

Budget & Policy Framework Proposals 2022/23

Presentation by
Anne Whitehead
Cabinet Member for Finance and Resources

Budget & Performance Panel: 2 February 2022

Council's Core Plan 2030 – Strategic Priorities

- A Sustainable District
 - *Climate Emergency*
- An Inclusive and Prosperous Local Economy
 - *Community Wealth-Building*
- Happy and Healthy Communities
 - *Increasing Wellbeing, Reducing Inequality*
- A Co-operative, Kind and Responsible Council
 - *Community Engagement, Power and Resilience*

Climate Emergency Outcomes

- Carbon Zero
- Reduced Waste
- Sustainable Energy
- Low Carbon and Active Travel
- Climate Resilience
- Biodiversity

Community Wealth-Building Outcomes

- Sustainable Skills
- Fair Work
- Sustainable Innovation
- Social Use of Resources
- Investment and Regeneration
- Inclusive Ownership

Increasing Wellbeing, Reducing Inequality Outcomes

- Community Engagement
- Reducing Inequality
- Early Intervention
- Access to Quality Housing
- Access to Culture and Leisure
- Quality Public Spaces

Community Engagement, Power and Resilience Outcomes

- Listening and Empathy
- Partnership
- Investing in our Skills
- Enabling
- Innovative Public Services
- Value for Money

Recent Achievements - Climate Emergency

- Salt Ayre – One of First Carbon Zero Leisure Centres in UK
- Funding for Heat Carbonisation Plan for Council's Sites
- Lancaster District Electric Car Club launched with Co-Wheels
- Installation of 8 further EV Charging Points
- Caton Road Flood Defence Works
- Launch of Lancaster Tree Warden Scheme
- Climate Emergency Local Plan Review
- Recognition for Action on Climate Emergency

Recent Achievements - Community Wealth-Building

- Over £65M in Business Grants and 28K Enquiries
- 200 Businesses Supported with New Business Initiatives
- Acquisition of Frontierland
- Canal Quarter – Master Plan
- Eden North – Planning Permission Granted
- Lancaster High Streets Heritage Action Zone
- White Lund Gateway Fully Let and Performing Well
- South Lancaster Growth Catalyst/Bailrigg Garden Village

Recent Achievements - Increasing Wellbeing, Reducing Inequality

- Technical Retrofit Officer Supporting Vulnerable Residents
- Winners of Home Adaptations Award
- Government Grants for Supporting Homelessness
- Funding for Dedicated Rough Sleeper Accommodation
- Delivering Government Grants to Vulnerable Households
- Supporting Morecambe Food Bank
- Salt Ayre Leisure Centre – Supporting Community Groups

Recent Achievements - Increasing Wellbeing, Reducing Inequality

- Practical Support for Local Festivals and Events
- Return of Light Up Lancaster
- Support of Sparkle Project in Morecambe
- Supporting Arts and Culture Organisations
- Museums Growing Digital Audiences
- Established Expert Archaeological Advisory Group
- Secured Funding for Play areas/Sports
- Delivery of New Grassland Management Strategy

Recent Achievements - Community Engagement, Power and Resilience

- Mobile Community Hub
- New CRM System with Report Form to Replace > 50 Processes
- Video Appointments
- Recognition for Supporting Residents during Pandemic
- New Route Optimisation in Waste and Recycling
- Resolution of Backlog of Planning Applications
- Morehomes for the Bay Incorporated

Budget Proposals – Savings

- Central Services (deletion vacant post)
- Public Protection (rationalisation of funding)
- Public Realm (change of responsibility for toilets)
- Democratic Services (succession Planning)
- Legal Services (succession Planning)
- Economic Development (removal of staff costs)
- Planning & Place (pre-application service offers)

Budget Proposals – Income Generation

- Salt Ayre Leisure Centre
- Street Trading Consent
- Pest Control - Unbugged
- Car Parking
- Morecambe Concessions
- Williamson Park Events
- Commercial Ticketed Events
- Building Control

Budget Proposals – Additional Resources

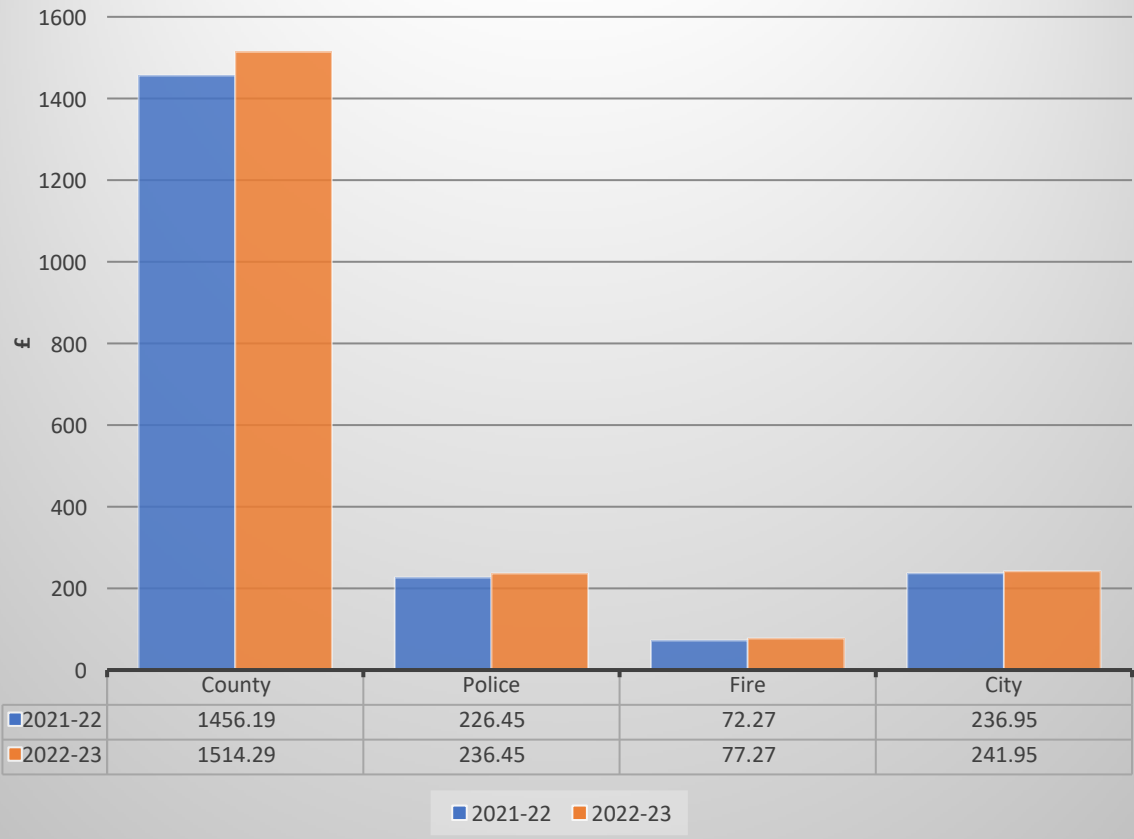
- Central Services - Partnership & Innovation Co-Ordinator, Apprentice
- Housing - LATCO Development Officer
- Environmental Health - Apprentice
- Public Realm – Staff/Waste/Recycling/Trees/Events
- Financial Services – Staff/Software
- HR & OD – Staff/Working Well
- Economic Development – Staff Costs/Site Maintenance
- Building Control – Capacity/Software
- Property, Investment & Regeneration - Project Due Diligence

Lancaster City Council component of Council Tax 2022/23 to 2025/26

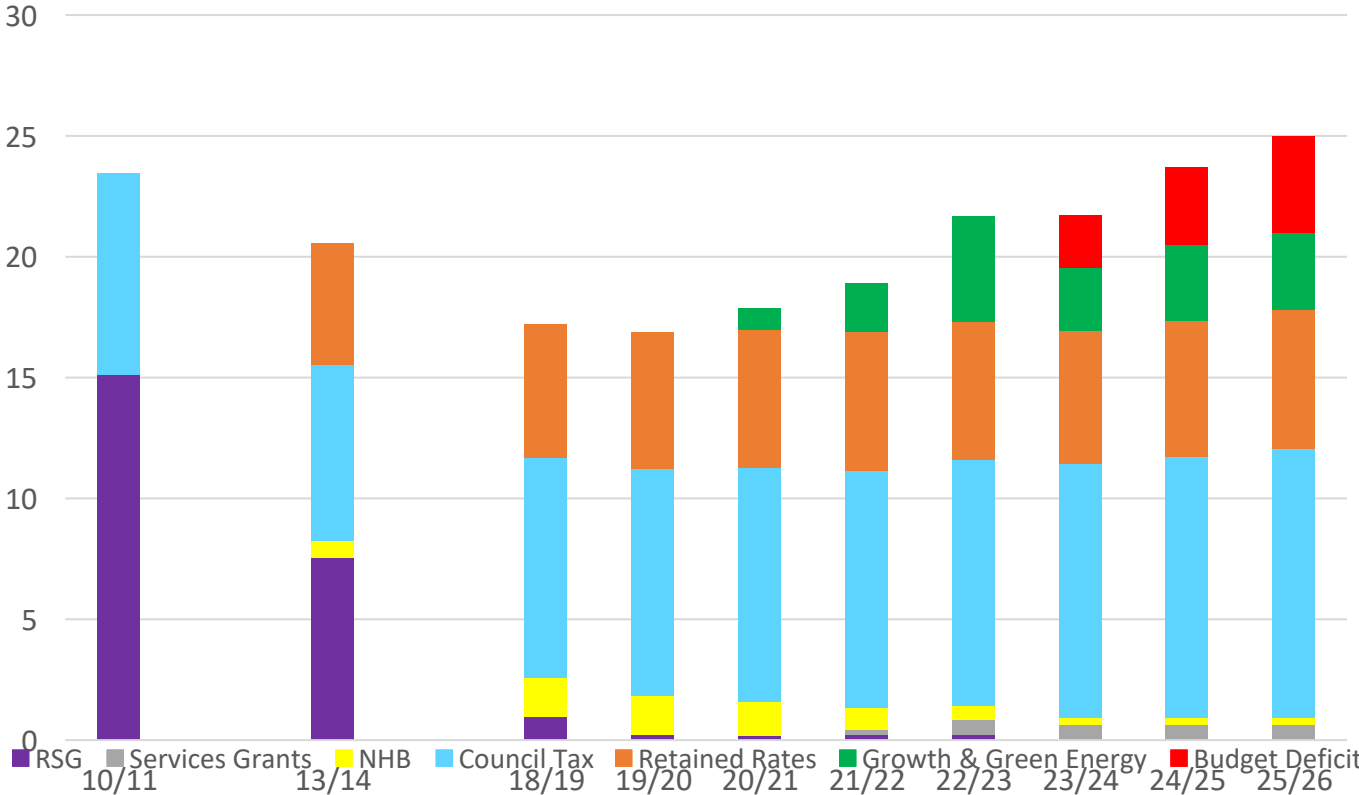
£5 or 2%, whichever greater

Year	Yearly amount (Band D)	Additional income relative to no annual increase
2022/23	£241.95	£210K
2023/24	£246.95	£425K
2024/25	£251.95	£644K
2025/26	£256.99	£868K

Annual Council Tax Bill for Band D (predicted)



Spending Power (£M) 2010/11 to 2025/26



Budgeted Funding Assumptions (Jan 2022) (£M)

Income Stream	2022/23	2023/24	2024/25	2025/26
Revenue Support Grant	0.21	0	0	0
Council Tax	10.18	10.49	10.81	11.14
New Homes Bonus	0.55	0.27	0.27	0.27
Business Rates (Baseline Funding)	5.74	5.52	5.63	5.74
Business Rates (Growth & Green Disregard)	4.37	2.63	3.13	3.20
Other Government Grants	0.65	0.65	0.65	0.65
TOTAL	21.69	19.57	20.49	21.00

Fees and Charges for 2022/23

- Pandemic impact on income from some areas felt in 2021/22
 - *e.g. Car Parking, Salt Ayre Leisure Centre*
- Inflationary increases to be applied generally for 2022/23.
- Exceptions:
 - *Car Parking, Garden Waste Collection*
 - *Salt Ayre Leisure Centre, Mellishaw Park*
- Gross income from fees and charges expected to increase from £14.05M to £17.50M from 2021/22 to 2022/23

General Fund Revenue Budget (Jan 2022) (£M)

Expenditure (forecast)	2022/23	2023/24	2024/25	2025/26
Forecast at Feb 2021	21.11	23.55	24.40	24.40
Operational/Inflation	1.55	1.36	1.63	2.38
Additional Resources	0.69	0.84	0.80	0.81
Savings Proposals	-0.18	-0.21	-0.22	-0.23
Income Generation	-0.84	-1.11	-1.07	-1.07
Capital Programme Review	-1.51	-1.74	-1.75	-1.30
RSG/Service Grants/NHB	-0.91	-0.69	-0.69	-0.69
Business Rates (Net)	-10.11	-8.59	-8.76	-8.94
Council Tax	-10.24	-10.49	-10.81	-11.14
To/from Reserves	0.43	-0.74	-0.32	-0.22
Deficit	0	2.17	3.21	4.00

General Fund – Capital Programme

Communities and Environment (Mainly Operational)

Electric vehicles

Sustainable energy

Salt Ayre Asset Management Plan

Mellishaw Park

Economic Growth & Regeneration (Mainly Strategic)

Canal Quarter

Lancaster Heritage Action Zone

Morecambe Regeneration

South Lancaster Growth Catalyst

Corporate Services (ICT Systems, Infrastructure & Equipment)

Future Strategy

- We need to tackle the structural deficit
- We want to deliver services that residents/businesses need and rely on
- We want to achieve positive outcomes for our district

An outcomes-based resourcing approach

Outcomes-Based Resourcing

- Allocate the Council's funds and resources according to a set of predefined desired outcomes, using a zero-based approach, that is each budgeting decision is made as if for the first time.
- All budgets to be subjected to VFM criteria
- Outcomes have been specified for each of our strategic priorities.
- Measures of success in achieving the Outcomes to be determined, in collaboration with our partners and stakeholders
- Phase 1 - Procurement of External Advisors to assist in the agreement of the concept and development of the project framework – underway
- Phase 2 – Procurement of delivery partner to undertake detailed planning and execution of project

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Cabinet welcomes your views and feedback

Any Questions?