Public Protection, Salt Ayre Leisure Centre and the provision of open public and green spaces.

The Committee was also updated on the work of Customer Services and Community Connectors.

Councillor Sandra Thornberry, Cabinet Member for Arts, Culture, Leisure and Wellbeing, informed the Committee of the publication of the arts and heritage research audit carried out by Counter-culture LLC and how this would be forming the basis of a draft strategy in conjunction with the Cultural Heritage Cabinet Advisory Group.

Councillor Jason Wood, Cabinet Member for Corporate Services informed the Committee that the reports produced on Customer Services for the benefit of Cabinet and Group Leaders will now also be shared with Scrutiny Committee Chairs.

TASK GROUPS AND WORKING GROUP

PLANNING INFORMAL TASK GROUP

The Planning Informal Task Group began work in January after the outcome of the LGA Peer Review of the City's Planning and Place Service became available. This was a review requested by the City Council and has been an independent and comprehensive process. The Peer Review helps local planning authorities assess what they are trying to achieve; how they are going about it; what they are achieving and what they need to improve. The group had the benefit of the work of the LGA peer review team, which meant that a focus could be made on recommendations in the report of the peer review. It also gained additional perspectives from smaller professional users of the planning service and the Chair and Vice-Chair of the Planning Regulatory Committee, as well as the experiences of members of the task group itself in relation to planning services in the District and contacts they had had from residents. The Overview and Scrutiny Committee considered the report of the Informal Task Group and made a number of recommendations, which were considered by Cabinet at its meeting on 11 April 2023.

MORECAMBE FUTURE HIGH STREET BID TASK GROUP

Following the Council's unsuccessful bid under HM Government's Future High Streets Initiative, the Overview and Scrutiny Committee established an informal task group to consider why the bid had been unsuccessful. The purpose of the Informal Task Group was to assist in ensuring that any future bids that were submitted by the City Council were given the best chance of success in accessing the necessary funding for the sustainable economic priorities of the local community. The Overview and Scrutiny Committee considered the report of the informal Task Group and made a number of recommendations, which were considered by Cabinet at its meeting on 11 April 2023.

RECYCLING WORKING GROUP

The Committee was requested by Council to set up a working group, open to all Councillors, to investigate best practice in achieving higher recycling rates by consulting with other councils, residents and City Councillors. For example asking residents and members what they want to know about recycling, how this might be presented and how they wish to be kept informed..

The Working Group has met on a number of occasions including holding a public meeting to hear people's ideas on how to tackle fly-tipping.

HOLDING CABINET TO ACCOUNT AND CALL-IN

HOLDING CABINET MEMBERS TO ACCOUNT

Overview and Scrutiny Members continue to hold Cabinet Members to account. This takes place through the Call-in process and considering items of business at Overview and Scrutiny Committee, the Budget and Performance Panel and also through arranging for Cabinet Members to come to meetings to discuss issues and developments within Cabinet portfolios.

CALL-IN

Call-in is one of a number of ways in which Overview and Scrutiny can hold Cabinet to account.

The choice to 'Call-in' a Cabinet decision is used sparingly at the City Council and with care.

There have been no requests for Call-in this municipal year.

PRE-DECISION SCRUTINY

Pre-Scrutiny is the process mainly based on officers providing briefings on Cabinet reports and the study of the City Council's published 'Key Decisions' contained in the List of Forthcoming Key Decisions. With this information the Overview and Scrutiny Committee can select issues that add value and, if necessary, consider before a decision is taken.

This process can help to add value to decisions at the pre-decision stage, can widen consultation to include Non-Executive Councillors and it can also help to minimise the use of Call-in.

Overview and Scrutiny welcomes the opportunity to submit a response during the consultation phase of a decision.

OUTSIDE BODIES

At the request of Council the Overview and Scrutiny Committee has made the following appointments to outside bodies.

Representatives are asked to report back, if necessary, to the Overview and Scrutiny Committee on the work of these bodies.

OUTSIDE BODY	OVERVIEW AND SCRUTINY MEMBERSHIP
Homelessness Forum	Councillor Mandy King
Lancaster, Morecambe and District Fairtrade Group	Councillor Abi Mills

ACKNOWLEDGEMENTS

The Overview and Scrutiny Committee and Budget and Performance Panel would like to thank the following for their contribution to the Scrutiny process during 2022/23:

- Cabinet Members who have appeared before Overview and Scrutiny bodies;
- Representatives from organisations, which have delivered presentations and provided information to the Committee/Panel this year;
- Officers who have attended meetings and participated in the work of scrutiny.

COUNCIL**Audit Committee Annual Report 2022/23****26 April 2023****Report of the Audit Committee Chairman****PURPOSE OF REPORT**

To inform the Council of the current position on issues being dealt with by the Audit Committee.

This report is public.

1.0 Introduction

- 1.1 I am pleased to present my Annual Report to Council on the work of the Audit Committee since it was last reported to Council on the 26 April 2022
- 1.2 The Terms of Reference of the committee are set out in Part 3, Section 8 of the Council's Constitution. The scope of its activity is summed up in the statement of purpose:

The audit committee is a key component of Lancaster City Council's corporate governance. It provides and independent high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.

The purpose of an audit committee is to provide those charged with governance, independent assurance of the adequacy of the risk management framework and the internal control environment. It provides independent review of Lancaster City Council's governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal and external audit, helping to ensure efficient and effective assurance arrangements are in place"

2.0 Audit Committee Meetings

- 2.1 The Audit Committee has met 4 times during the financial year 2022/23. A link to the website for further details on the reports and minutes is included here:

[Browse meetings - Audit Committee - Lancaster City Council](#)

- 2.2 In summary, the following areas have been considered by the Committee:

25th May 2022

- Internal Audit Progress Report
- Counter Fraud Annual Report 2021/22
- Review of the Council's Counter Fraud Policies
- Audit Committee Assurances in Relation to the Financial Reporting Process
- Risk Management Update
- Statement of Accounts Update

20th July 2022

- Annual Governance Statement 2021/22
- CIPFA Financial Management Code
- Strategic Risk Management
- Internal Audit Annual Report 2021/22

23rd November 2022

- Internal Audit Progress Report
- Code of Corporate Governance
- AGS Action Plan Monitoring
- Strategic Risk Management Update
- Statement of Accounts Update

22nd March 2023

- Refreshed Risk Management Policy
- Strategic Risk Management
- Annual Review of Audit Committee Terms of Reference
- Internal Audit Charter
- Internal Audit Plan 2023/24
- Internal Audit Progress Report
- Review of Money Laundering Policies
- Proposed Accounting Policies and Critical Judgements used in the Preparation of the Statement of Accounts 2022/23
- Statement of Accounts Update
- Arrangements for the Appointment of External Auditor
- Meeting with External Auditors

3.0 Key Activities

- 3.1 The three main documents considered by the Audit Committee annually are the Annual Governance Statement (AGS), the Statement of Accounts and the report to those charged with governance (ISA 260).
- 3.2 In preparation for the 2021/22 Statement of Accounts, the Council's AGS was reviewed by the Audit Committee at its meeting 20th July 2022 prior to signing by the Leader of the Council and Chief Executive and formal inclusion in the draft financial statements.
- 3.3 The requirements and timeline for the approval of the Statement of Accounts have changed. In accordance with the amended Regulations. The Council's draft 2021/22 Accounts were published on the Council's website and submitted for audit by 30th July 2021 and the timeline for the conclusion of the audit was 30th September 2022. These revised deadlines have impacted both Council and the external auditors. Whilst both the audits of the 2019/20 and 2020/21 Statement of Accounts are still on-going audit work on the 2021/22 is yet to commence

4.0 Conclusion

- 4.1 The organisation and operation of the Audit Committee is considered as part of the external auditor’s annual value for money opinion. Although the audit of the 2019/20 and 2020/21 financial statements are yet to be concluded, no issues have been brought to the attention of the s151 Officer, or Committee Chair that would suggest an adverse opinion is expected, or deterioration in performance of the Audit Committee.
- 4.2 I would like to take this opportunity to thank each member of the Audit Committee and also, each and every elected member and council officer who has assisted in providing effective systems of corporate governance and internal control and have continued to make an important contribution to the standing and achievements of the Council.
- 4.3 Over the next 12 months, the Audit Committee will be focusing on addressing the areas identified in the Internal Audit Annual Report. I would particularly like to maintain the momentum in respect of embedding Risk Management within Lancaster City Council, as an integral part of strategic and operational management, and to properly inform risk based Internal Audit planning.

CONCLUSION OF IMPACT ASSESSMENT
(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing):
 None directly arising from this report.

LEGAL IMPLICATIONS
 None directly arising from this report.

FINANCIAL IMPLICATIONS
 None directly arising from this report.

OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces
 None directly arising from this report.

SECTION 151 OFFICER’S COMMENTS
 The s151 Officer has been consulted and has no additional comments.

MONITORING OFFICER’S COMMENTS
 The Monitoring Officer has been consulted and has no further comments

BACKGROUND PAPERS

[Browse meetings - Audit Committee - Lancaster City Council](#)

Contact Officer: Paul Thompson
Telephone: 01524 582603
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Ref:

CABINET

6.00 P.M.

28TH FEBRUARY 2023

PRESENT:- Councillors Caroline Jackson (Chair), Kevin Frea (Vice-Chair), Gina Dowding, Tim Hamilton-Cox, Tricia Heath, Cary Matthews, Sandra Thornberry, Anne Whitehead and Jason Wood

Apologies for Absence:-

Councillor Dave Brookes

Also in attendance: Councillor Black

Officers in attendance:-

Mark Davies	Chief Executive
Luke Gorst	Head of Legal Services and Monitoring Officer
Paul Thompson	Chief Financial Officer (Head of Finance & Section 151 Officer)
Joanne Wilkinson	Head of Housing
Liz Bateson	Principal Democratic Support Officer

75 MINUTES

The minutes of the meeting held on Tuesday 7 February 2023 were approved as a correct record.

76 ITEMS OF URGENT BUSINESS AUTHORISED BY THE LEADER

The Chair advised that there were no items of urgent business.

77 DECLARATIONS OF INTEREST

No declarations were made at this point.

78 PUBLIC SPEAKING

Members were advised that there had been no requests to speak at the meeting in accordance with Cabinet's agreed procedure.

79 FLEXIBLE USE OF CAPITAL RECEIPTS STRATEGY

(Cabinet Member with Special Responsibility Councillor Whitehead)

Cabinet received a report from the Chief Finance Officer that proposed a Flexible Use of Capital Receipts Strategy for 2023-24 to compliment the Council's Outcomes-Based Resourcing programme.

The options, options analysis, including risk assessment and officer preferred option, were set out in the report as follows:

Option 1: Adopt the Strategy

Advantages The Council will be able to make use of the Flexible Capital Receipts provision in delivering its Outcomes-Based Resourcing programme.

Disadvantages None identified from this report.

Risks Capital receipts, savings and transformation benefits may not be realised as anticipated in the Strategy; the associated risks will be mitigated through the implementation of the Outcomes-Based Resourcing programme.

Option 2: Do not adopt the Strategy

Advantages None identified from this report.

Disadvantages The Council will be unable to consider funding savings initiatives and service transformation through use of capital receipts, and may therefore be unable to achieve the savings, outcomes and benefits anticipated from these projects.

Risks Not adopting a Flexible Use of Capital Receipts Strategy at this point would severely constrain the council's ability to deliver its Outcomes-Based Resourcing programme.

The officer preferred option is Option 1, to enable the Council to make use of the Flexible Capital Receipts provision in supporting its savings and service transformation initiatives over the coming years. The report, if approved, will enable the council to use capital receipts to fund savings and service transformation initiatives. Failure to adopt a Flexible Use of Capital Receipts Strategy will severely constrain the council's ability to pursue these initiatives.

Councillor Whitehead proposed, seconded by Councillor Wood:-

"That the recommendation, as set out in the report, be approved."

Councillors then voted:-

Resolved unanimously:

- (1) That Cabinet recommend that Full Council approves the Flexible Use of Capital Receipts Strategy 2023/24 set out in the report, in accordance with the relevant statutory guidance.

Officer responsible for effecting the decision:

Chief Finance Officer

Reasons for making the decision:

Statutory guidance from the Department for Levelling Up, Homes and Communities (DLUHC) and the Chartered Institute of Public Finance and Accountancy (CIPFA) enables local authorities to make flexible use of capital receipts to fund projects which

are likely to generate savings to the authority and / or other public bodies. To make use of this provision, authorities must submit to the Secretary of State a Flexible Use of Capital Receipts Strategy setting out how the provision will be applied in the next financial year.

The decision, if approved by Council, will enable the use of the capital receipts flexibility to fund or part fund savings connected to the Council's Outcomes-Based Resourcing project with the aim of successfully delivering priority outcomes for the Lancaster district whilst at the same time achieving long-term sustainability of finance and resources.

80 COUNCIL TAX PREMIUMS ON SECOND AND EMPTY HOMES & EMPTY PROPERTIES

(Cabinet Member with Special Responsibility Councillor Whitehead)

Cabinet received a report from the Chief Finance Officer to determine options for proposed changes to Council Tax premiums as included within the Levelling Up and Regeneration Bill which, subject to this Bill receiving Royal Assent prior to 31 March 2023, are due to become effective from 1 April 2024.

The options, options analysis, including risk assessment and officer preferred option, were set out in the report as follows:

	Option 1: Recommend to Council the approval of the additional Council Tax premiums	Option 2: Do not recommend to Council the approval of the additional Council Tax premiums
Advantages	Potential for additional Council Tax income to support services throughout the district.	None.
Disadvantages	None	Potential for forgone revenue.
Risks	<p><u>Risk</u> The Bill might not be enacted before the end of March.</p> <p><u>Mitigation</u> Early recommendations from Cabinet will allow Full Council to make timely decisions if and when Royal Assent is attained.</p> <p><u>Risk</u> Charging of A Premium may encourage council tax "avoidance".</p> <p><u>Mitigation</u> This risk should be reduced with the government also bringing in a requirement for people to evidence to the Valuation Office Agency that alongside having</p>	Potential for forgone revenue.

	<p>their property available for let for at least 20 weeks in a year, it must also have been actually let for at least 70 days. It is the Valuation Office that make the decision if a property (hereditament) is entered and remains on the Council Tax list or the Business Rates list.</p>	
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The preferred option is Option 1 as non-approval of the additional Council Tax premium may prevent the generation of additional potential Council Tax income for the Council. An early decision in principle, is recommended to allow timely decisions to be made if and when Royal Assent of the Bill is granted.

Councillor Whithead proposed, seconded by Councillor Hamilton-Cox:-

“That the recommendation, as set out in the report, be approved.”

Councillors then voted:-

Resolved unanimously:

That Cabinet recommend to Full Council the approval of the following:

The following additional Council Tax premiums be applied from 1 April 2024, or as soon as possible thereafter, subject to the required legislation being in place.

- 100% premium for dwellings occupied periodically.
- 100% premium for properties which have been empty and unfurnished for a period of between 1 (previously 2) and 5 years

Officer responsible for effecting the decision:

Chief Finance Officer

Reasons for making the decision:

The raising of revenue through Council Tax forms part of the Council’s core funding and is part of its Budget & Policy Framework. Subject to royal assent the Levelling Up Regeneration Bill will provide the Council with the opportunity to level premiums on Second Homes and Empty Properties. These levies should provide the Council with additional revenue to deliver its services.

81 DELIVERING OUR PRIORITIES: PERFORMANCE, PROJECTS AND RESOURCES, Q3 2022-23

(Cabinet Member with Special Responsibility Councillor Whitehead)

Cabinet received a report from the Chief Executive and 151 Officer that provided members with an update on performance, projects, and resources during the first three

quarters of 2022/23 (April – December 2022).

No options were provided as the report as for commenting and noting.

Councillor White proposed, seconded by Councillor Wood:-

“That the recommendation, as set out in the report, be approved.”

Councillors then voted:-

Resolved unanimously:

- (1) That the update on performance, projects and resources for Quarter 3 2022/23 be noted.

Officers responsible for effecting the decision:

Chief Executive
151 Officer

Reasons for making the decision:

Performance, project and resource monitoring provides a link between the Council Plan and operational achievement by providing regular updates on the impact of operational initiatives against strategic aims.

82 EXCLUSION OF THE PRESS AND PUBLIC

It was moved by Councillor Heath and seconded by Councillor Hamilton-Cox:-

“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 of business, on the grounds that it could involve the possible disclosure of exempt information as defined in paragraph 3 of Schedule 12A of that Act.”

Members then voted as follows:-

Resolved unanimously:

- (1) 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 of business, on the grounds that it could involve the possible disclosure of exempt information as defined in paragraphs 3 of Schedule 12A of that Act.

83 MAINWAY REGENERATION NEXT STEPS (Pages 8 - 12)

(Cabinet Member with Special Responsibility Councillor Matthews)

Cabinet received a report from the Head of Housing with regard to Mainway Regeneration. The report was exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act, 1972.

The options, options analysis, including risk assessment and officer preferred option, were set out in the exempt report.

It was agreed that the recommendations that were not deemed to relate to the financial and business affairs of the Council should be included in the public minute.

Resolved:

- (1) That Cabinet approves the demolition of the redundant buildings of the former Skerton High School through use of HRA reserves under a S80 consent post acquisition and delegates the award of contract to the Chief Executive. These works to be undertaken in the summer school holidays (2023) so as to minimise any disturbance to the Chadwick Centre.
- (2) That Cabinet agree for officers to oversee and approve the detailed design and master-planning work required to submit a hybrid planning application in September 2023. The cost of that application being £385k and consent is sought to fund that from HRA reserves. A copy of the final plans, structure and phasing detail to be presented back to Cabinet at the point of application.
- (3) That Cabinet agrees to the adoption of a strategic process to identify and appoint a private developer to work with the Authority as part of the overall aspirations for Mainway. That appointment will cover the following stages;
 - a. That Cabinet approves the disposal of Lune and Derby Houses through a market led conditional sale, to select a potential redevelopment partner and agree terms for the disposal and subsequent refurbishment of the buildings, for residential use for good quality, well managed market rent and fulfils the planning permission for the site.
 - b. A decision to dispose will be governed by section 32 of the Housing Act 1985 and the selection of a redevelopment partner will adhere to the principals of best value evaluated against quality, construction standards, sustainability, and social value criteria and to ensure redevelopment is complimentary to the aspirations of the Mainway masterplan and planning consent.
 - c. Resolution 3 c. is set out in a minute exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act, 1972.
 - d. Resolution 3 d. is set out in a minute exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act, 1972.
 - e. That the appointment of the land deal developer in relation to recommendation 3 of the report be signed off by Cabinet.
- (4) That Cabinet note the previous aspirations for the Mainway scheme as outlined in the report and commit to working with the community to develop a list of deliverable and financially viable principles.

Officer responsible for effecting the decision:

Head of Housing

Reasons for making the decision:

The decision is consistent with the Council's priorities. Exactly how the decision fits with Council priorities is set out in the exempt minute.

Chair

(The meeting ended at 8.00 p.m.)

**Any queries regarding these Minutes, please contact
Liz Bateson, Democratic Services - email ebateson@lancaster.gov.uk**

MINUTES PUBLISHED ON TUESDAY 7 MARCH ,2023.

**EFFECTIVE DATE FOR IMPLEMENTING THE DECISIONS CONTAINED IN THESE MINUTES:
WEDNESDAY 14 MARCH, 2023.**

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CABINET

6.00 P.M.

14TH MARCH 2023

PRESENT:- Councillors Caroline Jackson (Chair), Kevin Frea (Vice-Chair),
Dave Brookes, Gina Dowding, Tim Hamilton-Cox, Tricia Heath,
Cary Matthews, Sandra Thornberry, Anne Whitehead and Jason Wood

Officers in attendance:-

Mark Davies	Chief Executive
Luke Gorst	Head of Legal Services and Monitoring Officer
Paul Rogers	Senior Regeneration Officer
Thomas Brown	Economic Development Officer
Liz Bateson	Principal Democratic Support Officer

84 MINUTES

The minutes of the meeting held on Tuesday 28 February 2023 were approved as a correct record.

85 ITEMS OF URGENT BUSINESS AUTHORISED BY THE LEADER

The Leader advised that she had agreed to an item of urgent business and that this would be considered in the private part of the meeting as the report was exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act, 1972.

86 DECLARATIONS OF INTEREST

No declarations were made at this point.

87 PUBLIC SPEAKING

Members were advised that there had been no requests to speak at the meeting in accordance with Cabinet's agreed procedure.

88 OUTCOMES-BASED RESOURCING: STRUCTURE AND PROGRAMME**(Cabinet Member with Special Responsibility Councillor)**

Cabinet received a report from the Chief Executive that proposed the principles, structure and outline plan for the Outcomes-Based Resourcing (OBR) programme in 2023-24 to pursue an outcomes-focused approach whilst achieving sustainable long-term financial and resourcing stability.

The options, options analysis, including risk assessment and officer preferred option, were set out in the report as follows:

Option 1: Approve the proposed OBR programme and approach
--

Advantages

Approving the proposals will enable an outcomes-focused approach to the district's success, whilst delivering sustainable long-term financial and resource stability.

Disadvantages

None identified in this report.

Risks

Circumstances may continue to change through the lifecycle of the programme, requiring a level of strategic flexibility and agility.

Option 2: Do not approve the proposed OBR programme and approach

Advantages

None identified in this report.

Disadvantages

Failure to take a structured and coordinated approach to strategic success and resource stability would have severe disadvantages for both the council and the Lancaster district.

Risks

As above.

The officer preferred option is Option 1. Pursuing the OBR programme will enable an outcomes-focused approach to the district's success, whilst delivering sustainable long-term financial and resource stability.

Councillor Caroline Jackson proposed, seconded by Councillor Dowding:-

"That the recommendation, as set out in the report, be approved."

Councillors then voted:-

Resolved unanimously:

- (1) That Cabinet approves the delivery of the Outcomes-Based Resourcing (OBR) programme based on the principles and outline structure set out in the report, along with the outline Programme Plan set out in Appendix A to the report.

Officer responsible for effecting the decision:

Chief Executive

Reasons for making the decision:

The Outcomes-Based Resourcing programme represents the council's plan for successfully delivering positive outcomes for the Lancaster district whilst achieving long-term financial and resourcing sustainability for the council. As such, this report contributes to each of the council's strategic Priorities as set out in its core Plan 2030.

It was moved by Councillor Dowding and seconded by Councillor Heath:-

“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 of business, on the grounds that it could involve the possible disclosure of exempt information as defined in paragraph 3 Schedule 12A of that Act.”

Members then voted as follows:-

Resolved unanimously:

- (1) 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 of business, on the grounds that it could involve the possible disclosure of exempt information as defined in paragraph 3 of Schedule 12A of that Act.

90 ITEM OF URGENT BUSINESS - APPROVAL TO BID FOR FUNDING (Pages 7 - 9)

(Cabinet Members with Special Responsibility Councillors Hamilton-Cox & Matthews)

Cabinet received a report from the Head of Housing, and Head of Property, Investment, and Regeneration to consider the next steps for engagement in a private sector-led regeneration proposal and approval to bid for Brownfield Land Release Fund Round 2. The report was exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act, 1972.

The Chair of Overview & Scrutiny had agreed to the item being considered via Special Urgency in accordance with Rule 15 of the Access to Information Rules.

The options, options analysis, including risk assessment and officer preferred option, were set out in the exempt report.

Councillor Hamilton-Cox proposed, seconded by Councillor Cary Matthews:-

“That the recommendations as set out in the exempt report, be approved.”

Councillors then voted:-

Resolved unanimously:

The resolution is set out in minute exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act, 1972.

Officers responsible for effecting the decision:

Head of Housing, and Head of Property, Investment, and Regeneration

Reasons for making the decision:

The decision is consistent with the Council’s priorities. Exactly how the decision fits

with Council's priorities is set out in the exempt minute.

91 LANCASTER CANAL QUARTER - EARLY PHASE HOUSING REGENERATION PROPOSALS - UPDATE REPORT (Pages 10 - 12)

(Cabinet Members with Special Responsibility Councillors Hamilton-Cox & Matthews)

Cabinet received a report from the Head of Housing, and Head of Property, Investment, and Regeneration to update on previous agreed actions and consider next steps in progressing the early phase Canal Quarter housing proposals. Whilst the report was exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act, 1972 with the agreement of the meeting the Leader requested that the recommendations be included in the public minute, unless commercially sensitive.

The options, options analysis, including risk assessment and officer preferred option, were set out in the exempt report.

Councillor Hamilton-Cox proposed, seconded by Councillor Cary Matthews:-

"That the recommendations as set out in the exempt report, be approved."

Councillors then voted:-

Resolved unanimously:

- (1) That Officers progress to the tender stage of the preferred developer competition to assess proposals from the short-listed parties interested in promoting a housing scheme for the Nelson Street site.
- (2) That Tender documentation / developer prospectus is issued to the shortlisted parties, detailing the council's specific conditions, aspirations, and objectives for the development.
- (3) That the specific conditions include the requirement that the completed development must achieve at least a minimum 75% reduction in carbon emissions against Part L of the Building Regulations 2013.
- (4) That proposals are assessed by officers against the balanced scorecard of price (offer) / quality / social value factors.
- (5) That Officers report on the outcome of the tender phase and recommend a preferred proposal / Preferred Developer Partner (PDP) to Cabinet.
- (6) That authority to offer the PDP an exclusivity period and move on to finalise the formal development agreement with the council is made by Cabinet following consideration of the tender phase report.
- (7) Resolution 7 is set out in a minute exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act, 1972.

Officers responsible for effecting the decision:

Head of Housing, and Head of Property, Investment, and Regeneration

Reasons for making the decision:

The decision is consistent with the Council's priorities. Exactly how the decision fits with Council's priorities is set out in the exempt minute.

92 URGENT DECISION TAKEN BY THE CHIEF EXECUTIVE - ACCEPTANCE OF GRANT AWARD MONEY

In accordance with the Scheme of Delegation to Officers (Part 2, Section 7 – Delegations to the Chief Executive Matters of Urgency) the Chief Executive submitted a report to Cabinet with details of an urgent decision taken under Rule 15 following consultation with the Leader, relevant portfolio holders and with the agreement of the Chair of Overview & Scrutiny. The decision which was exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act, 1972 was with regard to the acceptance of grant award money. Details of the urgent decision including the circumstances which made the action necessary were set out in the exempt report. The Chief Executive responded to several questions.

It was agreed that Cabinet's support for the decision should be reflected in the resolution.

Resolved unanimously:

That Cabinet notes and supports the decision taken as a matter of urgency by the Chief Executive in accordance with the Constitution, as detailed in the exempt report.

Chair

(The meeting ended at 6.30 p.m.)

**Any queries regarding these Minutes, please contact
Liz Bateson, Democratic Services - email ebateson@lancaster.gov.uk**

MINUTES PUBLISHED ON MONDAY 20 MARCH, 2023.

**EFFECTIVE DATE FOR IMPLEMENTING THE DECISIONS CONTAINED IN THESE MINUTES:
TUESDAY 28 MARCH ,2023.**

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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