



Committee: CABINET

Date: TUESDAY, 15 APRIL 2014

Venue: LANCASTER TOWN HALL

Time: 10.00 A.M.

A G E N D A

1. **Apologies**

2. **Minutes**

To receive as a correct record the minutes of Cabinet held on Tuesday, 11 March 2014, (previously circulated).

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

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

4. **Declarations of Interest**

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

Members 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 10 and in the interests of clarity and transparency, Members 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, Members are required to declare the existence and nature of any other interests as defined in paragraphs 8(1) or 9(2) of the Code of Conduct.

5. **Public Speaking**

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

Reports from Overview and Scrutiny

None

Reports

6. **Funding for Wave Reflection Wall Replacement (Pages 1 - 5)**
(Cabinet Member with Special Responsibility Councillor Hanson)

Report of the Chief Officer (Regeneration & Planning)

7. **Sale of Electronic Cigarettes on Council Markets (Pages 6 - 11)**
(Cabinet Member with Special Responsibility Councillor Barry)

Report of Chief Officer (Environment)

8. **Corporate Plan 2014-16 (Pages 12 - 27)**
(Cabinet Member with Special Responsibility Councillor Blamire)

Report of Chief Executive

9. **Urgent Business Report (Pages 28 - 29)**
(Cabinet Member with Special Responsibility Councillor Blamire)

Report of Chief Officer (Governance)

10. **Exclusion of the Press and Public**

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

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

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

Members are reminded that, whilst the following item(s) have been marked as exempt, it is for Cabinet itself to decide whether or not to consider each of them in private or in public. In making the decision, Members should consider the relevant paragraph of Schedule 12A of the Local Government Act 1972, and also whether the public interest in maintaining the exemption outweighs the public interest in disclosing the information. In considering their discretion Members should also be mindful of the advice of Council Officers.

11. **Sites off Bailrigg Lane, Scotforth, Lancaster (Pages 30 - 38)**
(Cabinet Member with Special Responsibility Councillor Hamilton-Cox)

Joint Report of Chief Officer (Regeneration and Planning) and Chief Officer (Resources)

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Eileen Blamire (Chairman), Janice Hanson (Vice-Chairman), Jon Barry, Abbott Bryning, Tim Hamilton-Cox, Karen Leytham, Ron Sands and David Smith

(ii) Queries regarding this Agenda

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

(iii) Apologies

Please contact Members' Secretary, telephone 582170, or alternatively email memberservices@lancaster.gov.uk.

MARK CULLINAN,
CHIEF EXECUTIVE,
TOWN HALL,
DALTON SQUARE,
LANCASTER LA1 1PJ

Published on Thursday, 3 April, 2014.

CABINET

**Funding for the Wave Reflection Wall Replacement
15th April 2014**

Report of Chief Officer (Regeneration and Planning)

PURPOSE OF REPORT			
To enable Cabinet to consider the acceptance of grant offers from the Environment Agency to replace the existing Wave Reflection Wall, and the establishment of an additional engineering post.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date of notice of forthcoming key decision		10 February 2014	
This report is public			

RECOMMENDATIONS OF Councillor Janice Hanson

- (1) That delegated authority be given to the Chief Officer (Resources) to accept the grant offer from the Environment Agency (EA) to enable reconstruction of the Wave Reflection Wall (WRW) from Happy Mount Park to the Town Hall when received.
- (2) That delegated authority be given to the Chief Officer (Resources) to accept further grant offers from the EA for future phases of WRW reconstruction as and when received.
- (3) That the Chief Officer (Resources) be authorised to make the necessary adjustments to the General Fund Capital Programme and General Fund Revenue Budget, subject to there being a nil impact on the Council’s resources.
- (4) That existing resources be redirected to fund an additional engineering post as set out in the report.

1.0 Introduction

Wave Reflection Wall

1.1 The wave reflection wall was built during the period 1981 to 1986 following the major storm and flooding events in 1977 and 1983. Because of the intrusive nature of this wall a great deal of effort was put into an exposed aggregate finish on the landward side of the wall. Unfortunately despite the

best advice available at the time the selection of materials in the concrete mix gave rise to alkali-silica reaction in the concrete which has caused extensive cracking limiting its serviceable life. Whilst further improvements to the coastal defences have subsequently been constructed in the form of rock armour, breakwaters and imported beach material the wave reflection wall remains as an essential part of the overall flood defence. As a substantial portion of the town of Morecambe is below the highest attainable tide levels during storm events it is imperative to undertake a programme of replacement of this element of the coastal defences to maintain the current level of protection from flood risk.

- 1.2 Recent events on the 5th December and early January have emphasised the importance of this element of our sea defences. The town was protected from flooding during these events from the combination of sea defences built over the last 30 years including the WRW. The deteriorating condition of the existing wall WRW necessitates a planned replacement to ensure the continued protection that Morecambe needs from these extreme events.
- 1.3 The engineering section within Regeneration and Planning has been working with consultants to bid for funds to replace the entire length of wave reflection wall. A Project Appraisal Report (PAR) has been submitted to the Environment Agency (EA) proposing a project estimated at £9.9m for the total replacement of the Wave Reflection Wall. This has now been approved by their local Project Appraisal Board and funding for the scheme is now shown in the EA allocated funding for 2014-15 and also within their indicative funding over the next five years for the remainder of the approved project. The first stage programmed for 2014-2015 is Bare to Lord Street with a funding allocation of £1.96m with £1.3m allocated by the EA for 2014-15.
- 1.4 The Environment Agency through their Next Generation Supplier Arrangements project has established a Water and Environment Management (WEM) Framework. Formalised in 2013, the Water and Environment Management Framework provides access to the best suppliers in Flood and Coastal Risk Management. The WEM Framework is a commercial agreement between the Environment Agency, consultants and contractors ('suppliers') with agreed terms for the award of individual contracts to deliver projects for Flood and Coastal Risk Management (FCRM). The framework is also available for use by Local Authorities and, in particular, Lead Local Flood Authorities (LLFAs), as well as other Risk Management Authorities in the Defra family. It is intended to use this framework to procure a partner contractor which will comply with the Lancaster City Council contract procedures rules.
- 1.5 The funding offer is for 100% of the costs apart from a small element of ineligible fees charged by internal staff. An allowance for this has already been provided in the current capital programme but this may need to be adjusted as the scheme develops.
- 1.6 Cabinet at its meeting in January (minute 74 relates) made provision for engineering capacity for implementation/management of the project once the funding was secured. However further analysis of the current work load within the Engineering section has identified the need for a further engineering post on a full time basis to provide capacity for the important work on coastal

monitoring as well as providing additional technical input to offset that previously provided by the Engineering Manager who retired in March. This can be funded from the existing repairs and maintenance budget for 'Sea and River Defences' due to the call on this budget being less over the period of the wave reflection wall works. It is further proposed that this post be established on a 5-year fixed term contract to be further reviewed towards the end of the contract. This is also subject to there being a commitment to reviewing the current R&M schedules over the coming months once the capital works are underway to feed into and inform the annual budget process.

2.0 Details of Consultation

- 2.1 The project will be subject to a planning consent for each phase.
- 2.2 Natural England have been pre consulted.
- 2.3 A screening opinion for an Environmental Impact Assessment (EIA) has been carried out which has ruled out the need for an EIA.

3.0 Options and Options Analysis (including risk assessment)

	Option 1: Accept the funding from The EA and create new Engineer post	Option 2: Do Not accept the funding. Do not create no Engineer post.
Advantages	<ol style="list-style-type: none"> 1. The project will replace the deteriorating wave reflection wall. 2. Maintain the current standard of flood protection to 12,000 properties in Morecambe 3. Enhance the aesthetics of the promenade and flood protection structure 	<ol style="list-style-type: none"> 1. None
Disadvantages	<ol style="list-style-type: none"> 1. Temporary disruption to the promenade as work is carried out. 2. Ineligible costs will have an impact on the councils capital programme, offset by additional revenue grant income 	<ol style="list-style-type: none"> 1. The existing wave reflection wall will continue to deteriorate. 2. The risk of failure during a flood event will increase. 3. Properties will have a higher risk of flooding. 4. The wall will become an eyesore as it deteriorates and patch up repairs are carried out. 5. The lack of positive action will damage the reputation of the city council.
Risks	<ol style="list-style-type: none"> 3. Insufficient capacity in 	<ol style="list-style-type: none"> 1. Will expose properties in

	<p>Engineering Team to implement works. Addressed through proposed new posts.</p>	<p>Morecambe to a higher flood risk as wall deteriorates.</p>
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4.0 Officer Preferred Option (and comments)

4.1 Option 1 is the preferred option to maintain the flood protection for Morecambe whilst taking the opportunity to improve the aesthetics of the promenade.

5.0 Conclusion

5.1 The offer of funding from the EA enables the city council to maintain an extremely important asset which provide flood protection to about 12,000 properties within the town. The proactive maintenance of this important infrastructure shows the councils commitment to regeneration in Morecambe.

RELATIONSHIP TO POLICY FRAMEWORK

- Health and Wellbeing
- Clean, Green and Safe Places

CONCLUSION OF IMPACT ASSESSMENT

(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)

Improvements and maintenance of the sea defence structure are an aid to the safety of the community.

LEGAL IMPLICATIONS

There are no legal implications directly arising from this report, however Legal Services would assist in the completion of any legal documentation to support the preferred option.

FINANCIAL IMPLICATIONS

The EA have notified the council that they have made an indicative funding allocation for the entire replacement of the wave reflection wall over a 5-year programme totalling £9.9M. The grant offer, when received for Phase 1 works Bare to Lord Street is expected to be in the region of £1.96M, split £1.3M for 2014/15 and £0.66M for 2015/16. Although the EA have provided indicative grant allocations for further phases, actual confirmation of grant will be notified on a scheme by scheme basis in line with DCLG rules for allocating funding.

It is expected that the overall impact on the General Fund Capital Programme and Revenue Budget will be cost neutral as any potential additional capital salaries, ineligible for grant funding will be offset by additional revenue grant claimed by the engineering team.

As set out in the report, although provision has already been made for engineering capacity for the implementation and management of the wave reflection wall works, further re-assessment has identified additional resources are required to provide adequate capacity on on-going coastal monitoring work as well as further technical input generally. The cost of the new post at bottom of Grade 5 is £31.2K (£36.9K at top of scale) and will be offset by an

equal reduction from the Sea & River Defence R&M budget for the duration of the 5-year fixed term contract.

As and when grant allocations are received on a phase by phase basis, the General Fund Capital Programme and Revenue Budget will be updated accordingly, subject to there being a nil impact on the Council's resources.

OTHER RESOURCE IMPLICATIONS

Human Resources:

There are no direct HR matters arising out of this report. The appointment of any Officer within the Council will comply with all legislative requirements and local policy.

Information Services:

None

Property:

None

Open Spaces:

None

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has been consulted and her comments included within the report.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

none

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Ref:

CABINET**SALE OF ELECTRONIC CIGARETTES ON COUNCIL
MARKETS****Report of Chief Officer (Environment)**

PURPOSE OF REPORT				
To allow Cabinet to consider whether the sale of electronic cigarettes should be allowed on Council markets				
Key Decision		Non-Key Decision		Referral from Cabinet Member
				X
Date of notice of forthcoming key decision	NA			
This report is public				

RECOMMENDATIONS OF CLLR BARRY

To be tabled at Cabinet.

1.0 Introduction

- 1.1 The Cabinet Member with responsibility for markets has requested a report to allow Cabinet to decide whether the sale of electronic cigarettes (e-cigs) should be allowed on Council run markets.
- 1.2 Most e-cigs contain a battery, an atomiser and a replaceable cartridge. The cartridge contains nicotine in a solution of either propylene glycol or glycerine and water, and sometimes also flavourings.
- 1.3 When a person sucks on the device, a sensor detects the air flow and starts a process to heat the liquid inside the cartridge, so it evaporates to form water vapour. Inhaling this vapour delivers a hit of nicotine straight to the lungs.
- 1.4 Electronic cigarettes are to be licensed and regulated as an aid to quit smoking from 2016. Until this happens, e-cigarettes are only covered by general product safety legislation. This means there is no certainty as to their ingredients or how much nicotine they contain.
- 1.5 In January the Government announced that they were seeking to ban the sale of e-cigs to under 18s, previously they could be promoted and sold to anybody. The law was introduced as an amendment to the Children and Families Bill, and should come into force by the autumn.
- 1.6 As to whether e-cigs are safe or not it is impossible to say until they have been thoroughly assessed and monitored in a large population over time.
- 1.7 Anti- smoking groups are also lobbying to ban the sale of e-cigs in markets and

car boot sales due to concerns over the potential quality and also safety of sales from non-shop based premises.

- 1.8 Lancaster City Council already has in place an agreed 'Smoke Free Policy' which makes no distinction between tobacco-based products and e-cigs. The smoke free policy applies to users (staff and public) of all Council buildings, including the Festival Market and Assembly Rooms. Many other organisations have taken exactly the same stance.
- 1.9 This means that the use of e-cigs is already banned in Council buildings including the markets.
- 1.10 Requests have been made by market traders to allow the sale of e-cigs on Council markets.
- 1.11 As the requests have come from existing traders who are only allowed to sell what is specified on their license these requests have not been allowed.
- 1.12 Where the request has come from 'would be' traders the principles underlying the 'Smoke Free Policy' have to date been applied.
- 1.13 As things stand the operational practice is that the sale of e-cigs is banned on Council markets.

2.0 Proposal Details

- 2.1 Cabinet are requested to consider what the firm policy with regard to the sale of e-cigs on Council markets should be.

3.0 Details of Consultation

- 3.1 The Director for Public Health in Lancashire was consulted as the person best placed to advise on this matter. Their comments are as follows-

"The use of electronic cigarettes is becoming more common, both locally in Lancashire and at a national level. However, these products are currently unregulated and unlicensed in the UK and therefore vary widely in their composition. They are currently undergoing thorough research by the UK's Medicines and Healthcare Regulatory Authority (MHRA) and will be licensed for public use in 2016.

Electronic cigarette use may retain some people smoking when they otherwise would have stopped. There is currently no medical evidence to support how they can be used to reduce or stop smoking and therefore should not be used as a cessation tool. Smokers wanting to quit should be directed to local Stop Smoking Services – they are four times more likely to quit with support from these services.

Electronic cigarette devices also replicate smoking. In addition to creating confusion and undermining compliance with smoke free policies, they also normalise smoking behaviour for children and young people. A 2013 Trading Standards Survey with 18,000 young people aged 14-17 years highlighted that 13% had tried e-cigarettes. This could potentially facilitate a lifelong addiction to nicotine and provide a route into smoking conventional cigarettes. In response, the Government decided to implement legislation to ban sales of e-cigarettes to young people aged under 18 years in January 2014.

Therefore, the Director of Public Health, Lancashire County Council would not

support sale of these products to the public at this point in time.”

4.0 Options and Options Analysis (including risk assessment)

	Option 1: Allow the sale of e-cigs on Council markets	Option 2: Continue to ban the sale of e-cigs on Council markets
Advantages	<ul style="list-style-type: none"> • Provides choice to consumers. • Allows potential for existing traders to diversify (subject to license changes being agreed). • Allows potential for new traders to apply to sell e-cigs 	<ul style="list-style-type: none"> • Maintains the status quo. • Consistent with Council's 'Smoke Free Policy' • Consistent with advice from Lancashire's Director of Public Health. • Consistent with other Council 'wellbeing' initiatives. • Consistent with other Council partners 'wellbeing' initiatives. • Avoids any mixed messages. • Avoids any reputational risks of sales to under 18s
Disadvantages	<ul style="list-style-type: none"> • Conflicts with Council's 'Smoke Free Policy' • Conflicts with advice from Lancashire's Director of Public Health. • Conflicts with other Council 'wellbeing' initiatives. • Conflicts with other Council partners 'wellbeing' initiatives (e.g. smoking cessation) 	<ul style="list-style-type: none"> • Reduces choice for consumers
Risks	<ul style="list-style-type: none"> • When the ban on sales to under 18s is enforced in the autumn there is a potential reputational risk to the Council if e-cigs were then sold by an unscrupulous trader to an under 18. 	<ul style="list-style-type: none"> • Would be traders in e-cigs will go to other markets that allow the sale of e-cigs • Existing traders who want to sell e-cigs will take their trade to markets that allow the sale of e-cigs

	<ul style="list-style-type: none"> Once further work has taken place to establish the safety of e-cigs it may be that they are only available for sale from specified outlets which means that existing traders would have to cease the sale of e-cigs. 	
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5.0 Officer Preferred Option (and comments)

5.1 The Officer preferred option is option 2- Continue to ban the sale of e-cigs on Council markets

6.0 Conclusion

6.1 The report provides what information there is to allow Cabinet to consider the matter.

<p>RELATIONSHIP TO POLICY FRAMEWORK</p> <p>The Council has in place a 'Smoke Free Policy' which categorises e-cigs the same as tobacco based products. Health and Wellbeing is one of the four priorities in the corporate plan and the council has committed to working with partners as part of the health and Wellbeing partnership to improve the health outcomes of our citizens. The officer preferred option is consistent with this aim.</p>
<p>CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)</p> <p>As outlined within the report</p>
<p>LEGAL IMPLICATIONS</p> <p>Legal Services have been consulted and have no further comments.</p>
<p>FINANCIAL IMPLICATIONS</p> <p>The decision to allow or ban the sale of electronic cigarettes on Council markets could potentially affect the income levels gained. As detailed in section 4.0, allowing could lead to new traders whilst banning could put off potential traders or existing ones looking to diversify. The potential financial cost/gain of this is unquantifiable at this point in time.</p>
<p>OTHER RESOURCE IMPLICATIONS</p> <p>Human Resources: NA</p> <p>Information Services: NA</p>

Property: NA	
Open Spaces: NA	
SECTION 151 OFFICER'S COMMENTS The Section 151 has been consulted and has no further comments.	
MONITORING OFFICER'S COMMENTS The Monitoring Officer has been consulted and has no further comments.	
BACKGROUND PAPERS none	Contact Officer: Mark Davies Telephone: 01524 582401 E-mail: mdavies@lancaster.gov.uk Ref:

Corporate Plan 2014 - 16
15 April 2014
Report of Chief Executive

PURPOSE OF REPORT			
This report is to enable Cabinet to consider the draft Corporate Plan 2014-16, with a view to recommending the Corporate Plan to full council for formal approval in May.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date of notice of forthcoming key decision	14 March 2014		
This report is public			

RECOMMENDATION OF THE LEADER OF THE COUNCIL

- (1) That Cabinet considers the draft Corporate Plan 2014 – 2016 and makes recommendations to full Council

1 Introduction

- 1.1 The Corporate Plan brings together the council's purpose, vision and ethos with its strategic priorities, outcomes and measures that it wishes to deliver in the medium term. The Corporate Plan forms part of the Policy Framework and, as such, must be approved by Council.
- 1.2 The outcomes and measures identified in the Corporate Plan have been shaped and informed by the strategies and planned priorities, including those below, and the allocation of resources included in the council's budget and Medium Term Financial Strategy.
- the Council's Economic Regeneration Vision incorporating improvements for the Public Realm
 - adoption of an Energy Strategy
 - Housing Strategy priorities and Housing Action Plan
 - Corporate Property Strategy
 - Invest to Save proposals where capital investment will generate longer-term cashable revenue savings
- 1.3 It is important that the council is able to adapt to changes in a planned and considered way, to facilitate this the Corporate Plan is refreshed annually in the context of changing needs and aspirations in the district, financial forecasts and desired council tax targets and other relevant resource implications.

2 Proposal Details

- 2.1 At its meeting on 26 February 2014, Council considered a first draft of that part of the Corporate Plan that deals with the Core Purpose, Vision, Ethos and Priorities where it was resolved '*That the draft Vision, Ethos and Priorities for inclusion in the Corporate Plan be approved*'.
- 2.2 Since then officers have been redefining existing, and identifying new, high level corporate outcomes and best overall measures of progress towards the delivery of each priority.
- 2.3 In reviewing and refreshing the draft Corporate Plan for 2014 -16 other measures of progress have been identified that will be tracked to provide a more detailed understanding of the factors that may have an impact on achieving corporate priorities.

2.4 Provision has also been made for:

- Legislative and regulatory changes
- National policy changes and funding prospects
- Changing needs of the district, its residents and visitors
- Recent performance and experience, and;
- Local views and perceptions

3 Details of Consultation

3.1 Consultation and engagement on a number of key council activities have been undertaken throughout 2013/14. Along with more general consultation including customer satisfaction surveys, these have helped to inform the strategic planning and decision making process and are reflected in the draft Corporate Plan.

4 Options and Options Analysis (including risk assessment)

	Option 1: Recommend to full Council the draft Corporate Plan as presented or recommend with minor amendments	Option 2: Corporate Plan not recommended to Council at this stage
Advantages	Assuming no significant impact on resources and forward planning arrangements minor amendments can be managed without interruption to the strategic planning cycle and the Corporate Plan can be submitted for consideration by full council in May	A revised Corporate Plan will reflect any significant changes recommended by Cabinet
Disadvantages	None identified	This option is likely to lead to delays in publication of the Corporate Plan leading to uncertainty regarding the council's intentions and possible interruptions to delivery of some services and activities
Risks	Objectives and funding may change during the year that will have an impact on needs, aspirations, financial forecasts and other resource implications	May have an impact on the strategic direction for the delivery of council services and the achievement of corporate priorities. The budget has been approved in line with the priorities set out in the Corporate Plan and significant changes at this stage may have budget implications that would need to be considered further

5 Officer Preferred Option (and comments)

5.1 The Officer preferred Option is Option 1 as this will underpin council activities, business and resource planning from an early point in the municipal year.

Additionally, citizens, communities and partners will be clear about the council priorities and outcomes the council wishes to achieve in the coming two years.

6 Conclusion

- 6.1 The Corporate Plan is a central part of the council's Budget and Policy Framework stating the key priorities, outcomes and measures that the council hopes to achieve for the district.
- 6.2 The strategic planning arrangements create an opportunity each year to consider the changing needs and aspirations of local communities and the shifting priorities, opportunities and challenges that the council faces. These are reflected in the draft Corporate Plan for 2014 - 2016 taking into account recommendations by Council and Cabinet, consultation and engagement with residents and visitors and budget information and options that have been set out in various Budget and Policy Framework updates during 2013/14.

RELATIONSHIP TO POLICY FRAMEWORK

The Corporate Plan is a central part of the policy framework stating the purpose, vision, ethos and priorities and key outcomes that the council hopes to achieve for the district.

CONCLUSION OF IMPACT ASSESSMENT

(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)

The Corporate Plan is complementary to key policies, strategies and plans. The council has responsibilities and plans for some activities not directly included in the Corporate Plan but which are managed as part of ongoing service delivery and/or day-to-day council business.

LEGAL IMPLICATIONS

None directly arising as a result of this report

FINANCIAL IMPLICATIONS

The draft Corporate Plan for 2014-16 has been developed alongside the Council's budget processes and takes account of budget limitations and challenges in the coming financial years. Strategic planning and policy development during the coming year will inform plans for future years.

OTHER RESOURCE IMPLICATIONS

Human Resources: None at this stage although the council's workforce planning and service reviews will need to be aligned with the Corporate Plan.

Information Services: No additional requirements for ICT support at this stage but the council's ICT Strategy will need to be aligned with the Corporate Plan.

Property: No additional implications at this stage although the council's Medium Term Corporate Property Strategy will need to be aligned with the Corporate Plan in due course.

Open Spaces: The Corporate Plan has a potentially positive impact on open spaces, including parks, in the district.

SECTION 151 OFFICER'S COMMENTS

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

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

none

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Ref: Corporate Plan 2014-16

A photograph of a stone bridge over a river. The bridge has a large archway. A cyclist in a blue and red jacket is riding across the bridge, and a red car is partially visible on the right. The background is filled with lush green trees under a blue sky with white clouds.

Lancaster City Council Corporate Plan 2014 - 2016

**LANCASTER
CITY COUNCIL**


Promoting City, Coast & Countryside

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Foreword



Councillor Eileen Blamire
Leader of the Council



Mark Cullinan
Chief Executive

Our Core Purpose

The role of the council is to:

- Provide the democratic leadership, with high ethical standards, needed to help the district address the major issues facing it.
- Bring communities and agencies together to work in partnership to address the major issues affecting the district.
- Provide a range of customer focused services and offer value for money and meet the needs of people who live, work and visit the district.
- Maintain a cohesive community by ensuring we understand the needs of our communities and provide equality of access to our services and employment opportunities.

Our Ethos

- **Stewardship** – ensuring the social, economic and environmental wellbeing of the local area.
- **Core capacity** – maintaining the strategic advantages of in-house services to meet local needs.
- **Municipal entrepreneurialism** – capturing opportunities for collaborative innovation and income generation.
- **Collaboration** – working with a range of service providers on a collaborative basis rather than through competition.
- **Policy** – grounding local decision making in political accountability.
- **Social justice** – ensuring the values of local government are founded on equality and meeting community needs.

Our Vision

A sustainable self-contained and varied group of communities with a population remaining in balance to support its local economy, comprising:

MORECAMBE AND HEYSHAM - a confident community with a regenerated living, working and leisure environment, acting as a focal point on Morecambe Bay to enjoy and interact with the wider landscape;

LANCASTER - a prosperous historic city with a thriving knowledge economy;

CARNFORTH - a successful market town and service centre for North Lancashire and South Cumbria; and

A conserved, enhanced and diversified **COAST AND COUNTRYSIDE** with a network of vibrant rural communities; which will lead the North West in its quality of life and environmental and design standard and within which sustainable housing, economic and retail development to meet local needs will be supported.



Our Priorities

Our outcomes are supported by headline success measures that identify the best overall measures of progress towards delivering our outcomes, priorities and ethos. In addition we will track other indicators and measures of our progress so that we have a detailed understanding of the factors that impact on achieving our priorities.

Priority: Health & Wellbeing

A range of actions to support the positive health and wellbeing of residents in the district have been identified. This includes continuing work to improve the quality and availability of housing, including council housing stock and building new one-bedroomed properties, housing renewal, particularly in the West End of Morecambe and improvements in the private rented sector. As part of the statutory planning process, the council will allocate land for housing purposes, to meet the challenges of finding space for sustainable growth to address the need to alter the course of demographic change. It will seek opportunities to include new affordable housing as part of the development plans and champion the need for younger generations in our community to have access to their own homes.

The council will continue to work with partners as part of the health and wellbeing partnership to improve the health outcomes for our citizens. The council intends to take action to improve health; for example, by enabling access to sports and leisure activities and supporting measures to keep vulnerable people warm in their homes. Actions to tackle homelessness and rough sleeping in the district will continue.

Outcomes

Enhanced quality of life of local residents through access to affordable, decent housing

Success Measures

- Increased number of improved homes
- Improve access to housing
- Increase number of affordable homes

Priority: Health & Wellbeing

Outcomes

Health and wellbeing of our citizens is improved

Success Measures

- Improve the wellbeing of our residents through collaborative, preventative and reactive measures
- Increased number of people participating in sports and leisure activities
- Maximise opportunities for access to innovative leisure activities by working collaboratively with public and private sector partners
- Increased number of vulnerable households benefiting from Warm Homes Initiative
- Facilitate long term improvements in transportation to improve local air quality
- Maintain percentage of "broadly" compliant food businesses (category 3-5)

Priority: Economic Growth

Lancaster district has exceptional opportunities and a pressing demographic need to develop its economy. The main prospects for economic growth relate to energy including nuclear and renewable energy; the knowledge sector developing around Lancaster's two universities; and the Visitor Economy, capitalising on the district's outstanding arts and cultural heritage and entertainment offer, its beautiful coastline and stunning natural landscapes.

The council's actions for the next two years, in collaboration with Lancashire County Council, will seek to develop these opportunities and help to secure economic benefits through new jobs and business growth, including support for new energy and transport infrastructure and the nuclear nomination for Heysham. Work to improve the attractiveness of central Morecambe and Lancaster's heritage assets, public spaces and retail offer is underway. In the district's rural areas, the aim will be to improve the focus of their tourism identities. A few high impact festivals and events will provide economic stimulus to help local businesses across the district. The council will continue to engage with economic partners, including the Lancaster District Chamber of Commerce and the Lancashire Enterprise Partnership, to develop the economy of the district.

Priority: Economic Growth

Outcomes

Economic growth and jobs will be created in key sectors, including energy, knowledge, health and the visitor economy

The attractiveness and offer of the district, as a place to visit or invest in, will be improved

Lancaster and Morecambe Bay will be recognised as important visitor destinations

Success Measures

- New and improved employment sites and premises will become available in key business locations targeting key sectors
- A Local Plan for the district adopted
- Inward investment opportunities will be maximised by working with key partners, including the universities of Lancaster and Cumbria, University Hospitals Morecambe Bay and British Land
- Level of support for business growth and skills development will be maximised
- Lancaster and Morecambe urban centres will be enhanced by investment in the built environment, heritage assets and the public realm
- Cultural, retail and tourism offer will be improved
- Economic impact of the arts in the district will be measured with the Council moving towards an ensuring role to support a range of delivery partners
- Destination brands for Lancaster and the Lune Valley and Morecambe Bay will be developed with partners to establish these areas as important visitor destinations
- Visitor numbers and spend will be increased



Priority: Clean, Green & Safe Places

Lancaster district has much to offer. To ensure that it maintains and builds upon its reputation of being clean, green and safe, the council will encourage local communities and individuals to take pride in their local area and become involved in protecting and improving the quality of local areas, parks and public spaces in a way that is sustainable.

The council will continue to undertake activities to maintain levels of recycling and composting. It is developing an energy strategy as a means of planning to reduce the overall amount of energy used in the delivery of its service, increase the use of energy from renewable sources, reduce carbon emissions and generate income and efficiencies.

The council will work together with partners and communities to deliver a range of community safety initiatives aimed at making our streets clean and safe and meeting its responsibilities to preserve and enhance the special protected landscapes.

Outcomes	Success Measures
Impact of crime and anti-social behaviour across the district will be minimised	<ul style="list-style-type: none"> • Work with the Police and Community Safety Partners to minimise the impact of crime and anti-social behaviour • Reduce hate crime and the fear of crime felt by minority communities
The council's impact on the environment will be minimised	<ul style="list-style-type: none"> • Energy strategy in place and agreed • Annual reduction in energy used by the council's operations • Annual reduction in carbon emissions from the council's operations • Maintain and /or improve average Standard Assessment Procedure (SAP) rating in council homes to a high level • Amount of household waste reused, recycled or composted is maintained • Increase income from energy and recycling projects
Local neighbourhoods are clean and safe and residents have a sense of pride in the district	<ul style="list-style-type: none"> • Perception of people who live in, work in, or visit the district that streets and public spaces are safe and clean is increased • Increased number of projects that directly involve local communities in improving local areas, parks and open spaces



Priority: Community Leadership

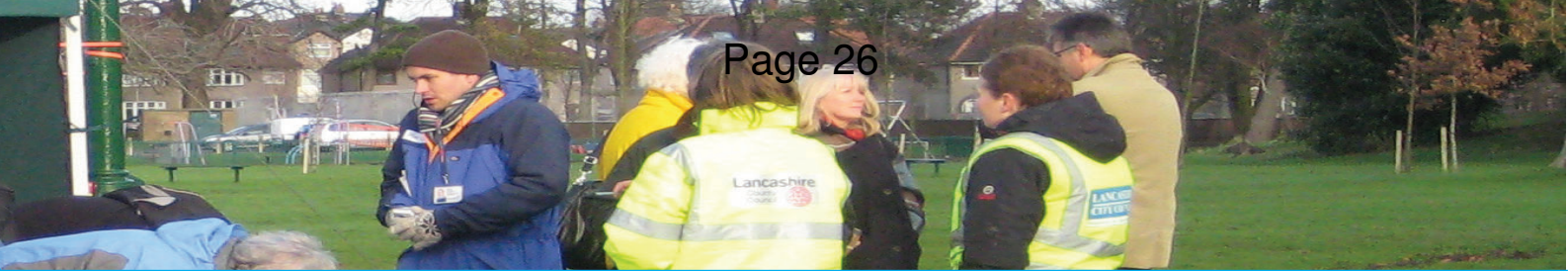
The council continues to face up to the challenges presented by the current economic climate by placing an increased emphasis on the things that matter most to people of the district. As community leaders, we are committed to working with those public services who can help us to have a positive impact on life in the district. This will help us to support our key partnerships to ensure they are really effective and can deliver the outcomes the district needs.

The role of our ward councillors is vital in engaging with communities and working with community groups and individuals to make a difference through a wide range of initiatives in local areas. Community pride is a key theme that has emerged from our local engagement work and the council wishes to support local groups and communities to become involved locally, improving where they live in many ways so that they can Take Pride in their local areas and the communities around them.

The council will work with partners to achieve efficiencies and protect the services that matter by taking a collaborative approach where this is effective. The council continues to support voluntary, community, faith, arts and culture groups and will work with these sectors to consider how together we can ensure important services for the district are delivered.

The intention to protect the most vulnerable in our society will be a thread that runs through all of the above priorities.

Outcomes	Success Measures
Well run, value for money services that are valued by the public and demonstrate good governance, openness and transparency will be delivered	<ul style="list-style-type: none"> • Provide value for money through a range of customer focused services that meet the needs of the district • Deliver quality services through a skilled and motivated workforce supported by learning opportunities and ways of working that are accessible to all • Improve standards of equality and diversity • Provide assurance on the governance and quality of services ensuring best use of resources and value for money • Improve our understanding of the needs of our communities and provide equality of access to our services and employment opportunities • Reduce costs by becoming more entrepreneurial and innovative in the way the council does business and making best use of existing knowledge, skills and information



Priority: Community Leadership

Outcomes	Success Measures
<p>Bring communities together, deliver important services and address the major issues affecting the district through working in partnership</p>	<ul style="list-style-type: none"> • Improve neighbourhood working by engaging with communities to understand their needs and empowering them to deliver services locally • Maintain working arrangements with voluntary, community, faith, arts and culture groups to ensure important services are delivered • Continue to improve customer service, reduce waste and improve effectiveness through collaborative working with partners and service providers

Delivering the Corporate Plan

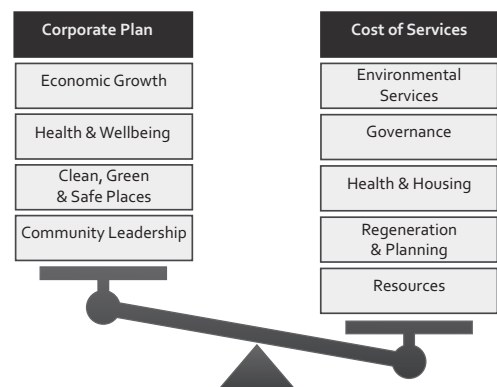
The Corporate Plan sets out the council’s four priorities, but it also needs to make sure it has the resources to deliver them, which is an increasing challenge. The council’s Medium Term Financial Strategy supports and informs the Corporate Plan, and sets out how it will manage its finances in order to deliver these priorities. Local Government however, continues to face major funding reductions year on year, meaning that a lesser range of services will be provided at some point in the future.

Balancing the Budget

Each year the council aims to deliver a balanced, robust budget that matches and realigns resources to its priorities and statutory needs. One of the key objectives is to ensure it gives value for money. This means getting the most from council assets and resources, maximising the potential of staff, increasing income, reducing waste and improving effectiveness without raising costs. Value for money is regarded as a priority over reducing services when savings are required.

Service Reviews

To achieve this approach, the council will undertake over 30 reviews across all services over the next two years.



Delivering the Corporate Plan

The council will continue with this programme, to achieve better value for money for the community as a whole. It is envisaged that such reviews will continue to form the basis for tackling the medium to longer term budget funding gap, as well as being informed by (and helping to embed) the council's future ethos.

Governance

Another key element in ensuring successful delivery of the Corporate Plan is having sound governance arrangements in place. Good governance enables an authority to pursue its vision effectively as well as underpinning that vision with control and the management of risk.

The council has a governance framework that brings together an underlying set of legal requirements, ethical and behavioural principles and management processes. Each year the council reviews these arrangements, and amongst other things, will measure the quality of services for users, ensuring they are delivered in accordance with the authority's objectives and represent the best use of resources and value for money. The results of the review are published in an Annual Governance Statement.

Council Tax

The council aims to keep council tax increases to just below 2% for 2014/15 and 2015/16, subject to the future thresholds for holding local referendums, which are set by Government. These targets apply to the basic city council tax rate across the district excluding parish precepts.

Rather than reverting back to freezing council tax, the council has kept with the difficult decision of increasing the tax rate and targets for future years, as a way of helping to mitigate the impact of Government funding reductions. To some extent, increasing council tax will help protect key services.

Business transformation and improvement

The council will continue to develop its skilled workforce with a more flexible, coordinated approach to working across services, through the delivery of a new People Strategy. This will support continuous improvement, help build partnership working, increase shared service and support more devolved services.

We will champion a high performance culture throughout the council and continue the delivery of high quality services through continued modernisation of back office services as well as explore the potential for new delivery models, early intervention and capacity to reduce costs and provide further savings.

CABINET

**Urgent Business Report
15 April 2014**

Report of Chief Officer (Governance)

PURPOSE OF REPORT			
To advise Members of actions taken by the Chief Executive, in consultation with the relevant Cabinet Members.			
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>
Referral from Officers			X
Date of notice of forthcoming key decision			n/a
This report is public			

RECOMMENDATION

- (1) That the actions taken by the Chief Executive, in consultation with the relevant Cabinet Members in accordance with the Scheme of Delegation, in respect of the following, be noted:-

CAR PARKING OBJECTION

1.0 Background

In view of the strength of feeling expressed by Lancaster District Chamber of Commerce and Lancaster BID and in accordance with Council Procedure Rule 19, a quorum of Cabinet Members requested that Cabinet rescinded its previous decision made on 11 March 2014 (minute 95 refers), and reconsidered the objections to the City Council's plan to charge for car parking in Lancaster on bank holidays. The decision was taken under the Council's Urgent Business Procedure Rules on Friday 21 March 2014, as a decision was required before Monday 24 March 2014 to enable any changes to be in place for 1 April 2014.

The Chief Executive consulted with the Leader and Cabinet Member with Responsibility for Parking, to take the Urgent Business Decision. The Chairman of the Overview and Scrutiny Committee was consulted and agreed to waive the five day call-in period in accordance with Overview and Scrutiny Procedure Rule 17(a).

2.0 Decision Details

The decision is set out below:-

- (1) In considering this issue Cabinet is conscious that the Council already

supports the city centre through providing a clean and improving environment.

- (2) That Cabinet, having today received a programme of events from the Business Improvement District (BID), which was not available when the previous decision was made, have decided that free parking should be retained on public holidays to support the development of these events.
- (3) That Cabinet agree that for the purposes of the parking order this change does not represent a substantial change. Therefore, officers are requested to continue the process of implementing the overall decision previously made by Cabinet.
- (4) Cabinet extends an invitation to the Chamber and BID to discuss matters of mutual concern.

3.0 Conclusion

Approval was given to the above action, which is reported to this meeting in accordance with the City Council's Constitution, Part 4, Section 4, Cabinet Procedure Rule 1.10(b).

RELATIONSHIP TO POLICY FRAMEWORK	
Comments were contained in the original report.	
CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)	
Comments were contained in the original report.	
LEGAL IMPLICATIONS	
Comments were contained in the original report.	
FINANCIAL IMPLICATIONS	
Comments were contained in the original report.	
OTHER RESOURCE IMPLICATIONS	
Comments were contained in the original report.	
SECTION 151 OFFICER'S COMMENTS	
Comments were contained in the original report.	
MONITORING OFFICER'S COMMENTS	
Comments were contained in the original report.	
BACKGROUND PAPERS	Contact Officer: Liz Bateson
None	Telephone: 01524 582047
	E-mail: ebateson@lancaster.gov.uk
	Ref: UB91

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

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of the Local Government Act 1972.

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