



**Committee:** CABINET

**Date:** TUESDAY, 6 DECEMBER 2016

**Venue:** LANCASTER TOWN HALL

**Time:** 6.00 P.M.

## A G E N D A

1. **Apologies**

2. **Minutes**

To receive as a correct record the minutes of Cabinet held on Wednesday 2<sup>nd</sup> November 2016 (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 9 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. **Heysham Gateway** (Pages 1 - 14)  
**(Cabinet Members with Special Responsibility Councillors Hanson and Leyshon)**

Report of Chief Officer (Resources) & Chief Officer (Regeneration & Planning)

7. **Lancaster City Centre Public Spaces Protection Order** (Pages 15 - 27)  
**(Cabinet Member with Special Responsibility Councillor Hughes)**

Report of Chief Officer (Environment).

8. **Budget and Policy Framework Update 2017 to 2021** (Pages 28 - 48)  
**(Cabinet Member with Special Responsibility Councillor Whitehead)**

Report of Chief Officer (Resources)

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

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

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

“That, in accordance with Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item(s) of business, on the grounds that they could involve the possible disclosure of exempt information as defined in paragraphs 1 & 2 of Schedule 12A of that Act.”

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

10. **Service Review – Council Housing** (Pages 49 - 60)  
**(Cabinet Member with Special Responsibility Councillor Leytham)**

Report of Chief Officer (Health and Housing).

## **ADMINISTRATIVE ARRANGEMENTS**

### **(i) Membership**

Councillors Eileen Blamire (Chairman), Janice Hanson (Vice-Chairman), Darren Clifford, Brendan Hughes, James Leyshon, Karen Leytham, Margaret Pattison and Anne Whitehead

**(ii) Queries regarding this Agenda**

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

**(iii) Apologies**

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

SUSAN PARSONAGE,  
CHIEF EXECUTIVE,  
TOWN HALL,  
DALTON SQUARE,  
LANCASTER, LA1 1PJ

Published on Thursday, 24<sup>th</sup> November, 2016.

<b>CABINET</b>
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**Heysham Gateway  
6<sup>th</sup> December 2016**

**Joint Report of Chief Officers (Regeneration) and  
(Resources)**

<b>PURPOSE OF REPORT</b>			
To consider and agree an overall strategy for the development of Heysham Gateway to guide future decisions affecting council assets in the area.			
<b>Key Decision</b>	<b>X</b>	<b>Non-Key Decision</b>	<b>Referral from Cabinet Member</b>
<b>Date of notice of forthcoming key decision</b>	7 <sup>th</sup> November 2016.		
<b>This report is public</b>			

**RECOMMENDATIONS OF COUNCILLOR JANICE HANSON AND COUNCILLOR JAMES LEYSHON**

- (1) That Cabinet agrees the development principles for Heysham Gateway (in line with Option A2 and as set out in paragraph 3.6) as the main guide for future Council decisions affecting the area.
- (2) That Officers be authorised to incorporate the agreed principles into a joint marketing prospectus for Heysham Gateway and to work with the other main stakeholders in promoting the area for high quality sustainable regeneration.
- (3) That Cabinet agrees to dispose of its land at Heysham Gateway (in line with option B2 and the principles at section 4.11) using the preliminary ground and ecology survey work to assess value and in support of this:
  - a. the City Council land shown edged in red on the plan attached (Appendix A) be declared surplus to requirements;
  - b. Cabinet authorises Officers to negotiate with interested parties and report back to Cabinet with the results of the negotiations on any parcel of relevant land owned by the City Council to obtain final approval for any disposal.

## 1.0 Introduction

- 1.1 The land around south Heysham and Middleton village is one of the district's key regeneration priority areas. Known as “**Heysham Gateway**” it contains large areas of vacant land (much of which is owned by either the City or County Council) which is suitable for redevelopment to capitalise on demand generated by the recent completion of the Bay Gateway. (See **Appendix A**).
- 1.2 Heysham Gateway contains infrastructure of national importance, namely the Port of Heysham and the two Nuclear Power Stations together with extensive energy installations. It also suffers from the physical after effects of large scale industrial processes that came to an end in the 1980s. Paradoxically, it also contains important wildlife habitats and provides many recreational opportunities for local residents.
- 1.3 A short history of the area is set out in **Appendix B**. This covers the period from the final closure of the large scale petrochemical and chemical industries that previously dominated the area in the 1980s and previous initiatives to improve the area such as Middleton Wood through to the present day with the opening of the Bay Gateway.
- 1.4 Given the importance of the area, and the challenges faced in realising its potential, agreeing clear principles for the future of Heysham Gateway and a strategic, comprehensive approach to its regeneration is absolutely critical. This is required to inform a range of decisions including planning, marketing / promotion and utilising land assets.
- 1.5 For the last five years or so, a great deal of work has taken place to gain a better understanding of the area. This has included site investigations, gauging levels of demand, qualifying infrastructure requirements and determining the best mix of uses in terms of physical regeneration and job creation. As part of this process, the Lancaster Regeneration Property Partnership has worked with the two councils and local stakeholders to obtain up-to-date market information and has undertaken extensive survey work to better understand possible constraints to development. This has enabled a vision for the area to be developed and tested in the light of known market and viability information.
- 1.6 At the same time, work has continued on the planning framework for Heysham Gateway. This will feed into the new Local Plan.
- 1.7 This report covers two main areas. Firstly, agreeing the overall principles for considering the development of Heysham Gateway and secondly, considering how best to utilise the council's assets in the area.

## 2.0 Policy Background

- 2.1 The strategic importance of Heysham Gateway was established in the Core Strategy (2008) which identified it as a “Regeneration Priority Area”. This designation sought to upgrade the area whilst capitalising on its potential in the energy, environmental technology and port related sectors.
- 2.2 The Core Strategy is in the process of being updated and replaced by the new Local Plan. The consultation draft (which will be reported to full Council on 14<sup>th</sup> December) will take forward, update and develop the strategic approach to Heysham Gateway. It will contain a new vision for the area and provide more detailed policies on key sites / issues such as the Port and the Nuclear Power Stations. The Local Plan will, in turn, be supported by a detailed planning brief for the area. For information, the Planning Policies

Map as at October 2012 is attached at **Appendix C**.

- 2.3 Running in tandem with the Local Plan process, the council is also preparing a Sustainable Economic Vision and Strategy to provide clarity on local priorities and a supporting Investment Framework focused on delivery. A draft report was discussed at the November meeting of the Overview and Scrutiny Committee which (amongst other things) confirmed Port Related Logistics and the Energy and Environmental uses as key sectors of the local economy.
- 2.4 The same Overview and Scrutiny Committee also considered a report on Heysham Gateway and had the benefit of useful contributions from representatives of the private sector, Lancashire County Council and local councillors. The Committee resolved that the following priorities be put forward to Cabinet for consideration:
- Provision of HGV parking
  - Opportunity to restructure White Lund Industrial Estate
  - Provision of employment opportunities
  - Consideration of leasing versus selling Council owned land within the Heysham Gateway
  - Provision of warehousing
  - Provision of affordable housing
  - The Heysham Gateway be marketed in collaboration with other land owners to provide a joined up comprehensive approach
- 2.5 Cabinet itself has recently been briefed informally on Heysham Gateway and had the benefit of a site visit in September. The Chief Officer (Regeneration and Planning) has also met with Peel Ports to discuss their medium and long term plans for the Port of Heysham and to ensure that the views of other stakeholders align properly with what the Port sees as its future growth potential.

### **3.0 Heysham Gateway Development Principles**

- 3.1 With the above in mind, it is now the right time to consider how best to realise the potential of Heysham Gateway and to agree aspirational but realistic development principles for the area.
- 3.2 From discussions that have taken place over recent months, there is a consensus that in economic growth terms, priority should be given to employment development that is locally generated and creates jobs in areas such as manufacturing, power generation, research and development. That said, there is a realisation that the Port of Heysham is an asset of national importance. Therefore, development that supports its operation and growth also needs to be accommodated even if the direct jobs created by storage, servicing or logistical uses might be relatively low.
- 3.3 Furthermore, there is a recognition that renewable energy schemes may well prove to be a valuable income stream in the medium to longer term and the area could facilitate further schemes in due course.
- 3.4 At the same time, the opportunity exists to radically improve the local environment to benefit local residents and the ecological importance of the area. Addressing existing problems, principally local access, land drainage and remaining land contamination must be included in future plans for the area.

3.5 Finally, to fully realise this ambition, everyone with an interest in the area needs to be brought on-board and buy into the development principles. Investment decisions need to be co-ordinated to maximise their impact as should promotion and marketing activities.

3.6 With this in mind, the following development principles are proposed aimed at transforming Heysham Gateway into a high quality sustainable employment area which can fully realise the Port of Heysham's role as one of the UK's main ports for trade with the Irish Republic, Northern Ireland and the Isle of Man and capitalise on other key growth sectors.

***Heysham Gateway will:***

- a. Provide a range of sites to meet the needs of key growth sectors with priority given to job creation, energy generation, environmental technology and port related uses;***
- b. To support this growth, development land will be made available, existing areas improved, infrastructure deficiencies addressed and a co-ordinated approach to development adopted;***
- c. Undergo a radical transformation by removing dereliction and contamination and improving the local environment.***

3.7 Delivering Heysham Gateway will require pro-active action from all the main stakeholders in the area. The remainder of this report focuses on the city council's contribution to this process.

#### **4.0 Use of Council Assets**

4.1 During the last few years, through the Lancashire Regeneration Property Partnership (LRPP) both the City Council and Lancashire County Council have been exploring the development and disposal options for their joint landholdings off Imperial Road in Middleton, a key site within Heysham Gateway.

4.2 The overall site includes both City and County land totalling approximately 31.9 hectares (78.7 acres), of which 18.5 hectares (47.5 acres) is under the ownership of the City Council. A plan of the site identifying the ownership of both authorities is included at **Appendix A**. Most of the site is identified for employment development in the emerging Local Plan.

4.3 The LRPP engaged the services of CBRE to undertake a marketing exercise and provide valuation and planning support in evaluating the development options for the overall site. The site does suffer from a number of constraints as a result of its historic uses and the nature of the surrounding land. This has generated a degree of uncertainty and risk surrounding the abnormal infrastructure and remediation costs associated with developing the land. Efforts have been made to mitigate this risk and provide more certainty to potential developers through analysing existing information and the commissioning of various surveys to improve understanding of the site. These include:

- Ground conditions desktop study
- Extended habitat ecological survey
- Arboriculture constraints report
- Utilities search
- Transport scoping document

- 4.4 CBRE have been actively marketing the site since February 2014 and this, plus some localised soft market testing, has uncovered strong interest from the light industrial, waste to energy and roadside retail sectors in particular. The site's detachment from residential dwellings and its proximity to existing waste and electricity generation infrastructure, including grid access, makes it ideal for energy from waste facilities, which are often contentious in planning terms when residential areas are close-by.
- 4.5 Interest has also been received from several locally based companies wishing to relocate to the area to consolidate and expand their businesses. One of these refers to an urgent need to relocate and is therefore seeking an early decision on their enquiry.
- 4.6 In response to this interest, the LRPP submitted a Stage 1 report in June 2016 recommending that both councils work together to deliver a co-ordinated business park as potentially the first phase in regeneration of the wider industrial stock and council owned landholdings in the area (see background document).
- 4.7 The LRPP Stage 1 report arrived at the following four options:
- OPTION 1: Do nothing and sell now.
  - OPTION 2: Promote the site for light industrial, energy regeneration and roadside retail uses, de-risk the development process by undertaking preliminary ground and ecology survey work and sell plots on long leasehold or freehold basis.
  - OPTION 3: Promote the site for light industrial use, develop necessary infrastructure and undertake development on a design and build basis subject to securing pre-let / sales.
  - OPTION 4: Promote the site for light industrial use, develop necessary infrastructure and develop units on a speculative basis.
- 4.8 The Stage 1 Report identified further de-risking work and surveys to those already undertaken. However, this additional work is now judged to be unnecessary because based on current expressions of interest, each end user would require a different remediation solution and this would need to be reflected in the ultimate land values agreed for each plot. Furthermore, the survey findings already undertaken are clear in stating that there is no risk to health. In short therefore, there is no business case for taking a standard, whole-site approach to further remediation survey requirements.
- 4.9 With this in mind, the LRPP, supported by CBRE, consider that based on the current indications of remediation cost and the nature of the expressions of interest received to date, both the City and County Councils will be able to achieve a satisfactory market return through a modified Option 2 (to reflect the changes in survey requirements outlined above) thus mitigating their exposure to cost and risk. This recommendation has already been approved in principle by the LRPP Strategic Partnering Board on behalf of the County Council.
- 4.10 Given the current level of demand, the potential urgency surrounding one of the expressions of interest in particular and the importance of bringing this land forward in economic growth / regeneration terms, it is now necessary to determine the way forward.
- 4.11 Under any disposal plan, the basic principles behind the disposal of land



owned by the City Council and forming part of the Heysham Gateway would be as follows:

- All offers would be assessed in terms of best consideration and their synergy with any adopted development principles for Heysham Gateway (as currently proposed in section 3.6).
- Each plot would be sold on a long leasehold basis to allow both local authorities to retain some control over development of the site.
- An agreed (negotiated) fee of 5% of the sale price to cover the marketing and de-risking of the site would be payable to the LRPP on completion of each sale.
- Once heads of terms, site boundaries and other pertinent details for the proposed sale of each site were firmed up and provisionally agreed, Officers would return to Cabinet to obtain final approval for the disposal of each individual parcel of land.

**5.0 Details of Consultation**

5.1 Consultation has taken place with Lancashire County Council and the Overview and Scrutiny Committee and the parties directly involved in these proposals. Ward Councillors have been advised of the proposals and any comments will be fed into the Cabinet meeting.

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

6.1 Heysham Gateway Development Principles

	<b>Option A1:</b> Do not agree development principles for the area and deal with enquiries on a reactive basis	<b>Option A2:</b> Agree principles for Heysham Gateway (as set out in section 3.6) as the main guide for future Council decisions affecting the area (planning policy, site development, marketing and funding bids etc)	<b>Option A3:</b> Develop an alternative set of principles for Heysham Gateway
Advantages	Provides maximum flexibility and allows for the widest possible range of potential end uses.	Provides certainty and guidance for planning, development, land disposal and infrastructure decisions. Provides opportunity to co-ordinate development with environmental improvements. Provides vehicle for bringing on board partners and stakeholders to jointly promote regeneration of Heysham Gateway.	Could widen the range of uses deemed appropriate for the site and provide more flexibility in terms of utilising assets.

Disadvantages	Does not provide guidance or certainty for potential developers and the local community. No real basis for determining development proposals / land disposals. Makes marketing the area and attracting investment and/or grant funding more difficult. Difficult to co-ordinate investment in infrastructure.	Would limit the type of uses deemed appropriate for the area and potentially miss out on investment. Restricts options for land disposals.	Would require more time and could delay planning and land decisions. Would create period of uncertainty. Difficult to market area without clear agreed principles.
Risks	Increase possibility of proposals for inappropriate uses. Would prejudice opportunity to promote a comprehensive redevelopment of the area including environmental improvements.	May not be possible to get all parties to agree principles. Decisions could be delayed and opportunities lost if this is not secured quickly. May restrict options for land disposals with associated risks in achieving best consideration.	Risks losing momentum and potentially urgent enquiries / offers. Could also restrict options for land disposals with associated risks in achieving best consideration.

6.2 Use of council assets at the Heysham Gateway

	<b>Option B1:</b> Do nothing further – continue to hold land for the time being	<b>Option B2:</b> Dispose of land drawing on principles at section 4.11, using the preliminary ground and ecology survey work to assess value.	<b>Option B3:</b> Look to develop necessary infrastructure and undertake development on a design and build basis subject to securing pre-let / sales	<b>Option B4:</b> Look to develop necessary infrastructure and develop units on a speculative basis
Advantages	Retains the site in Council ownership – could be some other (currently unforeseeable) use found at a later date.	Brings an underutilised asset back into use  Delivers a capital receipt with knock on savings for revenue budget  Regeneration	Aims to bring an underutilised asset back into use Should deliver capital receipt / revenue savings.  Regeneration and job creation / retention.	Aims to bring an underutilised asset back into use Should deliver capital receipts / revenue savings.  Regeneration and job creation / retention.

		<p>and job creation / retention</p> <p>De-risking contributes to obtaining best consideration</p> <p>A long lease would retain some limited control over the site.</p>	<p>Retains a high level of control over the design of the development</p>	<p>Retains a high level of control over the design of the development</p>
Disadvantages	<p>Retains the ongoing management costs of this currently underutilised asset.</p> <p>Would miss the opportunity to deliver a timely capital receipt with knock on savings for revenue budget</p>	<p>Loss of full control over site.</p>	<p>Higher level of initial investment required – may prevent other investment priorities.</p> <p>Requires further appraisal and would take much longer to implement.</p> <p>Very uncertain financial outcome.</p>	<p>Much higher level of initial investment required – may prevent other investment opportunities.</p> <p>Requirements further appraisal and would take much longer to implement.</p> <p>Very uncertain financial outcome.</p>
Risks	<p>Could be seen a missed opportunity by not taking advantage of the publicity and increased demand created by the completion of the M6 link road.</p>	<p>Risk in finding the balance between the levels of up-front investment in de-risking (survey work) required to obtain best consideration for a particular plot.</p> <p>In the future potentially there could potentially be greater opportunity for the land – missed opportunity.</p>	<p>Potentially less attractive to those who would wish to develop the site themselves.</p> <p>Higher financial risk exposure – though potentially lost opportunity to reap greater financial benefits.</p> <p>Harder to deliver – skills and capacity risk.</p>	<p>Potentially less attractive to those who would wish to develop the site themselves</p> <p>Lack of demand for the units provided – with resulting in much higher financial risk exposure.</p> <p>Harder to deliver – skills and capacity risk.</p>

**NOTE:** The four options above have changed compared to those described in the Stage 1 Report (paragraph 4.7). For example, ‘Do nothing and sell now’ is no longer an option on account of the de-risking work that has already taken place in conjunction with the County Council and has therefore been replaced with the ‘Do nothing further’ option.

## **7.0 Officer Preferred Option (and comments)**

- 7.1 With regards to the development principles for Heysham Gateway the Officer preferred option is to approve Option A2 i.e. to agree development principles for Heysham Gateway as the main guide for future Council decisions affecting the area, as this presents an informed and clear way forward, drawing on the views of other key stakeholders. If approved, Cabinet is requested to authorise Officers to incorporate the agreed principles into a joint marketing prospectus for Heysham Gateway and to work with the other main stakeholders in promoting the area for high quality sustainable regeneration.
- 7.2 With regards to the use of council assets the Officer preferred option is to approve Option B2, i.e. to dispose of land in line with the principles at section 4.11, using the preliminary ground and ecology survey work to assess value. If approved, Cabinet is requested to recognise that land is surplus to its own operational requirements. In terms of the other options, it is considered that there is little point in simply holding on to the land (option B1). In terms of Options B3 and B4, as referred to in paragraph 4.9, these options are not considered to be worth the risk, and this has already been accepted in principle by the County Council.
- 7.3 Officers consider their preferred options would provide a clear guide for future strategic development of the Heysham Gateway site, achieving financial benefits from disposal through long leasehold but still retaining some limited control over its current landholdings.

## **8.0 Conclusion**

- 8.1 This report puts forward development principles for Heysham Gateway which, if agreed, provide the basis for actions in the immediate future by the Council, its partners and other stakeholders seeking to capitalise in a sustainable way on the opportunities presented by the opening of the Bay Gateway. Beyond these and building on the effects of inward investments both on development sites, and within the Port itself, work will continue on formulating an ambitious and high profile vision for Heysham Gateway over the next decade.

**RELATIONSHIP TO POLICY FRAMEWORK**

Sustainable Economic Growth is one of the Council's four priorities as set out in the Corporate Plan.

Heysham Gateway is identified as a Regeneration Priority in the Core Strategy and emerging Local Plan.

**CONCLUSION OF IMPACT ASSESSMENT**

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

This report raises no significant implications.

**LEGAL IMPLICATIONS**

The Council's Legal Services will deal with any necessary legal documentation should it be decided to proceed with any disposals. The legal section will also look at governance arrangements with the County Council to clarify roles/responsibilities/decision making in respect of the future development of the site.

**FINANCIAL IMPLICATIONS**

Any capital receipt received from the sale of City Council land would be in addition to that already budgeted for within the financing of the current capital programme. Under current financial strategy, such capital receipts are to be used to reduce the Council's Capital Financing Requirement, thereby achieving ongoing revenue budget savings.

Future reports would provide detailed proposals regarding any sale but as a guide, it is expected that the Council's landholdings are currently worth around £450K. This is before consideration of any fees payable in connection with any disposal.

In terms of the wider financial benefits of developing the site, any business rates generated by qualifying renewable energy schemes would be wholly retained by the authority granting planning approval. Any other new business rates income would be shared between the Government, City Council, County Council and Fire Authority. At this point in time it is not possible to quantify this potential additional income.

**OTHER RESOURCE IMPLICATIONS**

**Human Resources/ Information Services:**

None

**Property/Open Spaces:**

These have been covered within the report, as appropriate.

**SECTION 151 OFFICER'S COMMENTS**

The s151 has contributed to this report, which is in part in her name (as Chief Officer for Resources).

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

Lancaster District Core Strategy 2008  
LRPP Stage 1 Report – exempt from publication

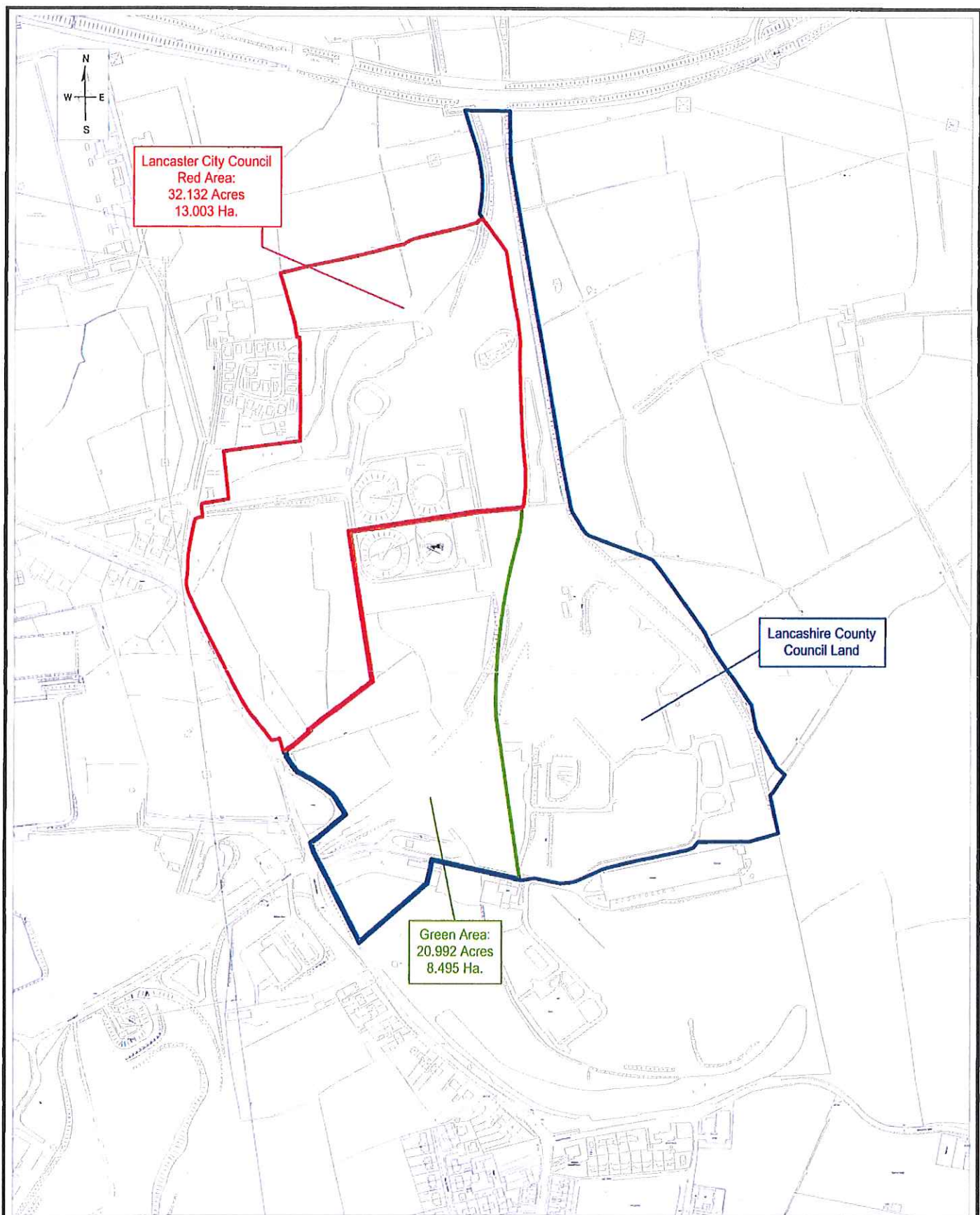
**Contact Officer:** David Lawson and Gary Watson

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**Ref:**





Property Services  
Town Hall  
Lancaster LA1 1PJ  
Telephone: (01524) 582967

Title: Middleton Wood.

Scale : 1:4000

Date : 28/2/2008

**LANCASTER**  
CITY COUNCIL

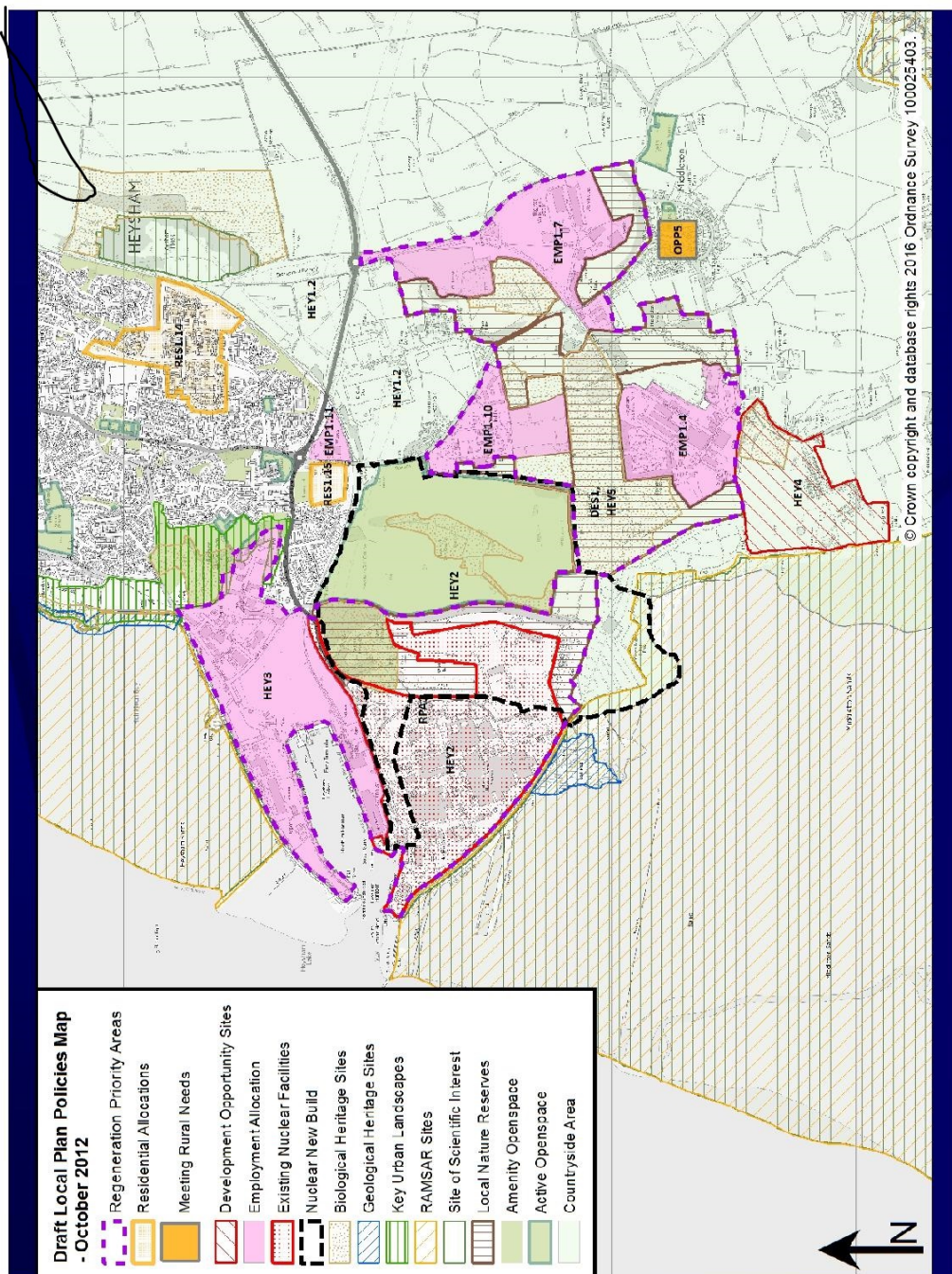
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**Appendix B**

**Summary of Site History**

1939	Heysham Aviation Works established
1939 – 45	Produced wartime aviation fuel
1948 – early 1970s	Produced petroleum (Shell) and ammonium nitrate fertilisers (ICI)
1970s and 80s	Heysham 1 and 2 nuclear power stations constructed
Early 1970s	Petroleum production ceases
Early 1980s	Fertiliser production ceases
Mid 1980s	City Council buys approx. 80 hectares of site
Late 1980s	Council obtains derelict grant to remediate site to standards applicable at that time
1993	Morecambe and Heysham Local Plan allocates large parts of site as community woodland. Aim was to improve appearance of area to encourage investment and to provide recreational opportunities
2001	Heysham Port acquired by Mersey Docks and Harbour Company in May 2001
Early 2000s	First phase of “Middleton Wood” established with grant aid from NWDA and ERDF. Around 14 hectares improved and new access road to Heysham Industrial Estate constructed
2004	Lancaster District Local Plan confirms Middleton Wood designation
2005	Lancashire County Council buys Lancashire West Business Park (formerly ICI land east of Middleton Road) for waste transfer station. Subsequently construct Imperial Way.
2009	Lancashire Wildlife Trust take on management of most of the site
2011	City Council considers applying for Enterprise Zone status and submits bids for Regional Growth Funding and financial assistance under the “Growing Places” fund for Heysham Gateway.
2012	Cabinet resolved to dispose of around 7 hectares of site. Option agreement subsequently signed with Clifton Marsh Power for gas fuelled power station
2014	Lancashire Regeneration and Property Partnership begin work with both councils to develop strategy for the area and promote economic development
Ongoing	Various infrastructure projects associated with the energy market including cables and substations for offshore wind farms and the prosed tunnel head for the new national grid connections from Moorside in Cumbria.





**CABINET**

**Lancaster City Centre Public Spaces Protection Order  
2016  
6 December 2016**

**Report of Chief Officer (Environmental Services)**

<b>PURPOSE OF REPORT</b>			
To seek approval to make a Public Spaces Protection Order covering the Lancaster City Centre.			
<b>Key Decision</b>	<b>X</b>	<b>Non-Key Decision</b>	<b>Referral from Cabinet Member</b>
<b>Date of notice of forthcoming key decision</b>	7 November 2016		
<b>This report is public</b>			

**RECOMMENDATIONS OF COUNCILLOR BRENDAN HUGHES**

- (1) That the making of a Public Spaces Protection Order covering the designated area of Lancaster City Centre is approved, as set out at Appendix A.

**1.0 Introduction**

- 1.1 In October 2014 the Secretary of State enacted new powers from the Anti-Social Behaviour, Crime and Policing Act, relevant to tackling Anti-Social Behaviour. These new powers also make changes to some of the relevant existing legislation and the Council is required, within the period of three years, to reconsider its Designated Public Place Orders (DPPOs), which are used to prevent on street drinking, and either withdraw or replace them with new Public Space Protection Orders (PSPOs).
- 1.2 Lancaster city centre like other cities and towns centres, has issues with street drinking, and anti-social behaviour, Whilst a number of initiatives have helped to reduce the impact and prevalence of this behaviour there is concern about loss of the ability to enforce provision relating to alcohol should the DPPO be withdrawn without replacement.

**2.0 Proposal Details**

- 2.1 Approval is sought to make a Public Space Protection Order (Appendix B), in

the area defined by the attached map (Appendix A). This would replace the current Designated Public Place Order. Lancashire Constabulary have specifically requested that the Council puts in place a PSPO as soon as possible as they considered it will be a useful tool in managing the City Centre.

- 2.2 Based on statistics from the Police the hotspot locations for anti-social behaviour are generally the main thoroughfares through and to and from the City Centre 40% of assaults reported in the district were alcohol related. (Appendix C)
- 2.3 Approval of the Public Spaces Protection Order would give Lancashire Constabulary additional powers to help target these issues.
- 2.4 In specific terms the PSPO will provide additional powers to deal with-
  - shouting, swearing and behaviour causing annoyance harassment alarm or distress
  - urinating
  - prohibition of alcohol consumption
- 2.5 Lancashire Constabulary would enforce the PSPO on behalf of Lancaster City Council but payment of fines and any potential prosecutions would be the responsibility of the council.
- 2.6 A person can be issued a fixed penalty notice (FPN) of £100, reduced to £65 if paid within 10 days. Payment of this FPN offers the opportunity to discharge any liability to conviction of that offence. A person guilty of an offence is liable on summary conviction to a fine not exceeding level 3 (£1,000) on the standard scale. A person guilty of consumption of alcohol in breach of prohibition in order commits an offence and is liable on summary conviction to a fine not exceeding level 2 (£500) on the standard scale. This is as per section 63 & 67 of the Anti-Social Behaviour, Crime and Policing Act 2014
- 2.7 The use of a PSPO would contribute to a number of the Council's priorities and would also support two of the priorities of the Community Safety Partnership, which are Violence against the Person and Anti-Social Behaviour.
- 2.8 The PSPO that is already in place at Ridge Square has along with a number of other actions had a positive impact on the community and surrounding area. There are been a reduction in the incidences of Anti-Social Behaviour.
- 2.9 The PSPO will be for a 3 year term which is the maximum time allowed. It will be reviewed annually by the Council's Overview & Scrutiny committee,
- 2.10 Officers will report on the performance of the PSPO to the Community Safety Partnership and the councils Overview & Scrutiny panel.
- 2.11 A Public Spaces Protection Order can be varied at any point based on changes in circumstance or issues.

### **3.0 Details of Consultation**

- 3.1 A formal consultation was launched on the 7<sup>th</sup> June 2016. As above, the Act is not specific on what constitutes an appropriate consultation, however it is clear that it requires that the local authority consult with the following:
  - Chief Officer of Police for the local area
  - Police and Crime Commissioner
  - Land Owners in the area

- Any Community Representatives the local authority feels appropriate.

3.2 There were a total of 108 responses received in the online survey. The views of consultees have been taken into account in developing the proposal.

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

	<b>Option 1:</b> To approve the introduction of a Public Spaces Protection Order covering Lancaster City Centre	<b>Option 2:</b> To take no action
Advantages	The introduction of a PSPO will provide a clear message about the type of behaviour which is not acceptable within the City Centre, and will provide additional powers to tackle any anti-social behaviour as described in the Order. The introduction of an Order responds to public concerns about behaviour within the City Centre. Reinforces the council's commitment to partnership working.	None
Disadvantages	Raises public expectation. The PSPO is a tool that can be used by authorised officers. However there is no additional staff resource being allocated to this.	<p>The current City Centre no outside drinking rules will no longer be able to be enforced as the DPPO expires in 2017.</p> <p>The Police has requested that as partners in the CSP we take out a PSPO. To taken no action would demonstrate a lack of support.</p> <p>Does not demonstrate the council's commitment to community safety and addressing residents' legitimate concerns.</p>

**5.0 Officer Preferred Option (and comments)**

5.1 Option 1 is the preferred officer option, and has the support of the Community Safety Partnership and the local community.

**6.0 Conclusion**

6.1 The making of a Public Spaces Protection Order covering the designated area of Lancaster City Centre should enable the better policing of this public space and bring relief to local residents.

**RELATIONSHIP TO POLICY FRAMEWORK**

The proposal supports the council's priorities of clean, green and safe places, and community leadership.

**CONCLUSION OF IMPACT ASSESSMENT**

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

The Order will be compliant with the Human Rights Act 1998 as long as the council is reasonably satisfied that the measures in it are justified. Although the Order is at least partially directed at young people and hence raises age specific issues, its effect is intended to be even handed and proportionate and so not to raise issues under the Equality Act.

**LEGAL IMPLICATIONS**

This report recommends legal action be taken by the Council in accordance with the new legislation, and also involves subsequent legal enforcement relevant to that action. The legal parameters laid out within the Act will be considered carefully against the proposal for an Order.

**FINANCIAL IMPLICATIONS**

Enforcement costs under this order will be met by existing Police staff. There were some internal costs for consultation and a small cost associated with the publication of the Order and stationary for FPNs along with signage. These will be met from within existing budgets.

Income from FPNs is expected to be small and will be used to cover the associated costs of implementing the proposal.

**OTHER RESOURCE IMPLICATIONS**

**Human Resources:**

None

**Information Services:**

None

**Property:**

None

**Open Spaces:**

As set out in the report.

**SECTION 151 OFFICER'S COMMENTS**

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

**MONITORING OFFICER'S COMMENTS**

The Monitoring Officer has been consulted and has no further comments

**BACKGROUND PAPERS**

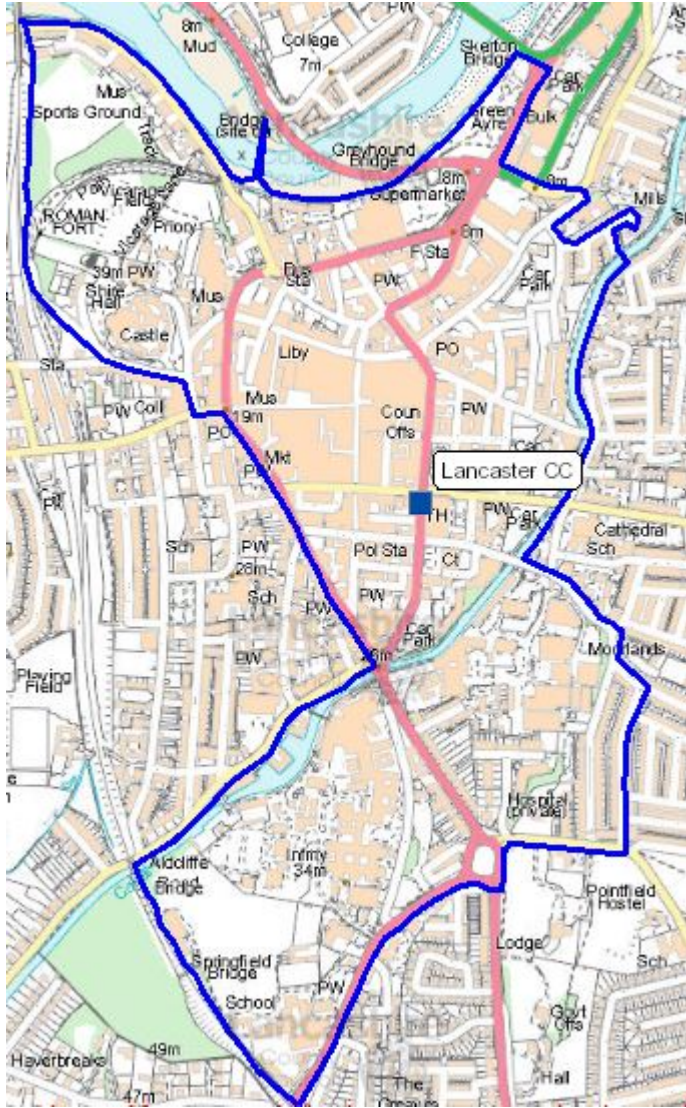
None

**Contact Officer:** Craig Brown

**Telephone:** 01524 582150

**E-mail:** cbrown1@lancaster.gov.uk

**Ref:**



Anti-Social Behaviour, Crime and Policing Act 2014

## **LANCASTER CITY CENTRE PUBLIC SPACES PROTECTION ORDER 2016**

Lancaster City Council ("the Council") has made the following Public Spaces Protection Order under section 59 of the Anti-Social Behaviour, Crime and Policing Act 2014 ("the Act"):

The land described by the map in Schedule 1 being land in the area of the Council is land to which the Act applies and is protected by this Order (hereinafter called the "Designated Area").

This Order may be cited as the Lancaster City Centre Public Spaces Protection Order 2016 and came into force on \*\*\*\* for a duration of 3 years.

The following prohibitions are imposed on the use of the Designated Area:-

### **SHOUTING, SWEARING AND BEHAVIOUR CAUSING ANNOYANCE HARASSMENT ALARM OR DISTRESS**

1. No person shall shout, swear, or act in a manner as to cause annoyance harassment alarm or distress to any person within the Designated Area or on land adjacent to the Designated Area or to any person living nearby.
2. No group or groups consisting of 2 or more persons shall congregate in such a manner as to cause annoyance, harassment, alarm or distress to any person within the Designated Area or on land adjacent to the Designated Area or to any person living nearby

### **URINATING**

3. No person shall urinate or defecate within the Designated Area.

### **OFFENCE**

4. Any person who, without reasonable excuse, fails to comply with the prohibitions in 1-3 above commits an offence

### **PENALTY**

5. A person who is guilty of an offence under this part of the Order shall be liable on summary conviction to a fine not exceeding level 3 on the standard scale

### **PROHIBITION OF ALCOHOL CONSUMPTION**

6. Any person who, without reasonable excuse, continues consuming alcohol in the Designated Area when asked not to consume alcohol by a constable or an authorised person commits an offence
7. Any person who, without reasonable excuse, fails to surrender any alcohol in his possession when asked to do so by a constable or an authorised person in the Designated Area commits an offence.

**PENALTY**

8. A person who is guilty of an offence under this part of the Order shall be liable on summary conviction to a fine not exceeding level 2 on the standard scale

**SCHEDULE 1**

**map**



## Police Comments

With regards the Designed Public Places Order, this enabled a no drinking zone to be created which enables the police to remove alcohol from members of the public with open containers in the street. This is especially effective with street drinkers who can be one of the lead causes of ASB especially when drunk. This is an effective tool for the Police to use which can deal with incidents before they escalate into criminal offences.

We have looked at the figures for assaults damage, ASB taken from 01/01/2016 through to 15/11/2016 compared with the same dates of 2015. The reason we have paid particular attention to these is the fact they are potentially preventative crimes with the right early action in place. These figures are below

### Anti-Social Behaviour

2015 - 717

2016 - 548

A reduction of 169 incidents or 24% decrease

### Violent Crime

2015 - 282

2016 - 231

A reduction of 51 crimes or 19% decrease

### Criminal Damage

2015 - 111

2016 - 93

A reduction of 18 crimes or 17% decrease

These are significant reductions which have been achieved through partnership working with businesses, Community Safety Partnership and Business Improvement District. Whilst we endeavour to achieve further reductions into 2017, we feel this would happen if Lancaster City Council approve the Public Spaces Protection Order. This would effectively give the Police an 'Early Action' style tool to be used in certain circumstances to prevent more substantive offences being committed. The PSPO would complement the work already undertaken to achieve the reductions mentioned



## Lancaster City Council's Equality Impact Assessment Guidance and Form

### What is an equality impact assessment?

An equality impact assessment is a way of understanding the impact that a new way of doing things might have on members of our community, in particular people from protected groups. This could be a new service, practice, policy, strategy, project or decision.

Protected groups include age, disability, faith, religion or belief, gender (including marriage, pregnancy and maternity), gender reassignment, race and sexual orientation (including Civil Partnership).

Please note: the impact on rural communities and people on low incomes must also to be considered.

### Why do I need to carry out an equality impact assessment?

Part of the council's core purpose is to *'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' and to 'maintain a cohesive community by ensuring we understanding the needs of our communities and provide equality of access to our services and employment opportunities'*.

It is therefore important that we collect and use information about our community to help us to understand how service changes and decisions might impact on the local community.

Our corporate *Ethos* makes it clear that in our stewardship role the council has a responsibility for *'ensuring the social, economic and environmental wellbeing of the local area'* and that in terms of social justice that *'the values of local government are founded on equality and meeting community needs'*.

Therefore we should consider how everything we do will impact on the communities that we serve. This should lead to more informed decision making, more customer focussed, cost effective, efficient services for local people.

When delivering services and employment, the council has a general equality duty to consider the need to:

- Eliminate unlawful discrimination, harassment, victimisation or other unlawful conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

### How do I carry out an equality impact assessment?

A simple form has been developed to assist services with carrying out equality impact assessments.

The form provides a consistent approach to equality impact assessment, however, it is more important that we consider how everything we do will impact on the local community and that action is taken to mitigate impact. The form provides a way of recording this.

The council's 'getting to know our communities' data will help services to assess potential impact on protected groups. This provides both local and national statistics and is available on the Elsie equality and diversity page (via HR).

All councils have to produce similar information, therefore it may be useful to do a web search rather than starting from scratch.

An example of a completed form is also available on the Elsie equality and diversity page (via HR).

### **When do I need to carry out equality impact assessment?**

Equality impact assessment should take place when considering doing something in a new way.

For example:

- A change in a current service or introduction of a new service
- The review of a current policy/strategy or the development of a new policy/strategy
- The start of a new project or when making a decision.

A decision making flow chart is available on the Elsie equality and diversity page (via HR).

An equality impact assessment form will need to be completed as an appendix to decision making committee reports eg Cabinet, Council.

Please note: the outcomes of your equality impact assessment should be used to inform your reports.

Please refer to the report writing guidelines on Elsie or contact democratic services for advice on this.

### **Who should carry out equality impact assessment?**

An equality impact assessment should be carried out by the officer leading on above examples.

### **Who can I contact for support and guidance?**

Equality impact assessment support is available from the HR and Organisational Development Team.

**Equality impact assessment form**

An equality impact assessment should take place when considering doing something in a new way.

Please submit your completed form as an appendix to your committee reports for monitoring and publishing purposes to [‘report clearance’](#) (please refer to report writing guidance).

Please keep your answers brief and to the point. Consideration needs to be reasonable and proportionate.

Please also remember that this will be a public document – do not use jargon or abbreviations.

**Section 1: Details**

<b>Service</b>	Environmental Services
<b>Title and brief description (if required)</b>	Lancaster Town Centre Public Spaces Protection Order 2015 (Anti-Social Behaviour, Crime and Policing Act 2014)
<b>New or existing</b>	New
<b>Author/officer lead</b>	Craig Brown
<b>Date</b>	6 October 2016

**Does this affect staff, customers or other members of the public?**

**Yes** Please complete the rest of the equality form.  
.

**Section 2: Summary**

**What is the purpose, aims and objectives?**  
Lancaster City Council is proposing to introduce a PSPO within the city centre. A breach of the order is a criminal offence that can result in the offender being report to the court or the breach being discharged by Fixed Penalty Notice.

Restrictions on the proposed behaviours may have an impact on protected characteristics or other strategic equalities considerations, in particular the safeguarding of children and vulnerable adults, mental well-being and community resilience, and disability. The impact on all factors has been considered.

**Who is intended to benefit and how?**  
PSPO’s were created by the Anti-Social Behaviour, Crime and Policing Act 2014 and are intended to deal with any nuisance or problem in a defined area that is detrimental to the local community's quality of life. A PSPO can impose restrictions on the use of an area

which applies to everyone. The aim is to stop individuals or groups committing anti-social behaviour in public spaces.

**Section 3: Assessing impact**

<b>Is there any potential or evidence that this will or could:</b>		
• Affect people from any protected group differently to others?		No
• Discriminate unlawfully against any protected group?		No
• Affect the relations between protected groups and others?		No
• Encourage protected groups to participate in activities if participation is disproportionately low (won't always be applicable)?		N/A
• Prevent the council from achieving the aims of its' Equality and Diversity Policy?		No
The Public Spaces Protection Order will not have any effect on the 9 protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, sexual orientation.		

<b>If yes, please provide more detail of potential impact and evidence including:</b>	
<ul style="list-style-type: none"> <li>- A brief description of what information you have and from where eg getting to know our communities data, service use monitoring, views of those affected ie discussions or consultation results?</li> <li>- What does this tell you ie negative or positive affect?</li> </ul>	
Age  including older and younger people and children	There is no evidence that this will impact on any specific person based on their age.
Disability	There is no evidence that this will impact on any specific person based on their disability.
Faith, religion or belief	There is no evidence that this will impact on any specific person based on their beliefs or religion.
Gender  including marriage, pregnancy and maternity	There is no evidence that this will impact on any specific person based on gender.
Gender reassignment	There is no evidence that this will impact on any specific person based on gender reassignment.
Race	There is no evidence that this will impact on any specific person based on race.
	There is no evidence that this will impact on any specific person based on sexual orientation.

Sexual orientation Including Civic Partnership	
Rural communities	The order is proposed in and around the City Centre and will not have an impact on the rural communities.
People on low incomes	There is evidence that the requirement to pay a fine if a PSPO condition is breached this will impact on people on low incomes.

**Section 4: Next steps**

**Do you need any more information/evidence eg statistics, consultation? If so, how do you plan to address this?**

No

**How have you taken/will you take the potential impact and evidence into account?**

Controls will be in place through an Enforcement Protocol. This will assist enforcement officers and provide guidance when they were dealing with a potential breach of the order and ensure the first consideration is the welfare of the individual they are dealing with.

**How do you plan to monitor the impact and effectiveness of this change or decision?**

Through monitoring of breaches, enforcement and outcomes.

Thank you for completing this equality impact assessment form, please submit your completed form as an appendix to your committee reports for monitoring and publishing purposes to [‘report clearance’](#) (please refer to report writing guidance).

**CABINET**

**Budget and Policy Framework Update 2017 to 2021  
06 December 2016**

**Report of Chief Officer (Resources)**

<b>PURPOSE OF REPORT</b>			
This report seeks approval for the 2017/21 budget strategy and timetable and provides an update on the Council's financial position, to help inform development of Cabinet's corporate planning and budget proposals.			
<b>Key Decision</b>	<input type="checkbox"/>	<b>Non-Key Decision</b>	<input type="checkbox"/>
		<b>Referral from Officer</b>	<input checked="" type="checkbox"/>
<b>Date of notice of forthcoming key decision</b>	07 November 2016		
<b>This report is public.</b>			

**RECOMMENDATIONS:**

1. That Cabinet approves the budget strategy and timetable as summarised in Appendices A and B.
2. That the draft budgetary position for current and future years be noted, accepting that this is an interim update, but taking account of Government's confirmation of the 4-year Settlement up to 2019/20.
3. That for the next Cabinet meeting in January, Cabinet determines its initial draft budget proposals for 2017/18 onwards, drawing on information from this report, any budget options currently being developed by Officers, and Government's announcements regarding the Spending Review and the Settlement.

**1 INTRODUCTION**

- 1.1 Under the Constitution Cabinet has responsibility for developing budget and corporate planning proposals for Council's consideration. This report presents a draft strategy and timetable for doing so, alongside an update of the Council's financial outlook. Given that at the time of writing neither the Government's Spending Review nor the detailed Local Government Settlement had been announced, and other budgetary work was not scheduled for completion, the financial update is provided primarily for information. The report does make recommendations on the work required to feed into the next formal Cabinet meeting, however.

2 **BUDGET AND CORPORATE PLANNING STRATEGY 2017 TO 2021**

2.1 For its 2016/20 Corporate Plan, the City Council retained its priorities broadly the same, these being:

- Sustainable Economic Growth
- Health and Wellbeing
- Clean, Green and Safe Places, and
- Community Leadership,

all underpinned by the “Ensuring Council” ethos.

2.2 In Council approving its 2016/20 financial strategy, although next year’s budget forecast was balanced, financial pressures were expected to increase over the medium term meaning that from 2018/19 further major savings measures would be needed.

2.3 In view of this, a two stage / two-year budget strategy and timetable has been developed for Cabinet’s consideration. This is based on there being no real changes to the Council’s Corporate Plan in next year, other than any necessary ‘tidying up’. In broad terms the stages can be summarised as:

**Stage 1: To Budget Council in March 2017:**

- Consideration of any readily implementable/more minor budget proposals for 2017/18 onwards, currently being developed by Officers.
- Building capacity to ensure the Council can deliver its existing plans and projects.
- Putting in place resources to explore and develop more transformational and innovative budget options, for consideration during next year as part of the 2018/2022 budget process.
- Alongside the above, policy development will focus on the Local Plan although other major policy/strategy reviews will continue to progress.

**Stage 2: During 2017/18 up to Budget Council in March 2018:**

- Major review of the Council’s Corporate Plan (all aspects, including vision and priorities) and the supporting Policy Framework, culture and risk appetite.
- Completion of other major policy and strategy reviews (such as corporate property, ICT/digital/customer service, HR/workforce planning, procurement, housing, etc). A full schedule and proposed timetable will be presented for consideration in due course.
- Consideration of major transformational / innovative budget options for implementation from 2018/19 onwards.
- Any emerging national policy implications, ranging from Brexit to 100% Business Rates Retention.

2.4 The draft timetable for Stage 1 is attached at **Appendix A** and the outline timescales for Stage 2 are attached at **Appendix B**. If approved, the latter will be fleshed out in the coming months, and incorporated into the next update of the Medium Term Financial Strategy (MTFS).

2.5 Focusing back on more immediate issues, during December Cabinet is recommended to use all the information available to it, in order to determine its initial corporate planning and budget proposals for January Cabinet, and in time for these to be



presented to the open meeting of Budget and Performance meeting to be held on 24 January. This is in line with the proposed timetable.

- 2.6 Other public bodies continue to go through similar exercises and unfortunately the City Council will not be in a position to ‘bridge the gap’ in terms of public service provision. In particular, the County Council is continuing to implement its financial strategy, which really does underline the scale of reductions and change that local government is undergoing. The County’s decisions (and those of other public authorities) will continue to have major implications for the district, with significant knock on implications for the City Council and its own delivery of services.
- 2.7 The following budget update should be considered in context of all the above points.

**3 GENERAL FUND REVENUE BUDGET UPDATE**

**3.1 CURRENT YEAR POSITION**

3.1.1 In support of the existing Corporate Plan, at Council on 02 March Members approved the current year’s budget at £16.258M, excluding parish precepts but after allowing for a £56K contribution to Balances, giving rise to a council tax requirement of £8.296M. Since then, numerous approved savings measures have been implemented and various changes have become apparent through monitoring. To draw the changes together an in-depth update of the current year budget has now been completed, the results of which are included at **Appendices C and D**.

3.1.2 Net spending of £16.563M is now forecast, which after allowing for financing improvements results in a slight overspending of £40K or 0.2%. Quarter 2 monitoring indicated a slightly better position, in that a very small underspending of £17K was forecast. The following table summarises the main changes:

<b>2016/17 Summary Position</b>	<b>2016/17 Forecast at Qtr 2 £'000</b>	<b>2016/17 Latest Forecast £'000</b>	<b>Change +Adverse (Favourable) £'000</b>
Shortfall in Approved Budget Savings	+590	+590	--
Net Savings in other Operational Budgets	(342)	(285)	+57
Net Additional Business Rates Income	(265)	(265)	--
<b>NET (UNDER) / OVER (+) SPENDING</b>	<b>(17)</b>	<b>+40</b>	<b>+57</b>
<i>Provisional Financing:</i>			
<i>From Business Rates Support Reserve</i>	--	(40)	N/A

3.1.3 On the whole, and in view of the fact that the Council’s gross budget is in the region of £100M, it is pleasing to report that so far the revised budget is generally in line with recent monitoring expectations. There are no new substantive variances arising and this helps provide assurance regarding the robustness of the Council’s monitoring arrangements. In particular, various Members have queried the Salt Ayre trading position, given its successful opening. Whilst it is early days and a fuller report will be

prepared for Members early in the New Year, at this point the revised budget assumes that the facility will meet its budget in this year, with clear potential to improve on that in future.

3.1.4 In terms of addressing the small apparent overspending corporately, Cabinet may recall that £382K of funds were retained in the Business Rates Support Reserve, to provide cover in the event that the Council's general rating income fell below safety net. That circumstance has arisen and so it would be appropriate to use funds in order to balance off the current year's budget. That said, because of savings coming through in other areas, most notably renewable energy income generation, it would still leave £342K unallocated in that reserve.

3.1.5 Final proposals regarding this year's revised budget will be presented to Cabinet in January, for referral on to February Council. The future of the Business Support Reserve will also be addressed then, as part of the overall review of reserves and provisions. As such, there is still scope for the revised budget position to change over the coming weeks.

### 3.2 FUTURE YEARS' NET SPENDING FORECASTS

3.2.1 The first full draft of future years' budgets has also been produced, in accordance with Financial Regulations and the draft budget timetable attached. The revenue planning horizon remains at 4 years, and so they have been rolled forward one year to cover 2020/21.

3.2.2 The forecasts are summarised at **Appendix D** and in simple terms the outlook is as follows:

	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Original Net Spending Forecasts	15,015	17,221	17,427	N/A
Add Forecast Contribution to Balances	165	--	--	New Forecast
<b>Net Revenue Budget</b> [Approved Mar 2016]	<b>15,180</b>	<b>17,221</b>	<b>17,427</b>	--
Current Net Forecasts	14,873	16,621	17,101	17,819
<b>Reduction in forecast Net Spending</b>	<b>(307)</b>	<b>(600)</b>	<b>(326)</b>	<b>N/A</b>

3.2.3 A number of key points are highlighted:

- Provisional increases in respect of pay, price and other economic conditions have been provided for, but these are being updated to reflect the Bank of England's November Inflation report. They are therefore still subject to change.
- The outcome of the triennial review of Employer pension contributions is awaited; results should be known early in December. At present the budget forecasts assume that the current contribution rate of 13% will be maintained, but there risk

in this assumption. Alternative options to help manage down future contribution rates have not come to fruition.

- Whilst any operational savings arising have been built in, the draft position does not include any specific savings options and proposals requiring Member consideration, nor does it allow for any new growth/ redirection of resources options (or the continuation of previous fixed term ones). As touched on in section 2, Officers are currently developing budget options for Cabinet's due consideration.
- Capital financing costs have been updated to reflect the latest draft capital programme, set out later in this report.
- The projections take into account latest information on 2016/17 approved savings measures. There are no new significant issues to report; most approved measures are well underway and some have been rescheduled. Various other aspects such as the future of CCTV and the transfer of the Community Pools are being worked on and these will be reported in the coming weeks. Nonetheless, there are a couple of measures that are not now expected to be progressed and ultimately these will need to be highlighted within Cabinet's detailed budget proposals for Council's consideration. Currently they are:
  - Charging for credit card payments  
This was planned for implementation by 01 April next year, but complexities around the regulatory framework mean that there is much uncertainty on whether such charges will be lawful in the coming years, hence focus has changed to making savings through renegotiation of the Council's banking/card service charges.
  - Litter Enforcement Pilot  
Alternative ways of achieving the same outcome (i.e. to reduce littering) are being explored and options will be presented to Cabinet on this matter.

The list will be updated as necessary over the coming weeks.

- Similarly, during the last budget Council approved a number of other savings options to be explored further during the course of this year and a commentary on those is included at **Appendix E**. In due course this will be updated as appropriate to reflect Cabinet's latest thinking, for eventual referral on to Budget Council.
- Finally there are a number of new major national, regional and local matters, ranging from Brexit, Combined Authorities and Canal Corridor North, that cannot yet be appraised fully and so their potential impact is not provided for within the Council's financial projections. The opportunities and risks need to be recognised and kept under review, both prior to and after Budget Council. Some matters could have major impact on the Council's financial outlook.

3.2.4 Uncertainties are inherent in any budgeting and planning exercise; nonetheless the budget review work done to date provides a good base on which to plan and prioritise.

### 3.3 FUTURE FUNDING PROSPECTS: GOVERNMENT RELATED

- 3.3.1 Cabinet may recall that current budget forecasts are based on the Government's 4-year funding offer (up to 2019/20) announced as part of the last Settlement. Further to Council's decision taken back in May, Government was notified of the Council's wishes to accept that offer, the deadline for which was 14 October. It is good to report that Government has very recently confirmed that offer but subject to various provisos, such as any transfers of functions between local authorities, or unforeseen events.
- 3.3.2 By the time of the Cabinet meeting Government will also have announced the outcome of its Spending Review, due on 23 November. This may provide other useful headline messages on what Local Government's funding prospects are over the next few years, and whether any of the provisos to the multi-year Settlement are likely to apply in the near term, but generally in the past autumn statements have not yielded any new information at individual authority level. That level of detail is expected to be gained through the detailed Settlement, but at the time of writing this report it was not yet known when that is due to be announced.
- 3.3.3 That said, hopefully the Autumn Statement should give a clear message regarding the Government's thinking on local government and other policy matters, taking into account all the changes that have happened since the Brexit vote.
- 3.3.4 Likewise the implementation of the rating revaluation from April next year may have some implications for the City Council's Government funding prospects, as may ongoing rating appeals. Given that the City Council is already at safety net, however, such matters are not expected to have any direct bottom-line adverse impact at least in the short to medium term. If anything, they are more likely to make it harder for the Council to get to a position whereby it could benefit from any general growth in the district's business rate yield.
- 3.3.5 Looking to the longer term, Members will be aware that Government has also consulted on introducing full business rates retention by 2020. This is a hugely complex task as it must take into account, amongst other things, the relative spending needs and tax raising capacities of authorities. It is impossible to foresee what any new scheme may mean for the Council and so for simplicity, the budget forecasts for 2020/21 assume that:
- retained business rates income will increase only by estimated inflation;
  - revenue support grant will fall out completely in that year;
  - the existing renewable energy business rate scheme will continue.
- 3.3.6 On that last point, there are positive indications that Government intends to continue with the existing renewable energy scheme provisions but nothing is certain at this point and therefore it represents a significant funding risk.
- 3.3.7 Likewise, in the absence of any firm information it is also assumed that the New Homes Bonus (NHB) scheme will continue in line with the exemplifications issued by Government earlier this year as part of a consultation exercise. Confirmation of the continuation and the form of any scheme is still awaited, however. There are no guarantees and so this too represents a significant risk.
- 3.3.8 The following table summarises current Government-related core funding assumptions. From this and the comments above, Members can appreciate how important various future funding determinations are to the Council's financial outlook.

	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Revenue Support Grant	2,652	1,605	941	200	0
General Business Rate Income (at safety net)	4,568	4,664	4,810	4,973	5,069
<b>Settlement Funding (adjusted re safety net)</b>	<b>7,220</b>	<b>6,269</b>	<b>5,751</b>	<b>5,173</b>	<b>5,069</b>
Renewable Energy Business Rate Income	947	966	994	1,025	1,046
New Homes Bonus	1,916	1,938	1,218	1,168	1,000
<b>Total Forecast Funding</b>	<b>10,083</b>	<b>9,173</b>	<b>7,963</b>	<b>7,366</b>	<b>7,115</b>
<b>Year on Year Reduction</b>		<b>£0.910M 9.0%</b>	<b>£1.210M 13.2%</b>	<b>£0.597M 7.5%</b>	<b>£0.251M 3.4%</b>
<b>Reduction over 4-year Period</b>					<b>£2.968M or 29.4%</b>

3.3.9 A briefing note will be produced for all Members once the detailed Settlement has been received and its impact assessed. In any event, it will be reported formally into January's Cabinet meeting.

3.3.10 To summarise, not all Government funding uncertainties have gone away.

### 3.4 LOCAL TAXATION

#### 3.4.1 Council Tax Rates and Targets

3.4.1.1 Alongside the main Settlement, Government is expected to confirm its proposals regarding council tax referendum thresholds. Consultation has recently been undertaken on retaining existing arrangements and so currently the budget forecasts assume that the threshold for the City Council will remain at £5 over the medium term, in line with existing MTFs targets. A £5 threshold for next year equates to a rise of 2.39%.

3.4.1.2 Once Government has made the relevant announcements, the various scenarios will be presented to Cabinet in order that informed recommendations can be made regarding future City Council tax rates and targets.

3.4.1.3 Government has also consulted on whether council tax referendum thresholds should apply to parishes as well as all other tiers of local government. Interestingly, the consultation states that "Government wishes to ensure that parishes continue to have the flexibility to take on responsibilities from other tiers of government without being unduly constrained by council tax referendum principles". It goes on to suggest a mechanism for doing so, where agreement for transfer of responsibilities is reached with parishes. This issue is an interesting area to watch, as it could potentially present policy options. The downside is that Government's stance on council tax limitation policy has typically varied over the years with no long term certainty, and this does not facilitate sound planning.

### 3.4.2 Localised Council Tax Support (LCTS)

3.4.2.1 During last year's budget exercise Council approved that public consultation on LCTS options be undertaken, for consideration at December Council. Arrangements are in hand for the report to be considered and the outcome will be reflected within the budget update for January Cabinet. As there are no fundamental options for change being considered, any budgetary impact is expected to be small.

### 3.4.3 Council Tax Collection

3.4.3.1 Council tax income (i.e. the amount collectable) continues to rise. Aside from council tax rate decisions, the increase is the net result of all the various changes that occur in the tax base, be they in relation to new homes being built, empty properties coming back into use, changes in LCTS awarded from that budgeted, and the myriad of other banding, discount and exemption changes that occur on a daily basis. Furthermore, actual collection is holding up reasonably well.

3.4.3.2 Recognising that significant in-year surpluses have arisen in earlier years, during the last budget the council tax base estimates were re-based upwards by around 600 Band D properties.

3.4.3.3 Recent monitoring has indicated that the tax base is broadly in line with that estimated. Collection Fund estimated balances have fluctuated between £18K deficit and £60K surplus, on a total amount collectable of over £64M. The City Council retains around a 13% share of any balance. Figures will be finalised in January in line with statutory requirements.

3.4.3.4 In view of the position, tax base projections continue to assume a year on year increase of 600 Band D equivalent properties.

3.4.3.5 It is impossible to forecast the tax base with absolute certainty and so risks will always exist. Nonetheless, the exposure is considered manageable and all indications are that housing needs will continue to grow. The tax base forecasts do not yet make any specific assumptions regarding future land allocation policy, however.

3.4.3.6 On the downside, a bigger population increases the demands and pressures on many council services (such as refuse collection, tax collection, planning and environmental health services, from the City Council's perspective). As far as possible these are considered in drafting the budget but this is not an exact science and as ever, the pressures will need to be kept under review. This will be particularly so, once land allocations have been determined and the Local Plan adopted.

### 3.4.4 Business Rates Income

3.4.4.1 This continues to pose the biggest headache, in financial planning and budgeting terms.

3.4.4.2 Since last budget there have been positive developments in renewable energy rating income prospects. Conversely, the Council's hugely disproportionate exposure to rating appeals continues to be at the centre of forecasting uncertainties, but issues like the 2017 revaluation and the planned 100% retention of business rates by 2020 are also still in the mix.

3.4.4.3 Whilst all this uncertainty continues, the Council is very clearly not in a position to take part in the Lancashire business rates pool. A small number of other Lancashire authorities expect to be in a similar position.

3.4.4.4 Other assumptions were commented on earlier in this report, linked to Government funding prospects.

### 3.5 BALANCING THE GENERAL FUND BUDGET TO 2021

3.5.1 Drawing together the net spending and core funding prospects, the General Fund revenue outlook is as follows. In line with recent monitoring expectations, projected budget deficits have reduced markedly, which is very positive news.

	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
<b>Latest Net Revenue Budget Forecasts</b>	<b>14,873</b>	<b>16,621</b>	<b>17,101</b>	<b>17,819</b>
Latest Funding Forecasts:				
Settlement Funding (adjusted re safety net)	(6,269)	(5,751)	(5,173)	(5,069)
Renewable Energy Business Rate Income	(966)	(994)	(1,025)	(1,046)
Target Council Tax (Based on £5 increase)	(8,623)	(8,956)	(9,295)	(9,640)
<b>Resulting Estimated Budget (Surpluses) / Deficits or Savings Requirements</b>	<b>(985)</b>	<b>920</b>	<b>1,608</b>	<b>2,064</b>
<i>As compared with:</i>				
Approved MTFS: Projected Savings Requirements	--	2,226	2,671	N/A
<b>Improvement in Position (see below)</b>	<b>(985)</b>	<b>(1,306)</b>	<b>(1,063)</b>	<b>N/A</b>

3.5.2 Cabinet will see that in terms of next year, currently there is a sizeable (one-off) budget surplus currently estimated £985K. This may well change as budget forecasts are refined, but in principle, coupled with existing available reserves and balances, it gives the Council tremendous up-front, short-term scope to deliver the two-stage budget strategy outlined at the start of this report. The main reasons for the improvement in budget expectations are shown below:

Key Reasons for Improvement	2017/18 £'000	2018/19 £'000	2019/20 £'000
Renewable Energy Business Rates /Additional Tariff (Net)	(678)	(706)	(737)
Charging for Collection of Green Waste	0	(336)	(319)
Changes to Revenue Financing of Capital	(133)	(3)	183
All Other Net Changes	(174)	(261)	(190)
<b>Improvement in Position</b>	<b>(985)</b>	<b>(1,306)</b>	<b>(1,063)</b>

- 3.5.3 Despite that improvement, the remaining budget deficits from 2018/19 onwards, estimated in the region of between £1M to £2M per year, still pose a great challenge to the Council, and Cabinet will note from the Government funding commentary earlier that there is plenty of scope, unfortunately, for prospects to worsen - for example, if renewable energy and NHB schemes do not continue as assumed. On the other hand there could be scope for funding prospects to improve, but it is impossible to try to quantify that scope until more is known on future Government policy. Accordingly there is little point in undertaking any scenario planning or sensitivity analysis at this stage, but hopefully more medium term certainty will be gained through the various Government announcements expected before Christmas.
- 3.5.4 To understand the key drivers behind why, year on year, the projections still deteriorate, a high level analysis is presented in the following table.

<b>Year on Year Change in Budget Deficit</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>	<b>2020/21 £'000</b>
<b>Prior Year Budget (Surplus) / Deficit: Savings Requirement</b>	<b>(985)</b>	<b>920</b>	<b>1,608</b>
<b>Drivers:</b>			
Termination of Waste Cost Sharing Agreement	1,220	--	--
Pay and other General Inflationary Pressures <i>(net of fees &amp; charges)</i>	364	346	339
Approved Savings – Green Waste, Salt Ayre etc.	(525)	(50)	(50)
Funding increases – Council Tax & Business Rates	(507)	(533)	(462)
Reduction in New Homes Bonus	720	50	168
Reduction in Revenue Support Grant	664	741	200
Changes in Capital Financing Costs	331	87	165
Provision & Reserves	(165)	--	--
Other Changes	(197)	47	96
<b>Year on Year Impact on Savings Requirement</b>	<b>1,905</b>	<b>688</b>	<b>456</b>
<b>Resulting Savings Requirement</b>	<b>920</b>	<b>1,608</b>	<b>2,064</b>

- 3.5.5 The financial impact of the termination of the waste recycling cost sharing agreement with Lancashire County Council has been well documented previously.
- 3.5.6 Pay policy continues to add above inflationary pressure. Members will recall that there is an outstanding obligation to review the Council's pay and grading structure, not least to ensure that it is fit for purpose, to help the Council modernise, innovate and transform. The resource needs for helping to move this along will feature in the budget options for Cabinet's consideration.
- 3.5.7 All other key factors have been commented on elsewhere in the report.



## 3.6 PROVISIONS, RESERVES AND BALANCES

- 3.6.1 In terms of Balances, if the current year's revised budget forecast proved accurate, with the Business Rates Reserve being used to finance any apparent overspending, then Balances would remain at £4.516M by 31 March 2016. If advice on the minimum level (currently set at £1.5M) remains unchanged, then this would mean that at least £3.016M of Balances would be available to help achieve a sustainable budget over the next few years.
- 3.6.2 These matters will be explored further in the coming weeks, at which time the s151 Officer will give her formal advice on this issue. Drawing on the Council's existing Medium Term Financial Strategy (MTFS), in broad terms the working principle is that surplus Balances would be used to help manage the risks, lead-in times and up-front investment costs associated with implementing savings measures.

## 4 GENERAL FUND CAPITAL PROGRAMME

- 4.1 Alongside updating revenue expectations, the capital programme has been updated provisionally for known or expected changes to date. To keep revenue and capital planning horizons the same, the programme has also been rolled on a year to 2020/21.
- 4.2 Gross capital investment of £39.633M is currently forecast over the period, with a provisional increase in the Capital Financing Requirement (or underlying need to borrow) of £18.964M. This is now £1.304M higher, predominantly as a result of forecast vehicle, equipment and system replacements.
- 4.3 A report will be produced for Cabinet on ICT replacement strategy and also further details of future property investment (including energy efficiency) will also be presented. It is possible that there will be some movement between the revenue/capital categorisation of such future investment.
- 4.4 A full draft capital programme summary is included at **Appendix F**, with the movements summarised below. Note that the bulk of these are driven purely by the extension of the programme into 2020/21.

	<b>Gross Programme</b> <b>£'000</b>	<b>Change in Underlying Borrowing Need: CFR</b> <b>£'000</b>
<b>Original 4-Year Programme (2016/17 to 2019/20)</b>	<b>36,939</b>	<b>+17,660</b>
<b>Key Changes:</b>		
Approved Net Slippage ( <i>Cabinet June 2016, minute 7</i> )	195	5
Officer Delegated Changes ( <i>through Quarterly Monitoring</i> )	(337)	(30)
Sea and River Defence Works Changes / Re-profiling	(988)	-
Vehicle, Plant and Equipment Renewals	1,567	1,567
ICT Renewals	852	852
Disabled Facilities Grants	1,463	-
Energy Efficiency Works	(256)	(256)
Corporate Property Works	0	(849)
Changes in Other Council Funded Schemes	10	15
Other Net Changes in Externally Funded Schemes	188	-
<b>Total Changes</b>	<b>2,694</b>	<b>+1,304</b>
<b>Resulting 5-Year Draft Programme (to 2020/21)</b>	<b>39,633</b>	<b>+18,964</b>

4.5 In financing terms, the full movements are as follows:

	<b>Movements in Financing</b> <b>£'000</b>
<b>Key Changes:</b>	
CFR Increase identified in above table	+1,304
Increase in Capital Receipts	+849
Use of Earmarked Reserves	+248
Direct Revenue Financing	+12
External Grants and Contributions	+281
<b>Total Changes</b>	<b>+2,694</b>

4.6 Whilst the CFR is expected to rise over the period, capital receipt expectations have been increased to reflect recent disposal decisions (land at Central Drive Morecambe and St. Leonard's House). These factors have direct bearing on the level and phasing of capital financing costs chargeable to revenue in future years, as reflected in the revenue budget forecasts reported in section 3. There are opportunities to ease these cost pressures in the short to medium term if the need arises; it is an area to keep under review.

4.7 As stated each year, all of the Council's capital investment plans need to be affordable, sustainable and prudent, and capital investment is intrinsically linked to the revenue budget. As such, the draft programme will continue to be updated during

January and February as Cabinet's budget proposals develop; all in all there is scope for considerable change. The current update may be regarded simply as a snapshot, therefore. It is not presented for approval.

**5 COUNCIL HOUSING (HOUSING REVENUE ACCOUNT- HRA)**

5.1 As reflected in the MTFs, Cabinet's current rent policy for council housing is summarised as follows:

<b>Average rent (excluding sheltered and supported properties) be set at £78.42 for 2016/17, representing a reduction of 1%.</b>	<b>Average rent for sheltered and supported properties be set at £73.28 for 2016/17, representing an increase of 4.2% (to take them to 'formula rent').</b>
<b>For 2017/18 to 2019/20 onwards average rents will reduce by 1% per year.</b>	
<b>Following any property becoming vacant, it will be re-let at 'formula rent' less the relevant cumulative year on year reduction applicable (i.e. generally -1% for 2016/7 rising to -4% in 2019/20).</b>	

5.2 The above was driven by Government's recent legislative changes, marking a significant turn in direction for national social housing rent policy.

5.3 The restrictions on rent setting brought about by that change in Government policy were estimated to cost around £90M over the life of the 30-year business plan – requiring a major efficiency-drive from the service and raising questions over the viability of any new-build plans.

5.4 Furthermore, Government's intentions regarding its other rent policy announcements, such as charging higher rents for those tenants on high incomes and selling off high value properties, are still by no means clear.

5.5 A full update on the HRA budget and financial outlook will be presented to January Cabinet. Ahead of that, proposals for re-focusing aspects of the council housing service are included elsewhere on the agenda and if supported, these will be incorporated into the HRA's budget proposals.

5.6 Overall, it is still expected that additional measures will be needed to ensure that the service's 30-year business plan is viable and that its ongoing budget is balanced.

**6 DETAILS OF CONSULTATION**

6.1 General high level consultation on General Fund matters will be undertaken primarily with relevant stakeholders through the Budget and Performance Panel meeting in January, prior to Budget Council in early March. More specific consultation may be required depending on the budget savings options being considered. Consultation on council housing matters will be undertaken through the District Wide Tenants' Forum.

**7 OPTIONS AND OPTIONS ANALYSIS (INCLUDING RISK ASSESSMENT)**

7.1 Regarding the budget strategy and timetable, Cabinet may approve the proposals as set out, or require changes to be made to the suggested approach. The overriding aim of any budget setting process is to approve a balanced budget by statutory deadlines, allocating resources to help ensure delivery of the Council's corporate and service objectives. The proposed approach is in line with that broad aim, drawing on the time and other resources available to the Council, to help ensure a robust approach. Any changes that Cabinet puts forward should also be framed in that context.

7.2 In term of the actual budget position, this report is primarily for information, to assist Cabinet in its budget deliberations. No specific decisions are sought at this time.

**8 CONCLUSION**

8.1 The Council remains well placed to address future financial challenges, but the scale of those challenges will be influenced by forthcoming Government announcements and future policy. Budget work has progressed well to date, and the outlook for next year means that the Council has time to focus on more strategic planning and its future direction ahead of the 2018/19 budget, and reassessing its resource needs accordingly.

**RELATIONSHIP TO POLICY FRAMEWORK**

The budget should represent, in financial terms, what the Council is seeking to achieve through its Policy Framework.

**CONCLUSION OF IMPACT ASSESSMENT**

**(including Diversity, Human Rights, Community Safety, Sustainability etc)**

None directly arising in terms of the corporate nature of this report – any implications would be as a result of specific decisions on budget proposals affecting service delivery, etc.

**FINANCIAL IMPLICATIONS**

As set out in the report.

**SECTION 151 OFFICER'S COMMENTS**

The section 151 Officer (as Chief Officer (Resources)) has produced this report as part of her responsibilities.

**LEGAL IMPLICATIONS**

Legal Services have been consulted, but at this stage there are no legal implications arising.

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

None. Background information has previously been published as part of earlier committee reports, as appropriate

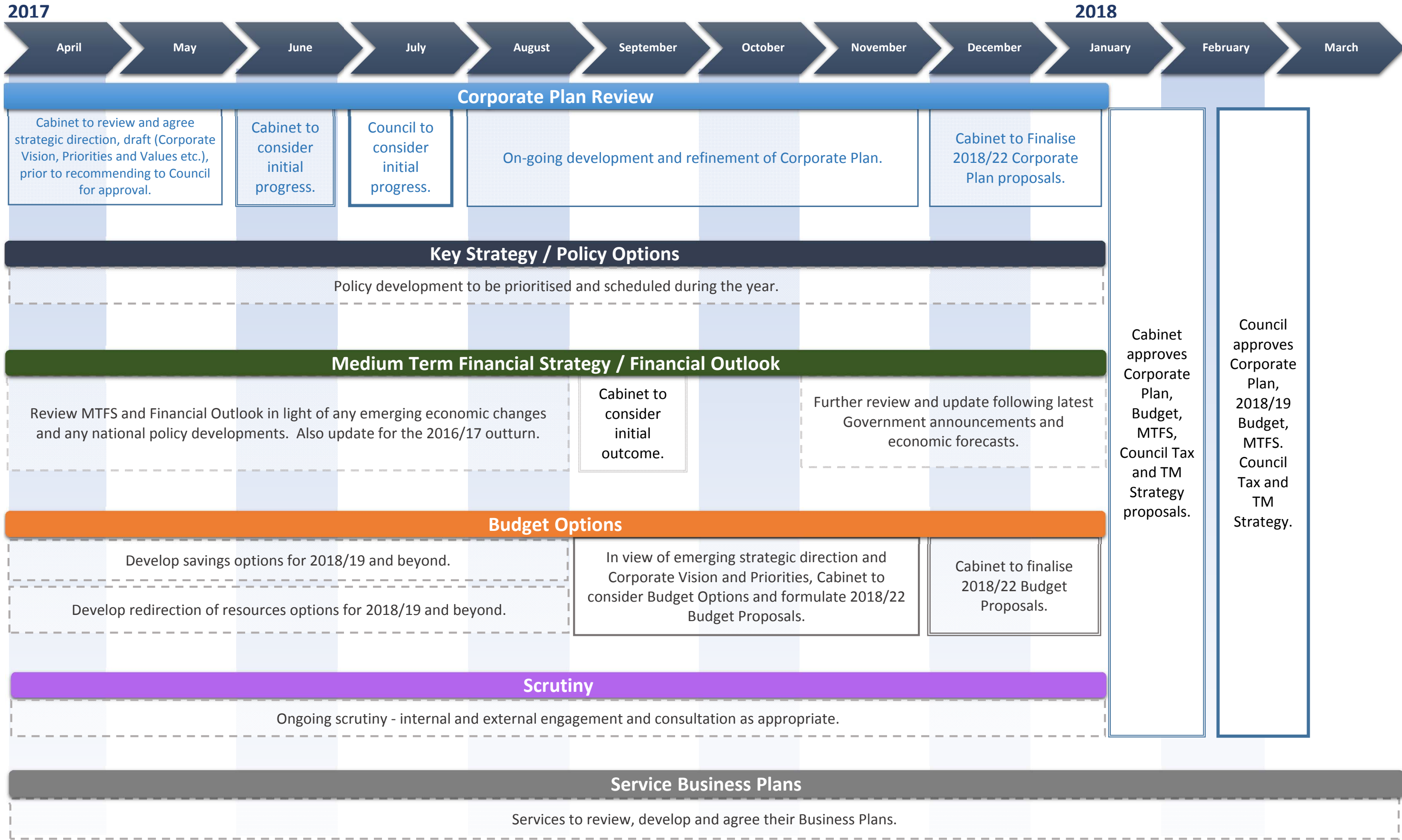
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Budget and Planning Timetable 2017/18		
<b>November</b>		
01	Cabinet	Cabinet meeting: - Quarter 2 monitoring reported. - Budget/policy implications of any agenda items to be picked up.
08	Scrutiny	Budget & Performance Panel Meeting. Quarter 2 monitoring to be reported.
23	Government	Announcement of Autumn Statement
29	Cabinet	Cabinet briefing (including Leader's budget briefing, provisionally).
30	Officer	Initial deadline for submission of budget options (2017/18 onwards).
<b>December</b>		
06	Cabinet	Cabinet meeting: - Approve Budget & Policy Framework timetable (2 year/2 stage) - Receive Budget and Policy Framework update / half yearly reviews (General Fund and Council Housing): - Draft corporate priorities and implications. - Draft revenue budget (2016/17 revised and subsequent 4 year draft base budgets). - Capital programme update. - Provisions and Reserves. - Budget/policy implications of any agenda items to be picked up. Quarter 2 monitoring reported.
13	Cabinet	Leader's budget Briefing (provisional). Consider all budget savings options in context of any emerging policy changes. Initial assessment of affordability and scope for growth.
14	Council	Approve 2017/18 Members Allowances Scheme. Receive financial referrals from Cabinet (e.g. Treasury Management half yearly update). Consider any LCTS options and approve 2017/18 Scheme. Consider Community Governance Review (formation of Aldcliffe-w-Stodday parish).
16	Officer	Approve council tax base calculations (allowing for LCTS and any new parish proposals).
20	Cabinet	Leader's budget Briefing (provisional).
23	Government	Provisional Local Government Settlement expected before Christmas. Note also that Government's position on the four-year Settlement is expected sooner, or to be confirmed by Christmas at the very latest.
<b>January</b>		
03	Cabinet	Leader's budget briefing (provisional).
10	Cabinet	Cabinet briefing (including Leader's budget briefing, provisionally).
16	Officer	Determination of estimated Collection Fund balance (regarding council tax).
17	Cabinet	Consider any draft Corporate Plan changes and their budgetary implications. Approve Fees and Charges Policy update (commercialism context). <b>Approve Housing Rents and recommend Housing Revenue Account (HRA) budget / MTFS proposals for Council.</b> <b>Agree council tax, General Fund Revenue Budget and Capital Programme proposals for initial consideration by Council.</b>
24	Cabinet	Leader's budget briefing (provisional).
	Scrutiny / External Stakeholder	Cabinet's budget proposals presented to Budget and Performance Panel, other Members and economic stakeholders (and any other major preceptors - County, Fire, Police - to present, as appropriate).
31	Officer	Determination of estimated Collection Fund Balance (regarding business rates).
31	Cabinet	Leader's budget briefing (provisional).
<b>February</b>		
01	Government	Final Local Government Settlement expected late January / early February.
	Council	<b>Consider Cabinet's initial proposals regarding the Budget and Policy Framework:</b> - Any Corporate Plan matters. - Capital and Revenue proposals for General Fund and Housing Revenue Account. - Any other Policy Framework updates (following review). - <b>Approve (City's) council tax increase (in £/% terms).</b>
03	Parishes	Deadline for receipt of parish precepts.
07	Cabinet	Cabinet briefing (including Leader's budget briefing, provisionally).
	Scrutiny	Budget and Performance Panel meeting (treasury management framework, and any budget and planning updates).
14	Cabinet	Reconsider Budget and other Policy Framework proposals in light of feedback from Council, Budget and Performance Panel and any further consultation undertaken. <b>Make full recommendations back to Council to complete budget setting and corporate planning.</b>
21	Cabinet	Leader's budget briefing (provisional). (Note, depending on earlier reporting and other factors, potentially Cabinet may need to be rescheduled from 14 to 21 February. In that case, the Leader's Briefing and formal Cabinet meeting dates would be switched.)
28	Cabinet	Leader's budget briefing (provisional).
<b>March</b>		
01	Council	<b>Approve Budget Framework:</b> - Medium Term Financial Strategy (including future years' council tax and housing rent targets) - 4 year Revenue Budget and Capital Programmes for both General Fund and Housing Revenue Account - Treasury Management Framework including Prudential Code Limits - Approve full Council Tax rates.  <b>Approve Policy Framework:</b> - Corporate Plan (interim update) - Any Other Policy Framework Updates.

# BUDGET AND POLICY FRAMEWORK TIMETABLE - 2018/22



Cabinet approves Corporate Plan, Budget, MTFS, Council Tax and TM Strategy proposals.

Council approves Corporate Plan, 2018/19 Budget, MTFS, Council Tax and TM Strategy.

# GENERAL FUND VARIANCE ANALYSIS

## For Consideration by Cabinet 06 December 2016

	2016/17		2017/18	
	Revised Compared to Original Budget		Estimate Compared to Original Forecast	
	£	£	£	£
<b>ORIGINAL BUDGET OR FORECAST</b>	<b>16,258,000</b>		<b>15,180,000</b>	
	<b>ADVERSE / (FAVOURABLE)</b>			
<b>EXPENDITURE</b>				
<b>Employees</b>				
Net turnover savings, incremental progression & restructures	(351,400)		(174,300)	
Additional cost of agency staff to cover vacancies/specific projects	130,100		3,700	
Additional overtime costs to cover vacancies	<u>20,900</u>	<b>(200,400)</b>	<u>11,600</u>	<b>(159,000)</b>
<b>Premises</b>				
Business Rates/utility savings mainly at White Lund Depot and Salt Ayre	(24,800)		(35,400)	
Net energy cost - mainly due to Energy Efficiency scheme re-programming	<u>47,400</u>	<b>22,600</b>	<u>46,200</u>	<b>10,800</b>
<b>Transport</b>				
Increased cost of fuel greater than originally forecast	2,100		31,800	
Car allowances savings mainly attributable to use of pool cars	<u>(11,900)</u>	<b>(9,800)</b>	<u>(7,600)</u>	<b>24,200</b>
<b>Supplies &amp; Services</b>				
Parking - increase in service charge at St Nicholas car park	12,800		27,100	
Car Parks - increased use of cashless payments offset by reduced cash collection and enforcement costs	(19,400)		(19,600)	
Additional cost of City Council By-Elections	27,000		3,800	
Increased Planning consultancy costs	23,300		30,000	
Additional costs for ICT essential infrastructure upgrades and maintenance	26,100		18,000	
Reduced Shared Service Management Fee due to staff savings	<u>(20,000)</u>	<b>49,800</b>	<u>0</u>	<b>59,300</b>
<b>Income</b>				
Litter Enforcement Fines - pilot not implemented as originally planned	60,000		60,100	
Grounds Maintenance - reduced level of rechargeable work	31,500		28,900	
Williamson Park - net additional income	(8,900)		(36,400)	
Rent from Parksafes to be received from April 2017	-		(30,000)	
Car Parks - Reduced income from off street pay and display and fines	28,000		27,500	
Charging for garden waste collection - delayed implementation	449,700		(400)	
Introduction of new taxi licence fees	(4,200)		(36,100)	
HMRC delay in introducing VAT on Search Fees	(20,000)		600	
Pest Control - additional contracts and the increase in demand generally	(23,300)		(500)	
Community Pools - net income down due to lessons and club hire cancellations	27,200		0	
Building Control - income down due to reduced staffing (net impact)	23,500		0	
Planning Application - income down due to unexpected refund	25,000		0	
Additional grants, including Universal Credit & LCTS Admin Grant	(168,400)		(47,100)	
Additional Council Tax legal costs recovered	(22,000)		(22,300)	
Commercial Properties - increased net rental and service charge income	(18,600)		(54,000)	
Updated interest forecast	30,100		7,300	
Charging for credit cards - proposal on hold pending new legislation	<u>-</u>	<b>409,600</b>	<u>25,000</u>	<b>(77,400)</b>
<b>Other Net Service Variances</b>		<b>30,400</b>		<b>(13,800)</b>
<b>Reserves and Capital Financing</b>				
Highways Reserve used to fund additional weed control - reserve to be closed	(10,200)		0	
Mainly changes in revenue financing of the Capital Programme (MRP)	<u>13,300</u>	<b>3,100</b>	<u>(151,000)</u>	<b>(151,000)</b>
<b>LATEST NET REVENUE BUDGET POSITION</b>	<b>16,563,300</b>		<b>14,873,100</b>	
<b>RESULTING NET REVENUE BUDGET OVERSPEND/(UNDERSPEND)</b>	<b>305,300</b>		<b>(306,900)</b>	
<b>Financing Changes</b>				
Business Rates:				
Reduced General Income	393,800		0	
Additional tariff payment	288,200		288,200	
Additional Renewable Energy income	<u>(947,300)</u>	<b>(265,300)</b>	<u>(966,300)</u>	<b>(678,100)</b>
<b>OVERALL NET OVERSPEND/(UNDERSPEND)</b>	<b>40,000</b>		<b>(985,000)</b>	

**General Fund Revenue Budget 2016/17 to 2020/21**  
**For Consideration by Cabinet 06 December 2016**

		2016/17	2017/18	2018/19	2019/20	2020/21
		£'000	£'000	£'000	£'000	£'000 <i>NEW</i>
<b>BUDGET PROJECTIONS</b>	<b>Original Revenue Budget / Forecast</b>	<b>16,258</b>	<b>15,180</b>	<b>17,221</b>	<b>17,427</b>	<b>17,819</b>
	<i>Allowing for budgeted contribution to Balances</i>	<i>56</i>	<i>165</i>			
	<b>Key Changes to Original Budget/Forecasts:</b>					
	Green Waste Collection Charging	450	0	(336)	(319)	-
	Changes to revenue financing of capital (MRP)	13	(133)	(3)	183	-
	Other net changes across all Services	(158)	(174)	(261)	(190)	-
	<b>General Fund Revenue Budget</b>	<b>16,563</b>	<b>14,873</b>	<b>16,621</b>	<b>17,101</b>	<b>17,819</b>
	Settlement Funding Assessment:					
	Revenue Support Grant	(2,652)	(1,605)	(941)	(200)	0
	Retained Business Rates	(5,250)	(5,353)	(5,511)	(5,688)	(5,798)
	Business Rates - Safety Net Adjustment	0	401	413	427	441
	Estimated Collection Fund Surplus	(60)	0	0	0	0
	<b>Changes to above:</b>					
	Reduced Business Rates Income	394	0	0	0	0
	Additional Renewable Energy Income	(947)	(966)	(994)	(1,025)	(1,046)
Additional Business Rates Tariff adjustment	288	288	288	288	288	
<b>Council Tax Requirement</b>	<b>8,336</b>	<b>7,638</b>	<b>9,876</b>	<b>10,903</b>	<b>11,704</b>	
<b>Target Council Tax Requirement</b>	<b>8,296</b>	<b>8,623</b>	<b>8,956</b>	<b>9,295</b>	<b>9,640</b>	
<b>Latest Budget Deficit / (Surplus)</b>	<b>40</b>	<b>(985)</b>	<b>920</b>	<b>1,608</b>	<b>2,064</b>	
<i>Qtr2 Financial Monitoring Forecast</i>	<i>(17)</i>	<i>(607)</i>	<i>1,245</i>	<i>1,705</i>	<i>-</i>	
<b>Original MTFS Savings Requirement</b>	<b>-</b>	<b>-</b>	<b>2,226</b>	<b>2,671</b>	<b>-</b>	
<b>Annual Improvement</b>	<b>-</b>	<b>-</b>	<b>(1,306)</b>	<b>(1,063)</b>	<b>-</b>	



## Update on Savings Options to be Explored Further in 2016/17

Savings Option	Update on Progress
Room hire policy is to be considered during next year, to promote greater consistency and transparency, as well as increasing income.	Underway - a report will be presented to Cabinet early next year for implementation in 2017/18.
Three weekly collection of waste. This will be a matter for consideration for much later implementation however, i.e. not before 2019/20 onwards in all likelihood. In addition the financial viability of replacing the current recycling boxes with bins will be appraised.	<p>This remains a potential option (in theory at least) to provide savings, but not one that has had any detailed business case developed, and not one that is likely to be easy to implement or acceptable to residents. The decision to charge for garden waste means that resources have been focused on introducing that, and helping to ensure that take up is maximised.</p> <p>The appraisal of replacing recycling boxes with bins is a separate exercise, subject to the result of the appraisal, we hope to feed proposals into the 2018/19 budget process.</p>
Options for the funding of Voluntary, Community and Faith Sectors (VCFS) will be considered, to apply from 2017/18 onwards, taking account of statutory consultation needs.	Given pressures on capacity and resources, and recognising the Council's latest financial outlook, it is now proposed that the future commissioning exercise should be completed in time for 2018/19 implementation, and its development included as part of the Overview & Scrutiny work programme (to feed into Stage 2 of the budget process).
Council Business Committee will be requested to review the Council's civic regalia, to make recommendations on what is essential to keep, what is desirable to keep, and what could be disposed of, in some form. Insurance arrangements will also be reviewed.	An inventory has been completed, but many items have been gifted so would not generally be considered available for sale. A report will be presented to Members early next year.
Whilst there is commitment to retaining a performance venue in Morecambe, ways to improve the Platform's financial performance (and reduce/negate its net operating costs) will be developed and considered during next year.	External consultancy being commissioned to support a review of the Platform; progress will be reported to Cabinet later this financial year. Any major proposals would be considered in Stage 2 of the budget process, for 2018/19 onwards.
A review of the grants provided to the Arts will also be undertaken, to determine options for 2017/18 onwards.	A report may be presented to Cabinet during next year (as part of Stage 2 of the budget) as appropriate – note, however, that future of arts funding now has linkages with the potential Canal Corridor North Scheme.
The future of the Maritime and Cottage Museums will be reviewed, alongside moves to encourage the County Council to explore community running of its museums provision (potentially through a Trust), with the aim of securing the museums' future in this district. That said, the aim will be to significantly reduce or negate operating costs of all museums, and mothballing of the Maritime and Cottage Museums will also be an option for consideration.	Funding for a feasibility study was approved by Cabinet in June. A report will be presented to Cabinet later this financial year. Any major proposals would be considered in Stage 2 of the budget strategy, for 2018/19 onwards.

Options to withdraw or rationalise Visitor Information Centres (VICs) will also be developed.	To be progressed for consideration in Stage 2 of the budget strategy, for 2018/19 onwards.
Public consultation on the Localised Council Tax Support Scheme options for 2017/18 onwards will be undertaken during summer 2016, to meet legal requirements, ahead of a report being considered by Council.	Results of the consultation will be presented to Council in December together with options for the 2017/18 scheme, in order fit with statutory timescales.
A full report on options for rationalising (reducing) the Council's office accommodation will be produced. Specifically, this will cover Lancaster Town Hall, Morecambe Town Hall, and Palatine Hall. Should disposal of any of these properties be recommended, public consultation will be undertaken regarding their future.	Progress has stalled, due to other work demands. Proposals for ensuring sufficient capacity will be presented in the coming weeks, for consideration as part of the 2017/18 budget, as appropriate.
A report on other corporate property disposal (and acquisition) policy will be considered. Under financial strategy, any resulting receipts will be used to reduce the Council's capital financing costs, to generate revenue budget savings.	Underway, for reporting through to Cabinet next year (forms a part of overall property strategy, included on the Overview and Scrutiny Work Programme). Separately, additional capital receipts have been used to reduce the Council's financing costs, as referred to in the report.
External advice has been commissioned, to help ascertain whether there is scope to reduce the City Council's pension contribution costs for three-year period from 2017/18 to 2019/20. The outcome of this will be known during next year. The work has been commissioned jointly with various other Lancashire districts.	After preliminary investigation of options, and discussion with the Pension Authority, this has not been taken forward any further. It is hoped – but not guaranteed – that through the current triennial review, the Pensions Authority can mitigate the need for any contribution rate increases.
Subject to other work demand and priorities, council tax discretionary charging policy for empty homes will be reviewed for 2017/18.	No progress – other work streams have taken priority.
<b>Additional Comments regarding Potential Budget Options</b>	
The concept of a discount/concession card for residents will be explored (potentially to apply to a variety of services), drawing on other authorities' schemes.	Little evidence found nationally of any resident discount schemes for wider council services (aside from some passport to leisure schemes).

# GENERAL FUND CAPITAL PROGRAMME - For Consideration by Cabinet 06 December 2016

Service / Scheme	2016/17			2017/18			2018/19			2019/20			2020/21			5 YEAR PROGRAMME		
	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Gross Budget	External Funding	Net Programme	Total Gross Programme	Total External Funding	Total Net Programme
<b>Environmental Services</b>	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Vehicle Renewals	1,145,000		1,145,000	1,685,000		1,685,000	984,000		984,000	971,000		971,000	1,509,000		1,509,000	6,294,000	0	6,294,000
Bins & Boxes Scheduled Buy-Outs	74,000		74,000	50,000		50,000			0			0			0	124,000	0	124,000
Car Parks Improvement Programme	84,000		84,000			0			0			0			0	84,000	0	84,000
Middleton Solar Farm Feasibility Study	0		0			0			0			0			0	0	0	0
Happy Mount Park - Pathway Replacements	43,000		43,000	23,000		23,000	23,000		23,000	23,000		23,000			112,000	0	112,000	
Langridge Way Play Area	23,000	16,000	7,000			0			0			0			23,000	16,000	7,000	
<b>Health and Housing</b>																		
Disabled Facilities Grants	850,000	850,000	0	2,511,000	2,511,000	0	1,463,000	1,463,000	0	1,463,000	1,463,000	0	1,463,000	1,463,000	0	7,750,000	7,750,000	0
Warmer Homes Scheme	1,000		1,000			0			0			0			0	1,000	0	1,000
Salt Ayre Sports Centre - Redevelopment	4,405,000		4,405,000	340,000		340,000			0			0			0	4,745,000	0	4,745,000
<b>Regeneration and Planning</b>																		
Sea & River Defence Works & Studies	3,780,000	3,780,000	0	2,860,000	2,860,000	0	1,221,000	1,221,000	0	25,000	25,000	0	25,000	25,000	0	7,911,000	7,911,000	0
Amenity Improvements (Morecambe Promenade)	24,000		24,000			0			0			0			0	24,000	0	24,000
Luneside East	22,000		22,000			0			0			0			0	22,000	0	22,000
Lancaster Square Routes	30,000	11,000	19,000			0			0			0			0	30,000	11,000	19,000
Morecambe TH12: A View for Eric	477,000	359,000	118,000	271,000	206,000	65,000	135,000	103,000	32,000			0			0	883,000	668,000	215,000
MAAP Improving Morecambe's Main Streets	527,000	9,000	518,000	258,000		258,000	150,000		150,000	150,000		150,000			1,085,000	9,000	1,076,000	
King St/Wellington Terrace Affordable Housing s106 Scheme	90,000		90,000			0			0			0			0	90,000	0	90,000
Middleton Nature Reserve s106 Scheme	4,000		4,000			0			0			0			0	4,000	0	4,000
Pedestrian/cycle links Sainsbury's Morecambe s106 Scheme	1,000		1,000			0			0			0			0	1,000	0	1,000
Lancaster District Empty Homes Partnership	200,000		200,000			0			0			0			0	200,000	0	200,000
Bay Arena Improvements	50,000	50,000	0			0			0			0			0	50,000	50,000	0
S106 Highways Works	319,000		319,000	301,000		301,000			0			0			0	620,000	0	620,000
<b>Resources</b>																		
ICT Systems, Infrastructure & Equipment	815,000		815,000	195,000		195,000	908,000		908,000	109,000		109,000	260,000		260,000	2,287,000	0	2,287,000
Corporate Property Works	2,966,000	8,000	2,958,000	2,461,000		2,461,000	746,000		746,000			0			0	6,173,000	8,000	6,165,000
Energy Efficiency Works	666,000		666,000	454,000		454,000			0			0			0	1,120,000	0	1,120,000
<b>GENERAL FUND CAPITAL PROGRAMME</b>	<b>16,596,000</b>	<b>5,083,000</b>	<b>11,513,000</b>	<b>11,409,000</b>	<b>5,577,000</b>	<b>5,832,000</b>	<b>5,630,000</b>	<b>2,787,000</b>	<b>2,843,000</b>	<b>2,741,000</b>	<b>1,488,000</b>	<b>1,253,000</b>	<b>3,257,000</b>	<b>1,488,000</b>	<b>1,769,000</b>	<b>39,633,000</b>	<b>16,423,000</b>	<b>23,210,000</b>
<b>Financing :</b>																		
Specific Grants and Contributions	5,083,000			5,577,000			2,787,000			1,488,000			1,488,000			16,423,000		
General Capital Grants	1,000			0			0		0	0			0		1,000			
Capital Receipts	1,219,000			370,000			0		0	0			0		1,589,000			
Direct Revenue Financing	348,000			50,000			0		0	0			0		398,000			
Earmarked Reserves	1,077,000			541,000			445,000		189,000	189,000			6,000		2,258,000			
	7,728,000			6,538,000			3,232,000		1,677,000	1,677,000			1,494,000		20,669,000			
<b>Increase / Reduction (-) in Capital Financing Requirement (CFR) (Underlying Change in Borrowing Need)</b>	<b>8,868,000</b>			<b>4,871,000</b>			<b>2,398,000</b>		<b>1,064,000</b>	<b>1,064,000</b>			<b>1,763,000</b>		<b>18,964,000</b>			
<b>TOTAL FINANCING</b>	<b>16,596,000</b>			<b>11,409,000</b>			<b>5,630,000</b>		<b>2,741,000</b>	<b>2,741,000</b>			<b>3,257,000</b>		<b>39,633,000</b>			
<b>SHORTFALL / SURPLUS (-)</b>	<b>0</b>			<b>0</b>			<b>0</b>		<b>0</b>	<b>0</b>			<b>0</b>		<b>0</b>			

By virtue of paragraph(s) 1,2 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted



## Lancaster City Council's Equality Impact Assessment Guidance and Form

### What is an equality impact assessment?

An equality impact assessment is a way of understanding the impact that a new way of doing things might have on members of our community, in particular people from protected groups. This could be a new service, practice, policy, strategy, project or decision.

Protected groups include age, disability, faith, religion or belief, gender (including marriage, pregnancy and maternity), gender reassignment, race and sexual orientation (including Civil Partnership).

Please note: the impact on rural communities and people on low incomes must also to be considered.

### Why do I need to carry out an equality impact assessment?

Part of the council's core purpose is to *'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' and to 'maintain a cohesive community by ensuring we understanding the needs of our communities and provide equality of access to our services and employment opportunities'*.

It is therefore important that we collect and use information about our community to help us to understand how service changes and decisions might impact on the local community.

Our corporate *Ethos* makes it clear that in our stewardship role the council has a responsibility for *'ensuring the social, economic and environmental wellbeing of the local area'* and that in terms of social justice that *'the values of local government are founded on equality and meeting community needs'*.

Therefore we should consider how everything we do will impact on the communities that we serve. This should lead to more informed decision making, more customer focussed, cost effective, efficient services for local people.

When delivering services and employment, the council has a general equality duty to consider the need to:

- Eliminate unlawful discrimination, harassment, victimisation or other unlawful conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

### How do I carry out an equality impact assessment?

A simple form has been developed to assist services with carrying out equality impact assessments.

The form provides a consistent approach to equality impact assessment, however, it is more important that we consider how everything we do will impact on the local community and that action is taken to mitigate impact. The form provides a way of recording this.

The council's 'getting to know our communities' data will help services to assess potential impact on protected groups. This provides both local and national statistics and is available on the Elsie equality and diversity page (via HR).

All councils have to produce similar information, therefore it may be useful to do a web search rather than starting from scratch.

An example of a completed form is also available on the Elsie equality and diversity page (via HR).

### **When do I need to carry out equality impact assessment?**

Equality impact assessment should take place when considering doing something in a new way.

For example:

- A change in a current service or introduction of a new service
- The review of a current policy/strategy or the development of a new policy/strategy
- The start of a new project or when making a decision.

A decision making flow chart is available on the Elsie equality and diversity page (via HR).

An equality impact assessment form will need to be completed as an appendix to decision making committee reports eg Cabinet, Council.

Please note: the outcomes of your equality impact assessment should be used to inform your reports.

Please refer to the report writing guidelines on Elsie or contact democratic services for advice on this.

### **Who should carry out equality impact assessment?**

An equality impact assessment should be carried out by the officer leading on above examples.

### **Who can I contact for support and guidance?**

Equality impact assessment support is available from the HR and Organisational Development Team.

**Equality impact assessment form**

An equality impact assessment should take place when considering doing something in a new way.

Please submit your completed form as an appendix to your committee reports for monitoring and publishing purposes to [‘report clearance’](#) (please refer to report writing guidance).

Please keep your answers brief and to the point. Consideration needs to be reasonable and proportionate.

Please also remember that this will be a public document – do not use jargon or abbreviations.

**Section 1: Details**

<b>Service</b>	Health and Housing Service - council housing
<b>Title and brief description (if required)</b>	Service Review – Council Housing <i>proposals to restructure the housing management service of the council</i>
<b>New or existing</b>	New - An organisational restructuring to deliver service change.
<b>Author/officer lead</b>	Chris Hanna, Principal Housing Manager
<b>Date</b>	31 October 2016

**Does this affect staff, customers or other members of the public?**

**Yes** Staff

The reorganisation is focussed on the staff delivering the housing management services of the council. The outcomes of the reorganisation will have universal impact on the wider community both in terms of service delivery and access to services.

**Section 2: Summary**

**What is the purpose, aims and objectives?**

The purpose of the review is to look at the changing service delivery needs within the housing management service. to respond to key drivers for change within the housing management services include (but are not limited to):  
 encouraging interaction with the council as a landlord;  
 encouraging tenant independence;  
 supporting tenancy sustainment;  
 providing further support for tenants to address their needs;  
 improving choice in service delivery;  
 improving tenancy enforcement;  
 supporting community investment activities;  
 supporting wider organisational change.

And restructure the housing management service to deliver change to meet these needs.

**Who is intended to benefit and how?**

Staff and Service Users

**Section 3: Assessing impact**

<b>Is there any potential or evidence that this will or could:</b>		
• Affect people from any protected group differently to others?		No
• Discriminate unlawfully against any protected group?		No
• Affect the relations between protected groups and others?		No
• Encourage protected groups to participate in activities if participation is disproportionately low (won't always be applicable)?		Yes <sup>1</sup>
• Prevent the council from achieving the aims of its' Equality and Diversity Policy?		No

**If yes, please provide more detail of potential impact and evidence including:**

- A brief description of what information you have and from where eg getting to know our communities data, service use monitoring, views of those affected ie discussions or consultation results?
- [Tenant Satisfaction Survey 2015/2016](#) including demographic profile identified service delivery areas which tenant concerns and were key drivers to improve tenant satisfaction.
- Consultation with the District-wide Tenants' Forum on wider service objectives and future needs
- Consultation with staff – both formal and informal
- Equality profile of the current establishment
- What does this tell you ie negative or positive affect?

Age including older and younger people and children	Neutral
Disability	Neutral
Faith, religion or belief	Neutral
Gender including marriage,	Neutral

<sup>1</sup> One of the outcomes sought from the restructure is to support greater engagement and involvement of tenants in service design and delivery.



pregnancy and maternity	
Gender reassignment	Neutral
Race	Neutral
Sexual orientation Including Civic Partnership	Neutral
Rural communities	Neutral
People on low incomes	Positive Impact

**Section 4: Next steps**

**Do you need any more information/evidence eg statistics, consultation? If so, how do you plan to address this?**

Equality profile of the current establishment has been reviewed.

Controls to address any equality impacts arising out of the restructuring proposals include:

- Consultation with staff on any proposals - [Consultation and Negotiation Protocol](#)
- Approval of the proposals will be undertaken with scrutiny of Management Team, Cabinet, and the overall scrutiny procedures of the council

Issues and actions arising will be investigated and any additional and response and control measures will be considered as required.

Following any future decision:

- Any implementation any structure changes will follow the council's HR policies and procedures including - [Equality and Diversity Policy](#); [Consultation and Negotiation Protocol](#); [Early Termination of Employment Policy](#); [Recruitment and Selection Policy](#)

**How have you taken/will you take the potential impact and evidence into account?**

Equality profile of the current establishment has been reviewed.

Issues and actions arising will be investigated and any additional and response and control measures will be considered as required.

**How do you plan to monitor the impact and effectiveness of this change or decision?**

Feedback through the council's

Ongoing feedback on service satisfaction levels from customers regarding service delivery following the implementation of the new structure including Biannual Tenant Satisfaction Survey.

Thank you for completing this equality impact assessment form, please submit your completed form as an appendix to your committee reports for monitoring and publishing purposes to ['report clearance'](#) (please refer to report writing guidance).