



Committee: CABINET

Date: TUESDAY, 3 OCTOBER 2017

Venue: LANCASTER TOWN HALL

Time: 6.00 P.M.

A G E N D A

1. Apologies

2. Minutes

To receive as a correct record the minutes of Cabinet held on Tuesday, 5 September 2017 (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. **Bailrigg Garden Village Governance Proposals (Pages 1 - 41)**
(Cabinet Member with Special Responsibility Councillor Hanson)
Report of Chief Officer (Regeneration & Planning)
7. **'Smart District' - Connecting the Public Realm (Pages 42 - 48)**
(Cabinet Members with Special Responsibility Councillors Hughes & Leyshon)
Joint Report of Chief Officer (Environment) & Chief Officer (Resources)
8. **Accountable Body Authorisation for Community Groups- Update (Pages 49 - 62)**
(Cabinet Member with Special Responsibility Councillor Hughes)
Report of Chief Officer (Environment)
9. **Review of the Year 2016 - 2017 (Pages 63 - 76)**
(Cabinet Member with Special Responsibility Councillor Blamire)
Report of the Chief Executive

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

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

(ii) Queries regarding this Agenda

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

(iii) Apologies

Please contact Democratic Support, telephone 582170, or alternatively email democraticsupport@lancaster.gov.uk.

SUSAN PARSONAGE,
CHIEF EXECUTIVE,
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Published on Thursday, 21st September, 2017.

CABINET

**BAILRIGG GARDEN VILLAGE GOVERNANCE
PROPOSALS
3RD October 2017**

Report of Chief Officer (Regeneration and Planning)

PURPOSE OF REPORT			
To seek Cabinet approval for the governance arrangements for the Bailrigg Garden Village project.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date of notice of forthcoming key decision		04 September 2017	
This report is public.			

RECOMMENDATIONS OF COUNCILLOR JANICE HANSON

- (1) That the Governance Structure for Bailrigg Garden Village illustrated in Appendix C be approved and put into operation.
- (2) That the Project Plan contained in Appendix B be noted and the Planning Policy Cabinet Liaison Group be asked to monitor the natural evolution of that plan with key decisions required against milestones being referred back to Cabinet as appropriate.
- (3) That Cabinet notes that a further £130K bid for top up Capacity funding was submitted to the Homes and Community Agency in August under delegated authority and that this funding also be accepted by the Council, if successful.
- (4) That delegated authority be given to the Chief Officer (Regeneration and Planning) in agreement with the Chief Officer (Resources) to approve the making and acceptance of further external funding bids as appropriate for project development / capacity purposes only.
- (5) That the General Fund Revenue Budget be updated as appropriate to reflect any additional expenditure and associated funding arising from recommendations 3 and 4, subject to there being a nil impact on the Council's overall resources.
- (6) That officers report back to Cabinet prior to entering into any commitments beyond those needed to undertake the master planning,

infrastructure planning and community consultation alongside the Local Plan process needed to inform the project implementation stage.

1.0 Introduction

- 1.1 Back in July 2016 local authorities were invited to submit expressions of interest in the delivery of Locally Led Garden Villages. These are properly master-planned new settlements to be designed close to and well connected to large sustainable settlements, with the capacity to deliver between 1,500-10,000 new homes.
- 1.2 The Homes and Communities Agency encouraged the City Council to examine the potential for such a Garden Village in Lancaster District given the identified need for housing growth evidenced in the emerging Local Plan.
- 1.3 After some creative deliberation considering how to apply the published criteria for Expressions of Interest to the circumstances in Lancaster District, officers developed a concept plan which took the preferred option for an urban extension in south Lancaster, and redesigned it around other planned change at the University Campus to create a proposal to be branded as “Bailrigg Garden Village”.
- 1.4 Although not separated from the City of Lancaster by extensive swathes of countryside, there was nevertheless scope to create visual separation through landscaping to create the impression of formally leaving the southern edge of Lancaster and entering a separate purposely designed settlement integrated around the University campus and its sustainable transport hub.
- 1.5 On 14th December 2016 Full Council agreed to publish a consultation draft Local Plan which underwent a period of public consultation between January and March 2017. That plan had been updated to include the Garden Village as a firm proposal. On 2nd January 2017 the Minister for Planning announced that the City Council’s Expression of Interest has been successful. The details of the Expression of Interest are attached as Appendix A.
- 1.6 The City Council has received £230,000 in Capacity Funding to assist it to develop the project, and has also received support and guidance from the regional office of the Homes and Communities Agency to initiate the project and undertake the first stages of high level visioning. A further bid for top up Capacity Funding of £130,000 was also made to the HCA in August following discussions with them to assist with Project Management and Senior Officer Capacity, the outcome of which is expected to be known by December 2017.
- 1.7 The Homes and Communities Agency on behalf of the Government are particularly keen to see the City Council finalise and adopt its project plan for delivery of the Garden Village and formally establish its governance structure.

2.0 Proposal Details

- 2.1 The delivery of the Garden Village will take a number of work streams. It also has to be delivered in such a way that it does not undermine the due process in the adoption of the new Local plan for the district. It is by no means accepted locally as a project which the community wholeheartedly supports so development of its delivery mechanisms has to run parallel with the Local Plan examination and adoption process for a time.
- 2.2 The aim will be to prepare for delivery of the project on the assumption that the Garden Village will be accepted by the Planning Inspectorate. This will significantly reduce the lead in time to development commencing on site. To respect the democratic process there is not an intention at this time to enable a start on site until the Local Plan has confirmed the allocation.

- 2.3 Appendix B to this report contains the broad first stage project plan. This will be subject to change as external consultancy support and project management resources are commissioned and fine-tuned.
- 2.4 Appendix C shows the proposed governance structure for the project. Members will see that the Strategic Board comprises the main public sector bodies involved in delivering the project. These are the City Council, the County Council/LEP and the Homes and Communities Agency (HCA).
- 2.5 The University of Lancaster is also an important partner in assisting with the delivery of the project, however it also has significant landowner and development interests in the project which have to be taken into account. Using the model governance structure for a Garden Village in the HCA guidance the university, as a developer interest would normally sit within the Landowner and Developer advisory group. The HCA's initial view on the proposed governance structure was to contain the university's interest in this area.
- 2.6 However the university as a partner in the project is far more than just its estates development and landowner interests. It is one of the main economic drivers in the district, a significant employer in the Garden Village and has a wealth of academic, technical; and innovation expertise which can be brought into the help the project deliver something truly unique and transformational. The Health Innovation Campus will commence shortly under the university's lead.
- 2.7 The challenge therefore is to facilitate an important place shaping role for the university within the project without creating a conflict of interest with its estates and development interests. The solution suggested by Management Team is for the Strategic Project Board to have advisory and non-voting representation from the University through its corporate and innovations arms, whilst its landowning and estates arm engages in the process solely through the Landowner and developer group. The Homes and Communities Agency accept this position.
- 2.8 Members are asked to note that it is proposed to use the Planning Policy Cabinet Liaison Group with its established reporting mechanisms and terms of reference to provide political supervision of the project with important decisions and milestones being reported into Cabinet when required.

3.0 Details of Consultation

- 3.1 Discussions have been held with the Homes and Communities Agency and the University of Lancaster which have provided input to this report.

4.0 Options and Options Analysis (including risk assessment)

	Option 1: To agree the proposed Governance Structure	Option 2: To agree a Governance structure which excludes any representation from the University on the Project Board	Option 3: not to agree a Governance Structure.
Advantages	Establishes the structure for reporting and control of the project at an early stage before significant decisions	Eliminates entirely any suggestion of conflict of interest with the University's role	None

	need to be made.		
Disadvantages	None	Distances the university from shaping strategy and using its significant resources and innovation to help shape the Garden Village.	Further delay in progressing the project. Failing to meet the expectations of the HCA. Reputational damage.
Risks	Risk of conflict of interest associated with the University's role has been mitigated.	Risk of alienating the university from the project.	Ministerial intervention

5.0 Officer Preferred Option (and comments)

5.1 Option 1 is the preferred option

6.0 Conclusion

6.1 The project is now entering an important stage where significant areas of work need to be commissioned and external funding accounted for and monitored. Ministers are keen to see progress and the HCA are pressing for formal governance processes to be set up. Now that the issue of how to treat the university as part of the governance structure has been resolved progress on establishing the structure and putting it into operation needs to occur.

RELATIONSHIP TO POLICY FRAMEWORK

The Bailrigg Garden Village is the largest single housing land allocation in the Councils emerging Lancaster District Local Plan which is due to be recommended for submission to the Secretary of State in December 2017.

CONCLUSION OF IMPACT ASSESSMENT

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

The Governance process by itself does not give rise to significant impacts. The development behind the project will have impacts in terms of loss of land currently in rural usage. In human rights and equalities terms the usual balances between impact on people's homes, and addressing the intergenerational inequalities surrounding access to housing will be addressed through the planning process.

LEGAL IMPLICATIONS

The establishment of an appropriate governance process reduces risk to the Council in terms of challenge to its appropriate use of external Government funding, the means by which the Council will use its land assets, and other due diligence requirements for a project of this size.

FINANCIAL IMPLICATIONS

Servicing the governance structure throughout the project will require significant resources, the majority of which are expected to be provided for through ongoing capacity funding by the HCA for the duration of the project as part of the national Garden Village programme.

The top up capacity funding bid if successful will enable the Council to redirect some of its existing key staff resources into managing the development phases of this project, whilst enabling these posts to be backfilled in order for the Council to continue being able to deliver on other key projects it is currently working on as well as procuring additional consultancy support.

If approved, the General Fund Revenue Budget will need to be updated as appropriate to reflect any additional expenditure and associated external funding, subject to there being a nil impact on the Council's overall resources.

OTHER RESOURCE IMPLICATIONS

Human Resources:

The management of this project alongside a number of other major corporate projects has a growing and significant impact on existing staff resources. The means to secure delivery effectively is being reviewed.

Information Services:

Not significant

Property:

Not significant

Open Spaces:

Not significant

SECTION 151 OFFICER'S COMMENTS

Has no further comments on the report

MONITORING OFFICER'S COMMENTS

Has no further comments on the report and will prepare options for governance agreements.

BACKGROUND PAPERS

none

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Ref:

Appendix A

LANCASTER CITY COUNCIL

Expression of Interest for a locally-led Garden Village.

BAILRIGG GARDEN VILLAGE, LANCASTER

Project objectives, Scale and Planning Status.

The Concept

*“ **B**ailrigg Garden Village presents the best opportunity in generations to extend Lancaster’s strategic housing supply in a manner which respects and reflects the ethical beliefs of the local community about sustainable living, local identity, and high levels of connectivity through public transport and cycling.*

It will address the long standing “Town and Gown” challenge of integrating the university campus with the city, in a carefully master planned and themed manner, without simply extending the urban area around it.

The Garden Village will also assist the university with its aspirations to attract the highest calibre of staff and students to Lancaster by providing a bespoke new residential neighbourhood closely assimilated with the Bailrigg and Innovation campuses during an unprecedented period of growth”.

1.0 Project description: Bailrigg Garden Village :-

- Abuts the narrow southern boundary of the city of Lancaster.
- Incorporates the existing Bailrigg campus of the Lancaster University.
- Is an opportunity to strengthen the visual disconnect between town and country and enable a bespoke development to evolve as a Garden Village with the university campus at its centre.
- Will be built around the most effective public transport corridor in the district linking Lancaster city centre with the university's public transport hub.
- Addresses needs arising from the next generation of growth at the Lancaster University.
- Could deliver 3,000 new homes up to 2031.

1.1 The key will be careful master planning and building vision into that plan. The landform around Bailrigg allows for creativity in design with interlinking heavy landscaped belts to create intimate neighbourhoods and corridors. Lancaster district enjoys a distinct range of urban design capable of being interpreted in both traditional and contemporary, and this must be at the heart of Bailrigg Garden Village. It must complement and enhance the evolving university campus yet have the ability to stand alone as a distinct settlement on the edge of the City of Lancaster.

1.2 Many of the original Garden Cities lost their main local employment hubs and have become commuter settlements within larger conurbations in recent years. At Lancaster there is a very real opportunity to create a bespoke Garden Village built around the districts most significant employment site with the added advantage of being directly connected to two of its other main hubs of employment none of which will need a car to access.

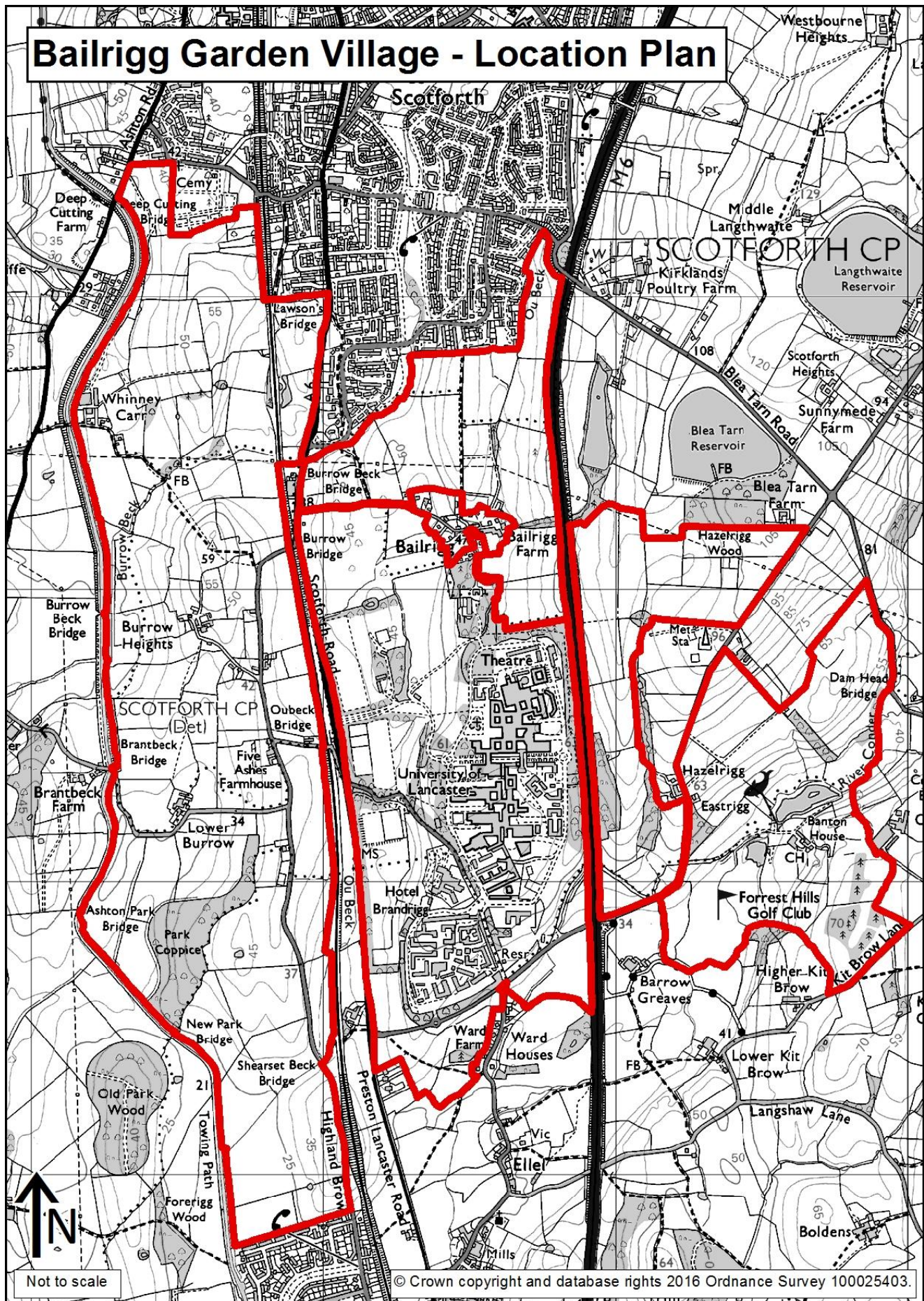


Figure 1: Location plan for Bailrigg Garden Village

2.0 The Strategic Growth Challenge for Lancaster

2.1 Work undertaken by Turley Associates to provide the evidence base for Lancaster District's emerging Local Plan 2013-2031 highlights :-

- Low levels of natural population growth
- Low levels of inward migration
- Negligible graduate retention
- Outward migration by hidden households
- An ageing workforce within the local economy

2.2 The current sustainability the district enjoys with 80% of people living and working locally is under threat (For contextual background within Northern Powerhouse refer to Appendix A).

2.3 The councils new Local Plan expects to plan for between 13,000 and 14,000 new homes between 2013 and 2031 to start to address the demographic challenge evidenced by Turley.

2.4 Within the context of that growth Bailrigg Garden Village has the ability to:-

- Deliver around 3,000 new dwellings and make a significant contribution to meeting housing needs, including starter homes – a national priority. Sufficient highway capacity will be released to consider increasing this figure even further to at least 5,000 in the longer term (subject to future planning decisions).
- Secure the long term growth aspirations of the Lancaster University. That growth would see 1,000 new staff employed on campus with associated housing and travel needs to be met.
- Enable the full potential of the Health Innovation Campus (2,000 jobs) which is of national significance to be realised. Growth is currently constrained by highway issues which can be unblocked by this proposal.
- Realise the full potential of the university through its leading work with SMEs to maximise the economic impacts to Lancaster and Lancashire.

3.0 High Level Spatial Plan

3.1 The ambition to create a Garden Village at Bailrigg arises from:-

- a) The need to stimulate significant growth in the delivery of new housing in north Lancashire; and
- b) The need to address a number of the key blockages to development in one of the few corridors where the Lancaster's true growth potential can be realised.
- c) Options to deliver a significant housing growth being restricted because of natural constraints. These broadly fall into coastal flood risk, Green Belt, Mineral interests, and Protected Landscape constraints.
- d) The need to relieve a major corridor heavily constrained by traffic congestion which already has an impact on the level of growth permissible within the Lancaster University campus, the phasing of the Health Innovation Campus, and the delivery of housing.

3.2 The creation of a Garden Village enables a critical mass of development to be promoted which addresses these challenges by :-

- a) Facilitating growth along the congested A6 Corridor by the construction of a major junction re design to M6 Junction 33, including potential new northern slips relocated close to the Lancaster University. These improvements are identified in the Lancaster District Transport Master Plan with an estimated cost £55m.
- b) The delivery of a comprehensive land drainage strategy to facilitate the development and deal with current flooding challenges around Ou Beck, Burrow Beck and Galgate.
- c) Integrating a new village within developing public transport networks and hubs, including investigating the potential for a southern park and ride interchange for the university and Lancaster city centre.
- d) Delivering a commercially viable district centre serving the Garden Village, the Health Innovation Campus and the

Lancaster University. This may include new education provision.

- e) Delivering an efficient and permeable local transport network whilst addressing the challenges of crossing the West Coast Main Line in two places.
- f) Maintaining the integrity of the Lancaster Canal which forms the entire western boundary of the Garden Village at high level.
- g) Delivering an effective balance between high quality market housing and affordable / starter homes for those needed to grow the districts workforce.
- h) Supplying the Garden Village with high quality digital services.

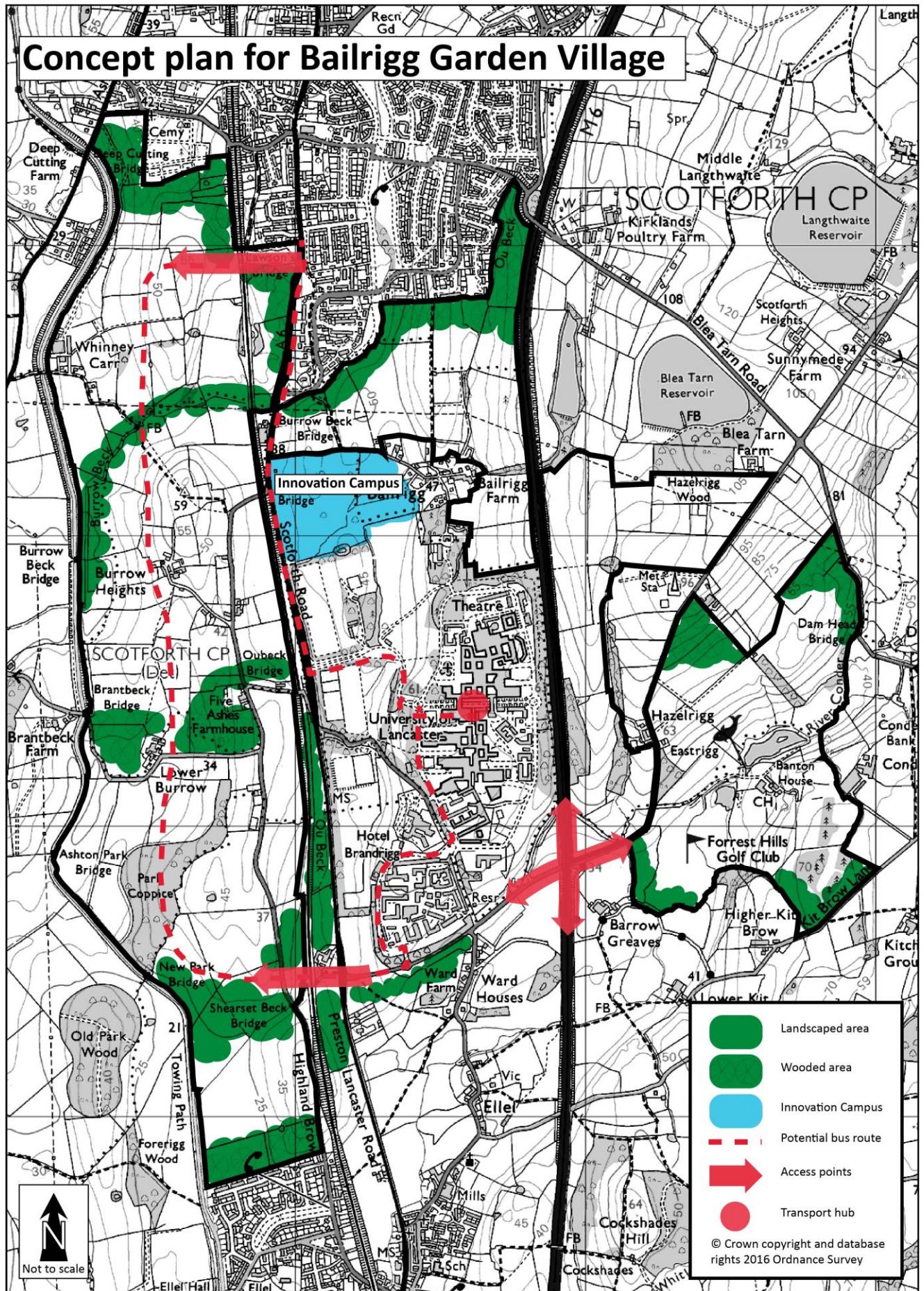


Figure 2: Concept plan of Bailrigg Garden Village

4.0 Planning Status

4.1 Bailrigg Garden Village is:

- a) An emerging allocation in the City Councils statutory Development Plan.
- b) Identified as the most favoured option to deliver a large quantum of housing in a public consultation on options for housing growth between October and November 2015.
- c) Expected to be included in the deposit draft Land Allocations DPD for the councils' new Local Plan in December 2016.

4.2 The Lancaster University Innovation Campus :-

- a) Has planning permission which has started to be implemented.
- b) Reserved matters applications due to be submitted in August 2016 for the first phase of development.
- c) Has been delivered through a development partnership between Lancaster City Council, Lancashire County Council and Lancaster University.

4.3 The Transport Master Plan for Lancaster due to be adopted by Lancashire County Council in September 2016 already identifies the infrastructure requirements to support the proposal.

5.0 Master Planning

5.1 **Design ambition:** The key to creating a well-planned and distinctive Garden Village will be master planning. The post-recession town planning environment in the north of England is faced with volume housebuilders who have jettisoned much of their commitment to urban design practice and the experiences learnt in the early years of the millennium. A return to quality place making requires the identification of very firm design objectives and standards. Bailrigg Garden Village must create a step change in the return to high standards and local distinctiveness.

5.2 **Integration:** The Lancaster University is about to embark on a refresh of its campus master plan to account for the innovation campus and Forest Hills. This process will be integrated with a wider master plan for Bailrigg Garden Village. There is already engagement with master planning specialists John McAslan and Partners in relation to this refresh and many of the design principles established for the university campus are capable of being applied in the same landscape setting.

5.3 **Connectivity:** The scheme presents a unique opportunity to achieve levels of connectivity otherwise only possible in metropolitan areas. The potential in this regard is huge as one of the districts major sources of employment already sits within the scheme and delivers integrated links to the city centre along an uncomplicated route, shared by a number of the districts other major employers.

6.0 Governance

6.1 The success of the current partnership between the City Council, the County Council and University will be the driving force.

- a) Lancaster City Council will be responsible for planning policy, development management, land drainage and economic promotion and project management.
- b) Lancashire County Council will be responsible for delivering highway infrastructure, transport planning, strategic economic development and support linkages with the Lancashire LEP through the current Growth Deal 3 applications.
- c) The Lancaster University will be responsible for Master Planning, integrating high quality design criteria, and delivery of campus growth. Their estates management operation has the potential to become the management organisation for landscape and community infrastructure within the scheme.

6.2 The above partnership expects to operate as a Strategic Management Board assembling the key development interests which include Peel Estates and Bailrigg Farm Trust in a JVC or SDV.

- 6.3 Lancashire Enterprise Partnership supports the project and views the Lancaster University as one of its major economic drivers, and fully understands, through its Strategic Economic Plan, the importance of Lancaster District in cross boundary economic relations with Cumbria.
- 6.4 Since the identification of this potential land allocation information has been assembled about other landowners with a controlling interest.
- 6.5 Strategic highway infrastructure both within the A6 corridor and at junction 33 have been the subject of detailed discussions with Highways England. Detailed design work for potential junction improvement options is already underway.
- 6.6 The project has already been submitted as a bid for Growth Deal 3 funding and is currently ranked 2 out of 23 by the Lancashire LEP.
- 6.7 Virgin Media have taken the strategic decision to invest in upgrading digital infrastructure in Lancaster and have identified Bailrigg as a new digital hub for their product.

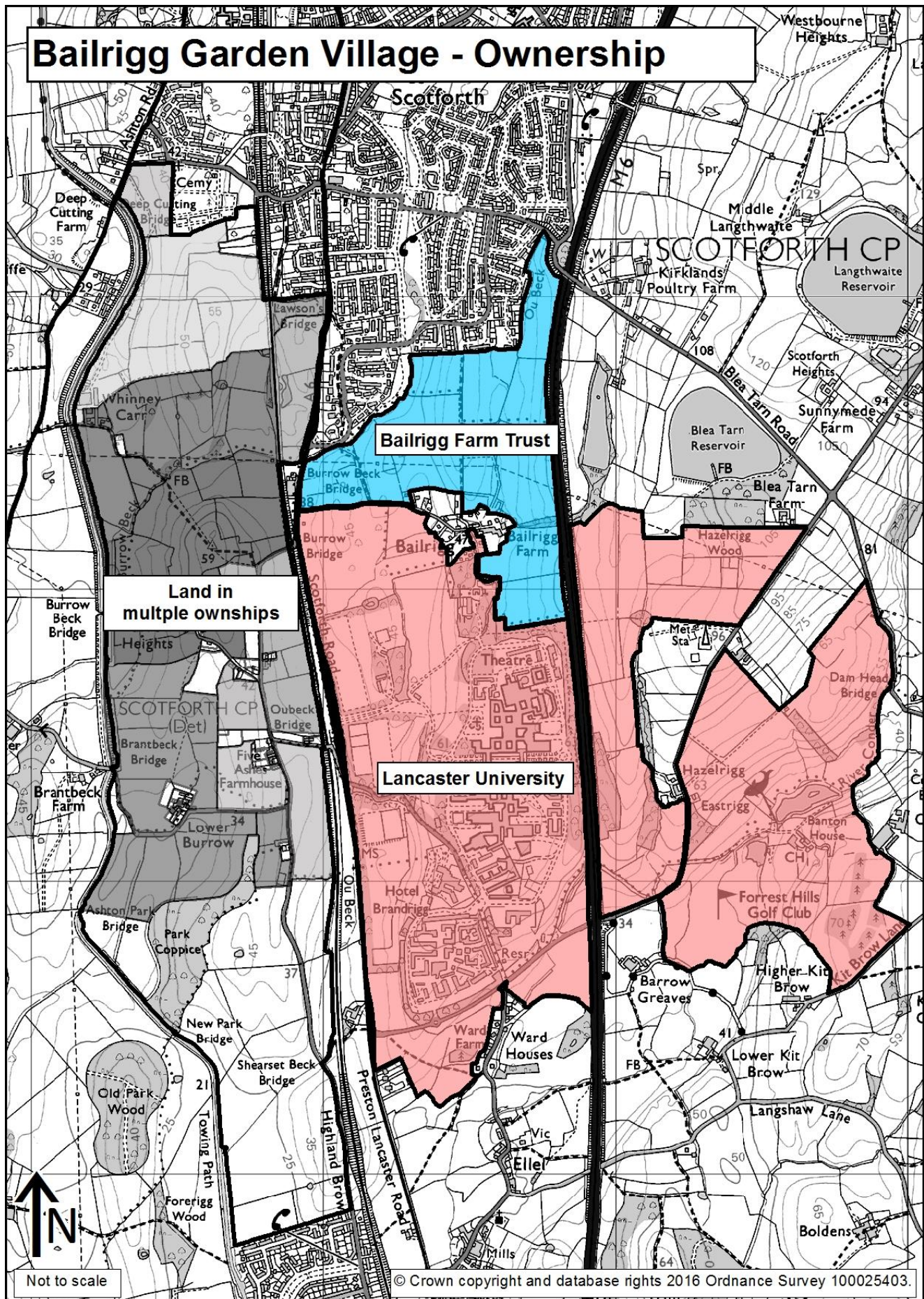


Figure 3: Map of known ownership parcels across the Bailrigg Village Garden site.

7.0 Constraints

- 7.1 The range of constraints which represent potential threats / blockage to the scheme fall within policy, land ownership and infrastructure challenges.
- a) Out of date Local Plan in process of replacement.
 - b) Public support required for new draft plan in Winter 2016/17.
 - c) Support from Planning Inspectorate requires certainty over infrastructure delivery.
 - d) Introduction of CIL within district still uncertain.
 - e) The infrastructure requirements for flood risk management have not been evaluated since Storm Desmond.

8.0 Delivery

- 8.1 There is currently no specific delivery option preferred over another. All the potential options are to be evaluated alongside the master planning process. The Growth Deal 3 submission includes the potential for delivery of:-
- 450 dwellings between a 2019 and 2022
 - Delivery of junction improvements to JCN 33 by 2022
 - Accelerated delivery to 300 dwellings pa to 2031
 - Increase of 4,000 new students by 2027
 - 3,000 additional university employees by 2027
- 8.2 Experience at Lancaster City Council includes a track record of delivering an entirely new settlement through a master planning and high quality urban design processes. Wychewood Park, Nantwich, Cheshire.

9.0 Exemplar

- 9.1 ***Bailrigg Garden Village*** presents a significant opportunity to become a best practice exemplar. It can demonstrate how early master planning and the setting of locally distinctive urban design criteria can restore design quality to the process of volume house building which has been a major casualty of the recent recession.
- 9.2 ***Bailrigg Garden Village*** will demonstrate how close collaboration between a major economic driver and local authorities can set the vision and standards for the creation of a new settlement, and drive delivery of built form coupled to lifestyle and wellbeing, paying homage to the concepts delivered by the industrial philanthropists in the early town planning movement in this country.
- 9.3 ***Bailrigg Garden Village*** will demonstrate how critical mass and ambition can overcome previously insurmountable blockages to growth and within the scope of a strict master plan. There will also be scope for accommodating innovative new forms of pre-constructed housing and self-build projects given the considerable scope for intimate phases.

10.0 Package of support

- 10.1 To advance the proposal the City Council is examining a package of funding measures to assist in preparing an overarching master plan for the proposals.
- An initial £55,000 will be allocated by the City Council and Lancaster University to extend the master planning process to the wider garden village
 - Additional private sector funding which is capable of being recovered during the phased development amounts to a conservative estimate of £15 Million based on assumptions included in the council's evaluation of potential CIL charging undertaken by GVA.
 - These investments are estimated to assist in the delivery of over £600 Million in private sector housing investment.

10.2 Unblocking the current barriers to delivering Bailrigg Garden Village is estimated to require public sector support. This will be in the region of :-

- 1) Around £55m is required to provide the critical infrastructure to improve M6 Junction 33 and effect crossings of the west Coast railway line to unlock land for 3,000 -5,000 homes. Access to HCA funding streams required.
- 2) Around £15M is likely to be required to undertake detailed investigations into designing and constructing the land drainage infrastructure to facilitate the development and deliver the added benefit of mitigating surface water flooding evidenced during Storm Desmond. Access to EA design expertise and potential funding streams required.
- 3) The Local Planning Authority has experienced a depletion in its planning resources since 2010 so capacity funding to assemble a project delivery team for this major development would be required for a) the master planning exercise leading up to the consents process 2017/18 and b) the delivery phase post 2019 although this could partially be recovered through the use of a Planning Performance Agreement once a development partner or consortium is identified.
- 4) Master planning support and facilitation from ATLAS to work with the local authority and Lancaster University teams.

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APPENDIX A: LANCASTER DISTRICT'S STRATEGIC NARRATIVE IN THE NORTHERN POWERHOUSE.

Within the Northern Powerhouse concept there tends to be an over dominating emphasis on the importance of large metropolitan areas to the exclusion of other communities. The large northern cities may well be powerhouses of commerce and manufacturing but cannot, and do not accommodate all key economic drivers and infrastructure projects of national importance.

It is very clear that the new economic landscape in the north will be dominated by large Combined Authorities linked through HS2 and HS3. For areas like Lancaster District the evidence base already suggests that these very metropolitan areas are drawing away a significant proportion of young talent and skills with Newcastle, Leeds, Liverpool and Manchester being the most popular destinations for its young people to seek their university education. Many do not subsequently return to strengthen the local economy and workforce.

Between them the shire counties of Lancashire and Cumbria are home to major hubs of the energy and defence industries. Two out of seven of the country's nominated sites for new nuclear power stations are located there, together with National Grids largest infrastructure upgrade project in the UK. Both on shore and offshore, a significant amount of energy generation by wind power is housed here, serviced and linked into the national grid.

BAE systems have no less than three major manufacturing complexes in Lancashire and Cumbria and GSK are constructing a major new bio-pharmaceuticals plant at Ulverston. The two counties house several nationally and regionally important centres of higher education including the Lancaster University. There is however clear evidence of poor graduate retention and a mismatch between Higher Education provision and delivering the skills needed to support these vital industries. This evidence can be found in the skills plans for both LEP's and within the emerging Great North Plan.

Both Counties also face similar challenges which could affect their continuing ability to house these substantial economic assets for the nation. Those challenges relate in more remote areas to demographic problems associated with replacing the ageing workforce, skills retention and encouraging inward migration. In addition to these the challenges

poor transport and communications links are very real constraints especially in the rural areas. Concerted efforts are needed to rise to these challenges if Lancashire and Cumbria are to maintain the ability to house these key industries.

Some of the basic assumptions decision makers make about the natural attractiveness of the landscape, its heritage coast and culture as promotional assets for inward migration no longer align with the desires of young people and families who need to be attracted to live and work in this part of the region. In short the excitement and draw of the major metropolitan areas out competes what can often be seen as remoteness and culturally disadvantaged locations when it comes to quality of life decisions being made.

Both the Lancashire and Cumbria Local Economic Partnerships have produced Strategic Economic Plans. Both highlight very well the contribution that the counties make to the Northern Powerhouse but in different ways describe the challenges of matching the skills needed to generate higher levels of economic growth. For Lancaster District the economic research carried out to influence the decisions to be made in the emerging Local Plan for 2013-2031 suggests that there are elements of both Lancashire and Cumbria scenarios which need to be addressed to protect the long term sustainability of the local economy.

The location of a relatively high volume of Further Education establishments within and well connected to it does not seem to be a guarantee of delivery of the skills needed to meet future demand and provide a replacement workforce in the years to come. Given their relative remoteness from larger urban concentrations around central Lancashire and Carlisle the local communities around Morecambe Bay within the administrative areas of Lancaster, South Lakeland and Barrow could look to each other to provide mutual assistance in the maintenance of a healthy economy around Morecambe Bay.

Connectivity between employment growth in advanced manufacturing and housing/skills growth in popular locations is critical to success along with improving transport links between the two and taking positive action to match the cultural and service centre desires of those needed to be attracted to the area.

Increasing the local workforce need not start with encouraging increased inward migration. The first call could be to address the aspirations of school leavers and graduates many of whom also make up the hidden

households expecting to leave the district. These together with a proportion of graduates from the universities, who might aspire to stay in the area could be encouraged to do so with arrange of incentives. These incentives need to include:

- Affordable housing needs
- Access to employment
- Arts and Cultural enhancements in the districts service centres
- Retail and leisure enhancements in the districts service centres
- Broadband comparable to the metropolitan areas in both speed and reliability.

Attracting new workers to the area largely relies on the same set of incentives on top of the significant assets such as high quality schools, environment and accessibility which already exist.

There are already significant projects in the pipeline to address the deficiencies. The City Council wants to work with the HCA on a partnership to deliver the Governments Starter Homes initiative. A multi million pound investment in a Health Innovation Campus at the Lancaster University will be one of the Lancashire LEP's priority initiatives. It will deliver around 2,000 new jobs and become a world class centre for research into the provision of health care for ageing adults based on pioneering developments in North America. The district is a nominated location for new nuclear build once its two existing power stations need to be replaced. Currently however to support the extended lives of these stations EDF Energy need to recruit 700 new Engineers in 10 years to retain a sustainable workforce. The completion of the Heysham/M6 Link Road brings with it expanded activity between the Port of Heysham and Ireland with jobs related growth in the Heysham Gateway area.

In Lancaster City Centre a new masterplan will link together the major retail/cultural redevelopment opportunity at the Canal Corridor North, with regeneration in the visitor economy and arts sectors across the City Centre and the renovation of Lancaster Castle under the custodianship of the Duchy of Lancaster. The Dukes Playhouse and Lancaster Grand Theatre will be provided with opportunities to grow and refine their contribution to the vibrancy of the City Centre. Significant growth in new student accommodation and the promotion of young worker accommodation in a similar format will enhance the attractiveness of Lancaster as a place to learn and subsequently work.

Major investments by BT and Virgin Media are making significant changes to the digital connectivity of the district which is also home to a growing number of digital media companies.

The Morecambe Bay University Hospitals Trust is working closely with the City and County Councils to rationalise its estate and effect a major long term overhaul of Lancaster Royal Infirmary to strengthen the resilience of the NHS around the Bay. Other strong collaborations such as Morecambe Bay Partnership and Marketing Lancashire deliver targeted heritage and visitor economy related regeneration projects to enhance the identity of the district as a unique destination for lifestyle to visit and relocate to.

Initiatives between the local authorities, further education establishments and the schools system are beginning to examine ways to create a single point of access to job opportunities and intelligence on education and lifestyle. All geared to giving young people more accurate information on career planning and lifestyle choices with the specific aim of challenging the belief that outward migration is the best choice for economic prosperity.

Appendix B

Bailrigg Garden Village - First public sector led stage to prepare a Development Framework and Delivery Strategy

Draft Project Plan

Summary

The City Council is leading the delivery of the Bailrigg Garden Village and is commencing with a first stage of project development activity to bring forward the Garden Village, a major development project south of Lancaster city centre incorporating the existing campus of the University of Lancaster.

The Garden Village is to be around 3500 dwellings in size with a range of housing to meet local needs and wider market demands. Homes will be innovative and high quality, low or zero carbon and adaptable to changing lifestyles. Neighbourhoods are to be well designed, reflecting the best qualities of local context, and served by generous and purposed greenspace and, with a good choice of sustainable transport options locally, to the village centre(s), to the University, the city and beyond. The approach is to be inspired by the ethics and principles of the early Garden Cities movement.

The first stage will be to prepare and formally adopt project planning and project Governance arrangements. These will aim to follow the model provided by the Homes and Communities Agency guidance, but adapted to local circumstances. The Bailrigg scheme is probably unique amongst the other Garden Village's in that it already has at its heart one of the district's premier economic drivers in the form of the University of Lancaster campus. Known for its innovation in the field of digital connectivity, environmentally sensitive design, and construction technology the university will pay a vitally important role as an advising partner in the project whilst alongside that the appropriate care will be taken to account for any interests arising from the university's role as a key landowner within the Garden Village.

Following Governance the next step will be to prepare a robust planning policy and delivery framework for development of the Garden Village involving setting spatial parameters for the development, planning key infrastructure and securing landowner and developer buy in to appropriate delivery arrangements. Progress with this stage shall inform the council in its work to bring forward the Lancaster District Local Plan - including at the Examination Stage anticipated from early 2018. The Council is already allocating the site for the Garden Village in its Draft Local Plan intended for submission to the Secretary of State for Examination in Public during 2018.

The council is working to finalise its proposals for the spatial scope of development and for advance and key infrastructure. The spatial scope of the Garden Village is likely to require development across more than 160 hectares of land at Bailrigg and in the vicinity of the Lancaster University campus. Bus rapid transit and a cycle superhighway are to serve the Village and connect between the city and the University.

The council's approach will be to take the strategic lead as Local Planning and Economic Development Authority to ensure that the Garden Village meets its aspirations for the growth agenda it is promoting, and those of the local community it serves. As part of this it will undertake detailed work to prepare for its key role as intelligent client prior to procuring the appropriate external project expertise and consultancy services. In addition, it will work closely with Lancashire County Council on all transport aspects and provision to meet education needs. It also intends to work closely with the University of Lancaster to investigate the opportunities for innovation in design, construction and energy conservation including accessibility to digital services.

The council is to prepare, alongside the Local Plan, a Development Framework Document to set the spatial scope and parameters for the Garden Village and to define key infrastructure. It will procure specialist advice and support in property agency, investment and appraisal and instruct the negotiation of agreements to secure the support and participation of land interests in delivering the Garden Village. It will support and work closely with the county council in planning and bringing forward key transport infrastructure via a joint team(s) led by the county council.

Arrangements will be made to provide for effective partnership working and to establish appropriate governance arrangements for project activities.

1. Background and concept for the Garden Village

Lancaster district has an evidenced need for a further 13,000-14,000 new homes by 2031. By far the largest single housing land allocation in the City Council's forthcoming Deposit Draft Local Plan to meet these needs will be the Bailrigg Garden Village.

The concept as stated in the council's Expression of Interest for the Bailrigg Garden Village is that –

“Bailrigg Garden Village presents the best opportunity in generations to extend Lancaster's strategic housing supply in a manner which respects and reflects the ethical beliefs of the local community about sustainable living, local identity and high levels of connectivity through public transport and cycling.

It will address the long standing 'Town and Gown' challenge of integrating the university campus with the city, in a carefully master planned and themed manner, without simply extending the urban area.

The Garden Village will also assist the University with its aspirations to attract the highest calibre of staff and students to Lancaster by providing a bespoke new residential neighbourhood closely assimilated with the Bailrigg and (Health) Innovation campuses during an unprecedented period of Growth”.

The Government expects a Garden Village to be well designed, high quality and attractive places and to secure this expects local authorities to play an active, enabling role during both planning and delivery stages. This is to involve –

- Leading on developing a vision and planning and design principles to deliver a quality and distinctive place
- Ensuring the meaningful engagement of relevant stakeholders, the community, landowners and developers in helping to inform and shape proposals
- Preparing robust planning policy and guidance to ensure a well-planned and distinctive Garden Village with coordinated and appropriately phased infrastructure

- Preparing a site wide masterplan and guidance to ensure a well-planned and distinctive Garden Village with coordinated delivery
- Provision of key public and private infrastructure to support the Garden Village including to secure strategic transport infrastructure via the county council
- Leading on collaborative work to achieve the Vision

2. Project Brief - what the project is to deliver and when

In outline

The Project is to prepare a Development Framework Document and delivery plan for the Garden Village. The Document will set out how the Village is to be delivered with full arrangements in place to secure satisfactory delivery of infrastructure and development - including through the local planning process and via land mechanisms.

Integral to all the above,

Delivery Planning is integral to preparing Document and must -

- Inform the drafting of Local Plan policy and (as above) support the council's case to the Local Plan Examination,
- Secure funding and commitments to infrastructure provision
- Inform the making of arrangements with landowners and developers to secure the appropriate sharing of costs, the timely provision of key infrastructure and services and the proper phasing and build out of quality developments that meet the Vision and Objectives for the Garden Village.

Required outputs

A first draft Development Framework Document is sought by November 2017. This document is to inform policy for the Submission Version of the Local Plan. Subsequent drafts shall further inform and thereby, support the council in preparing its case to the Local Plan Examination that the Garden Village is reasonably deliverable.

A finalised **Development Framework Document** to include an agreed Concept Plan is required by June 2018. This is to:

- Further support the Council's Case at the Local Plan Examination,
- Provide a strong direction and development framework for the masterplans and proposals to be brought forward by landowners and developers - and including the Lancaster University,
- Provide a robust framework by which the council shall consider subsequent planning applications and thereby manage the build out of all development phases.

The project work shall be undertaken in five stages following a short initiation stage. The stages include for stakeholder consultation and community engagement.

Alignment to Strategic transport infrastructure

Essential to the Garden Village and aligned to the project is work by Lancashire County Council to plan and secure funding for the new road connection required to J33 of the M6 and the associated transport hub. The planning and delivery of this infrastructure is interdependent with that for the Garden Village. The project will provide for the collaborative working necessary to help support this

county council led project activity and assure that work on this informs decisions on the Garden Village.

3. Project Scope

The scope of work shall be all that is required to meet the requirements of the Project Brief. Aligned are –

- To develop and implement a clear project plan for the Garden Village from concept to completion.
- To work to deliver the formal allocation of the Garden Village in the Deposited Lancaster District Local Plan.
- To work to secure the required strategic transport infrastructure (closely related but separate from this Project).
- To use ensure that the property interests of the city council as a landowner are used to aid and facilitate the delivery of the Garden Village
- To work to make best use of the specific property and financial interests of any third party landowner and / or developer in the delivery of the Garden Village.

The spatial scope of the project shall take as a starting point the proposed extent for the Garden Village identified in the council's application to DCLG for Garden Village status. This may be adjusted as appropriate to meet the Vision and Objectives for the Garden Village.

The Council will refine and perfect the drafting of policy SG1 of the council's Strategic Policies and Land Allocations DPD. This relates specifically to the strategic allocation of Bailrigg Garden Village through the Local Plan process. The Policy states that once fully completed, Bailrigg Garden Village will accommodate approximately 3,500 dwellings by 2033, plus a number of opportunities for employment and economic growth.

4. Arrangements for decision making and project control

The city council will lead the Project. A partnership led by the council will direct the Project. A Governance Structure is set out in the attached flow diagram. In summary: –

- Strategic Board – of the City Council, the County Council and the HCA. The University of Lancaster University will be a special advisor to the Strategic Board with arrangements in place to separate their corporate and land ownership interests as part of this process.
- Project Board – of City and County Councils chaired by a Project Executive, reporting to the Strategic Board,

Project Team managed by a Lead Officer for project implementation.

The role and responsibilities of the Strategic Board needs to be agreed by the partners and properly understood by all involved. In outline, this Board is to –

- Agree the Vision and objectives for the Garden Village
- Liaise with Government, the HCA, and the LEP
- Assure partnership working between the key partners including with Lancaster University
- Support and help facilitate the county council in all work required to secure the strategic transport infrastructure connection to J33.

- Secure corporate buy in
- Capture new ideas and innovations
- Interface to elected members
- Provide full oversight and scrutiny for project delivery
- Consider and recommend on the models most appropriate (if any) for community ownership and social control inter alia of land, buildings, infrastructure and open space

The Project Board is to –

- Propose a vision statement and objectives for the project.
- Resource project delivery
- Integrate the Project to the Local Plan and recommend on Local Plan Policy
- Liaise with key landowner and developer stakeholders
- Decide arrangements for project delivery
- Secure delivery funding including investigating the potential for capturing land value for reinvesting with the GV community for future years.
- Take responsibility for project delivery and direct the project
- Own project risk

In addition, the Project Board will provide a forum for the detailed liaison between the project and the crucial separate project work led by Lancashire County Council on which the project is dependent to secure the timely delivery of the project critical strategic transport infrastructure connection to J33 of the M6.

5. Project approach - capacities, procurement

General approach

The approach is to lead the Project and act as intelligent Client. Procuring additional project management and external capacity as appropriate and, involving close joint working with key partners such as the County Council. The Governance Structure will enable working at the required levels including strategic partnership working, project control and project implementation.

As stated, essential to the Garden Village delivery project and its management arrangements will be work by Lancashire County Council to plan and secure funding for a strategic transport infrastructure connection to J33 of the M6 and the associated J33 transport hub. This is crucial if the council is to deliver the Garden Village. To secure this work element the City Council propose to cover the reasonable costs of Lancashire County Council in this, from capacity funding.

Capacity Challenges

The City Council is faced with unprecedented circumstances in relation to major corporate regeneration projects. Taking a major Local Plan Examination as a project in its own right there are no less than five major corporate projects taking place at the current time. All of those projects are centred in, and have to be managed by the councils' Regeneration and Planning Service. The Council is considering how at Management Team level it can cover the support needed for these projects alongside corporate management and potential restructuring responsibilities at this time. Options include dedicating exclusive Senior Management capacity to the main projects (linked to their

individual Project Managers) in order to ensure effective delivery from the client control perspective. Those senior managers will need to be back filled in order that service management and development can continue to match the council's other priorities.

There is no option relating to prioritisation of one project over another as the transformational opportunity for Lancaster District is once in a generation.

Community and stakeholder engagement

The Project will involve a significant element of community and stakeholder engagement. This will be led in house and resourced by the Client Project Team with the exception of stakeholder engagement and negotiations as part of delivery planning – see below.

Capturing innovation

The council will look to best practise and exemplars to assist it in planning and bringing forward the Garden Village. It will participate in the Garden Villages Forum and locally has established information sharing arrangements with Fylde Borough Council (Whyndyke Garden Village). Further, it will draw on long standing liaison with University faculties to seek advice and where possible capture new ideas and innovations.

Evidencing, spatial planning and preparing the Development Framework Document

Spatial evidencing, spatial analysis and planning is already being commissioned by the in house client team supplementing the substantial work already in hand by the Housing and Planning Policy Team as part of wider evidencing for the Local Plan. Consultancy support to prepare the Local Plan shall be extended where appropriate to include for the more specific evidencing work required for the Project. This includes for work on all aspects of planning for water and green infrastructure – blue/green planning.

Site Transport and Utilities Infrastructure

The County Council has committed to bringing forward Bus Rapid Transit and a Cycle Superhighway between the city centre and south Lancaster, the university and the junction 33 transport hub. City council officers view decisions on the routing of these and the BRT operation as fundamental to planning the Village and transportation for it.

It is proposed that work on Bus Rapid Transit (BRT), the Cycle Super Highway and site transport infrastructure should be planned and ultimately delivered by consultants led and project managed by the County Council and drawing on drawing on specific capacities from the City Council including particularly in planning for cycling and stakeholder and community engagement. The City Council Client Project Team with its engineering professionals will commission utilities work.

The City Council's Urban Designer will lead on commissioning and client management for the spatial analysis required also drawing on the skills and expertise of professional planners at the Project Board level in creative workshops to analyse, review, challenge and formulate ideas.

The Urban Design professionals will lead in preparing a Draft Design Code. The emerging early content is to help inform planning policy drafting. The finalised Code shall form part of the Development Framework Document.

The Client Project Team, supported by commissioned external capacity will prepare the Development Framework Document. This will inform and support the council's case at Examination,

help set parameters and expectations for master planning and subsequent design work and, inform any SPG and any design controls to be secured through land mechanisms.

Landowner engagement and delivery planning

This critical element of work iterates closely to the spatial planning. The council identifies an urgent need to engage specialist consultancy support to:-

1. Advise on options for a mechanism to share / equalise costs and values and to finance and secure advance and key infrastructure and, the appropriate phasing of development
2. Liaise with multiple private and certain public land interests and including the Lancaster University to advocate for and secure the necessary buy in to the cooperative principles essential to agree a preferred mechanism
3. Lead and negotiate with all relevant land interests to secure landowner and developer agreements to the appropriate mechanism and subject to council authorisation, to document and complete such agreement(s).

The council is already procuring the services required off the HCA framework panels via authorised exceptions to its Contracts Procedure Rules. The consultancy procured will need to work collaboratively with the council to plan and programme the services required.

Note this element of the project shall include for engagement with Lancaster University concerning all aspects of its land and development interests.

In addition, the council sees merit in landowners and developers forming an advisory panel or similar inter alia to assist in informing the council and general liaison and information sharing by the council.

6. Project Stages

The project is to be undertaken in stages. The chart in Appendix 1 summarises.

Initiation Stage

Complete by end July 2017

- Set Draft Objectives
- Prepare Project Plan
- Establish Client Project Team

Complete by end October 2017

- Cabinet authorisation to Project Plan and Governance structure
- Document Overarching Vision
- Establish Partnership
- Confirm working arrangements with Lancashire County Council re. site transport

Stage 1 Spatial Evidencing

Complete by end September 2017

The Stage shall involve assembling all spatial evidencing. This Stage should seamlessly inform Stage 3. Much of the evidencing is already in hand as part of work to prepare the Local Plan. The Project

Team will review all progress and undertake / procure further work as necessary. The table in Appendix 3 summarises the progress and status of evidence and how tasks shall be progressed.

Stage 2 Spatial vision (high level)

Complete by October 2017.

This is to help set the Vision and Objectives for the Garden Village and thereby gain some crucial understandings and agree some high level spatial parameters for work at stages 3 and 4. In so doing the stage should help win stakeholder and community support / buy in for the principle of the Village and, most important, help inform the local plan policy for the Village.

The stage would involve –

- A. Stakeholder consultation and community engagement into ambitions and aspirations for the Garden Village
- B. Engagement with Lancaster University to understand its position on key issues
- C. Decisions on council priorities for its local plan policy for the Village

A. This would look into what people want of the Garden Village, what sort of place do people want it to be? Consultation in September / October 2017 would inform decisions on the Vision and Objectives for the Garden Village. Example issues -

- Self-containment. Whether facilities and services should serve just the Village or wider e.g with catchment extending into south Lancaster?
- Village centre. What sort of centre is sought for the Village and where? Should there be one or more centres?
- Whether the Village should fit nestle within the landscape or, at least in part, be arresting / prominent in it?

B. Engagement with Lancaster University about what for it will be corporate (and not land) issues must inform the Vision and Objectives for the Garden Village and inter alia must concern the following -

- How “public” is the University aspiring to be - if the campus is to house the bulk of commercial and community uses this requires significant public access and in perpetuity?
- How would this affect the operation of the University?
- How would the University envisage the movement of people ‘up the hill’?
- Might this require the relocation of some services to a more ‘publicly’ accessible location within the LU campus?
- Would sports and leisure facilities (current and proposed) be made available to the public and, if so, when and on what terms?
- Would the University want to accommodate the main commercial facilities - including one or more supermarkets?
- What are the University’s long term plans for parking provision and management?
- What role might it play in the rapid transit system?
- Might it run its own buses? How important is cycling to the University?
- What are the long term requirements for the Health Innovation Campus? How does this affect City Council land north of Bailrigg Lane? What are the current phasing timetable/uses planned for Phases 2 and 3. What supporting infrastructure needs to be planned prior to delivery of these phases? What health and health related services to the community might be offered via the Centre as a hub?

C. The council must decide what priorities it attaches, inter alia, to –

- Meeting affordable housing need and so requirements
- Meeting demand for playing field space
- Meeting existing unmet needs for community space and services
- Needs for bespoke intermediate care facilities for elderly people
- Low carbon build
- Low carbon heat networks
- Secure housing that is readily adaptable to changing household needs
- Shared education / community use of school facilities, play space etc

Stage 3 Spatial Planning (1)

Complete by December 2017

This stage shall involve analysis and synthesis of evidence to prepare a **first Draft Development Framework Document**. This will -

- A. Plan the spatial scope of the land that is to be developed and that to be reserved from development (blue/green land) to
- Manage water, minimise flood risk and provide for attenuation and, if appropriate mitigation.
 - Safeguard, conserve and enhance wildlife habitats
 - Respect landscape character and form, views and openness
 - Conserve the historic environment
 - Assure any significant archaeological interest can be satisfactorily preserved
 - Plan for noise

The work is to be informed by all preliminary and strategic studies and evidencing at Stage 2, including a land use review, utilities understanding and geotechnical reporting

B. Plan for Transport and Utilities Infrastructure with work to identify the requirements / options for

- Utilities
- BRT and synergy with a Transport Hub served by new J33
- Strategic cycling infrastructure (cycle super highway)
- Principal highway servicing
- Low carbon heat networks
- Ultra-Low Emissions/Electric Charging Points
- Car Parking Hierarchy/Methodology

C. Plan for Community Facilities and Services with work to identify the requirements / options inter alia for

- Local centre(s) and community facilities (including formal education and secondary school, p.o.s, culture and leisure, healthcare including digital healthcare)
- Likely distribution/siting of Employment-Generating Uses including phasing of the HIC.
- Affordable housing requirements

- Retail uses

D. Draft Design Code. Drafting of the Code should at strategic level inform the Local Plan Policy requirements, then at detailed level set the design approach and detailed design requirements for

- Development structure
- Health and Wellbeing Plan
- Transport servicing
- Drainage including SUDs
- Pedestrian access and movement
- Townscape / densities
- Lighting
- Public realm and public art trails
- Build typologies
- Build standards (in outline) including zero-carbon building technologies.
- Build innovation and liveability including self-build and off site modular / kit construction
- Design palette
- Architecture
- Local services provision e.g allotments, for children's play

A consistent thread through the Design Code will be that sustainability considerations are embedded including that innovations and measures are robust in the face of likely economic, societal and environmental change. To example, to avoid encouraging even requiring technologies that work today but not tomorrow.

Setting out these standards at an early stage, interwoven into the Local plan policy for the site will be essential to avoid unrealistic expectations by developers about standardisation, land values and build costs.

Stage 4 Spatial Planning (2)

By June 2018

As informed by work at stages 1, 2 and 3 to

- A. Identify and prepare draft concept options, for the spatial disposition of development and routing (in outline) of key site transport infrastructure. The concept options together with all necessary evidence and detailing are to be presented in a draft report.
- B. Consult on the draft concept options
- C. Agree a preferred concept option (City Council).
- D. Prepare and finalise the Development Framework Document focused on the agreed Concept Plan and, to incorporate the finalised Design Code.

This work to be structured draw on professional inputs from a Review Panel comprising persons at the Project Board level and, to be closely informed by delivery planning as per the below.

Stage 5 Delivery Planning

By June 2018

A stage or perhaps better termed a stream of activity running parallel to stages with 3 – 4 and prospectively continuing further.

This stage should move the project from the existing position - where there is strong landowner / developer appetite to develop housing at sites in the location - to one where there is buy in to the vision and objectives of the Garden Village. The aim is agreement(s) with landowners and / developers inter alia to share in the costs / equalise costs to provide key infrastructure including strategic transport infrastructure (and specifically for which 10% of the funding must be secured locally).

The above taken together with knowledge and understanding of all infrastructure requirements is to inform viability appraisal that in turn iterates closely with work by the city council as planning authority to set its planning requirements including any S106 contributions required.

As stated the council will procure specialist support in delivery planning and, guided and advised by this support will prepare a stage plan for the sequencing of work by which the appropriate arrangements and mechanisms might be secured. Prospectively and as recommended by HCA the stage may involve activity and negotiations in the sequence to a) secure buy in to key principles b) establish viability C) agree heads of terms (HoT) with landowners and developers and d) memoranda of understanding (MoU). This stream of work is crucial to support the council's case at the Local Plan examination that the Village is deliverable.

11. Estimated Project Costs

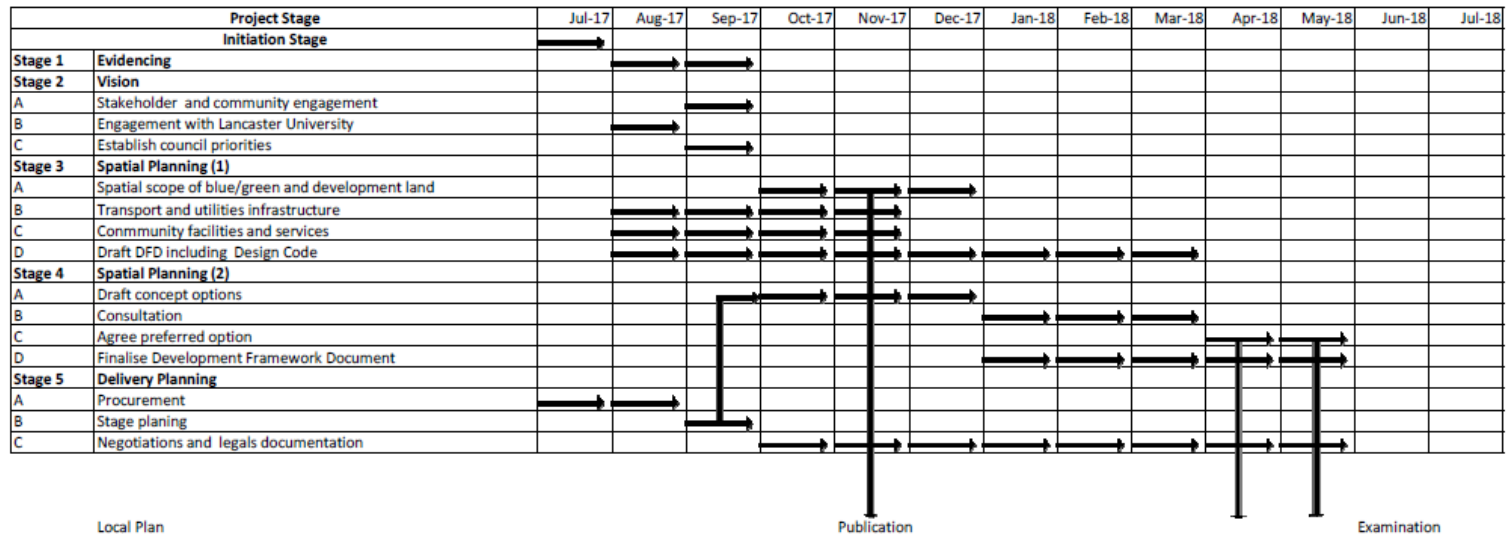
The table below gives very preliminary outline budget estimates for all work required in project stages 2 – 5 and requiring new expenditures by the council.

New work elements required involving new expenditures not otherwise to be met in-house by the city council	Cost estimate 2017/18 (confirmed)	Cost estimate 2018/19 (to be bid for)
BRT/Cycle/Site Transport Sub Team – project management revenue costs (Lancashire County Council)	£15k	£10k
Strategic infrastructure - project management and funding revenue costs (Lancashire County Council)	£30k	£30k
Community and stakeholder engagement (all stages)	£10k	
Further consultancy support – spatial evidencing	£30k	£20k
Additional Regeneration Team capacity in information and data collation, management and dissemination including via spatial mapping (city council new temporary post)	£25k	£30k
Specialist consultancy support – advice on viability, delivery options and mechanisms, development negotiation and delivery – including in land valuation, surveying, negotiation and legals	£100k	£100k
Not yet allocated	£20k	£40k
Estimates total	£230 k	£230 k

DRAFT

Appendix 1 Work Stage Planning

The chart below summarises.



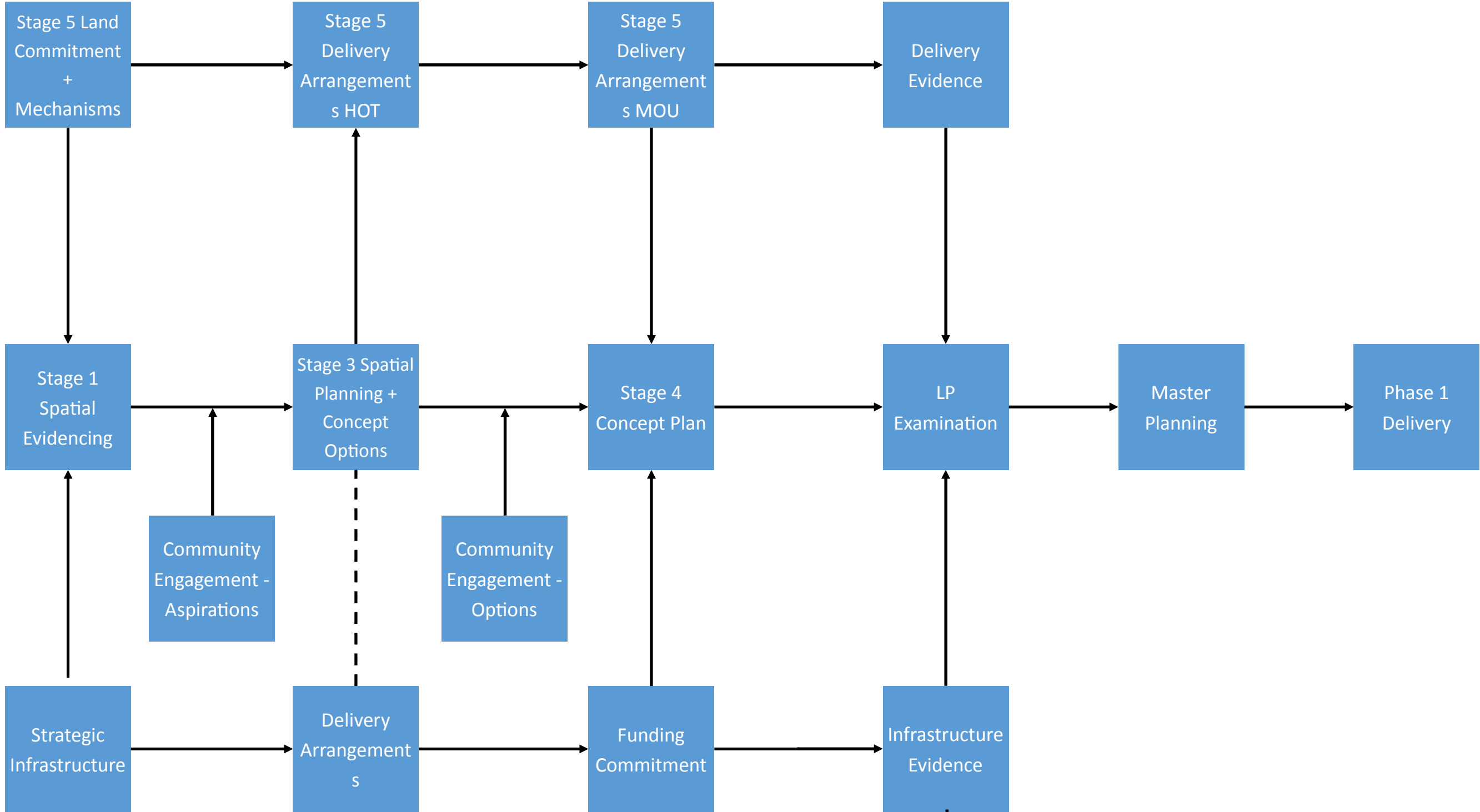
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BGV Outline Workflow

June - Dec
2017

Jan - June
2018

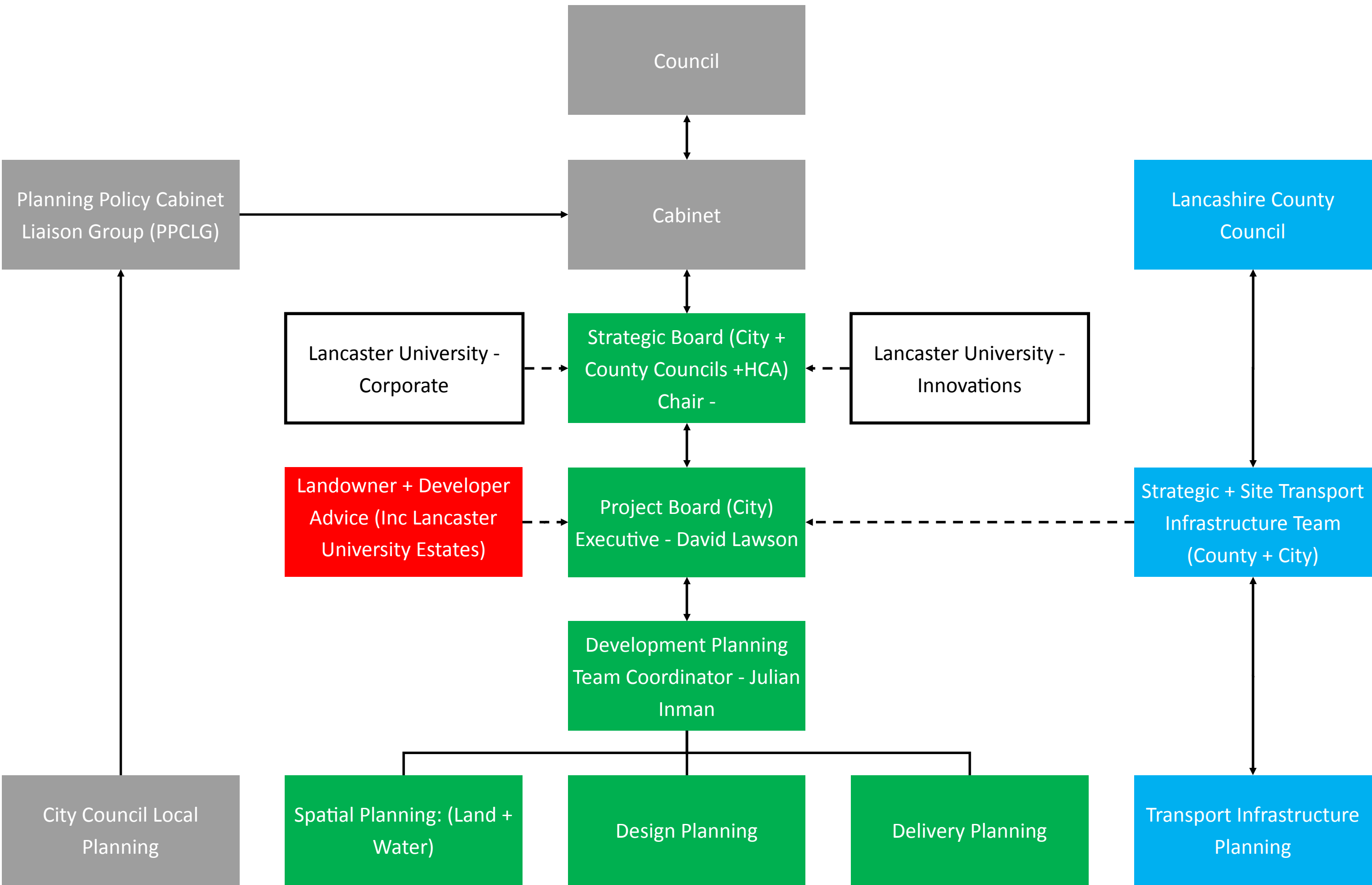
June 2018 -
March 2019



Public Sector Led

Private Sector Led

Bailrigg Garden Village - Governance



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

Service	Regeneration and Planning
Title and brief description (if required)	Bailrigg Garden Village Governance Proposals
New or existing	New
Author/officer lead	Andrew Dobson
Date	14 th September 2017

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

Yes

Section 2: Summary

What is the purpose, aims and objectives?

To comply with Government guidance on establishing the appropriate governance arrangements for a new Garden Village.

Who is intended to benefit and how?

The wider community in Lancaster district through increase in housing supply. Staff in Lancaster City Council by obtaining resources to assist in preparing a Master Plan. University of Lancaster by achieving higher quality development adjacent to the campus.

Section 3: Assessing impact

Is there any potential or evidence that this will or could:		
• 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)?		No
• 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: <ul style="list-style-type: none"> - 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? - What does this tell you ie negative or positive affect? 	
Age including older and younger people and children	
Disability	
Faith, religion or belief	
Gender including marriage, pregnancy and maternity	
Gender reassignment	
Race	
Sexual orientation Including Civic Partnership	

Rural communities	
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? None

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

There is not expected to be potential impact

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

Local Plan process monitoring

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

**The 'Smart District'
Connecting the Public Realm
3 Oct 2017**

**Joint Report of Chief Officer (Environment) and Chief
Officer (Resources)**

PURPOSE OF REPORT				
To seek Cabinet's support for developing the concept of 'Smart District' - using technology to generate efficiencies and improve how we deliver our services.				
Key Decision	X	Non-Key Decision		Referral from Cabinet Member
Date of notice of forthcoming key decision		16 August 2017		
This report is public.				

RECOMMENDATIONS OF COUNCILLORS HUGHES AND LEYSHON

- (1) That Cabinet supports the concept of 'Smart District' to inform the Council's emerging digital strategy and 'management of the place'.
- (2) That the business case be developed further for consideration during the budget and planning process, with initial operational focus on the management of the public realm.

1.0 Introduction

- 1.1 One of the Council's corporate priorities is that of providing clean, green and safe public spaces.
- 1.2 To achieve this, work has been taking place to establish best practice. It is clear from this that meeting future expectations and demands will require ambition, innovation and creativity.
- 1.3 This has fed into exploring how the use of technology can help to deliver services better – an aim that is at the heart of developing the Council's digital strategy.
- 1.4 Initially the areas of focus were -
 - Ensuring that the Council, and its partners, can effectively manage the variety of daily activities that take place in the centres of Lancaster and Morecambe and the consequent impacts on public services and safety.
 - Supporting the wider impact of the increasing number of large events

that occur in Lancaster and Morecambe.

- Ensuring that the public infrastructure for which the Council has responsibility recognisably supports the Council's ambition for economic development.
- Meeting the expectations of the public and businesses in relation to the use of, availability of and development of technology.
- Improving the efficiency and effectiveness of public realm services like street cleansing, grounds maintenance and off street car parking.
- Ensuring that in the event of emergencies footage is available from key public locations to assist the Council and services like the Police, Fire and Rescue etc
- Helping reduce long standing environmental problems like vandalism, fly tipping, littering and dog fouling.
- Developing innovative and creative technological solutions that in turn provide potential income opportunities for the Council.
- Modernising the Council's approach to managing the public realm and make us an exemplar in this regard.

1.5 The work undertaken so far has resulted in the conclusion that the practical use of available and developing technologies will be invaluable in helping the Council's approach to managing a wide range of public services and functions.

1.6 Another priority of the Council is that of economic development. For the economy to develop there need to be an effective public infrastructure. There also needs to be an effective technological infrastructure. In developing this proposal it has become apparent that whilst the starting point was looking at how to improve the public realm the benefits of taking an innovative approach will impact positively in the economic development ambitions of the District.

1.7 A report on a pilot project associated with the Smart District concept (in context of CCTV) is due to be considered by Council 27 September. This report seeks Cabinet's consideration of developing proposals further, for consideration during the budget and planning process.

2.0 Proposal Details

2.1 Council provided operations like street cleansing, waste collection, grounds maintenance etc. will always rely heavily on people and vehicles. However using technology and the functionality that brings will help us better allocate these resources. This will increase efficiency, reduce waste, provide accurate information, help us respond better to our customers etc.

2.2 To date significant improvements have already been generated through the use of tracking systems on vehicles, cameras on bin wagons, electronic mapping of public realm assets, electronic allocation of repair work via handheld devices etc. However, there is still much work to be done.

2.3 There are a wide array of technological tools available and being developed that could help us improve services now and in the future. The usefulness of these tools is very much dependent on being able to quickly and easily get the information from the tools from where they are located to the point where they are managed.

2.4 Having access to a wireless infrastructure that can be easily connected into and then effectively transfers information from A to B would equip us to deliver step changes in the way we deliver services.

2.5 As an example trials of new camera technology have shown how useful

having a view (real time and recorded) of public space can be to helping manage a range of services. The pictures can be conveniently viewed from a desktop computer or mobile device. Recently this allowed easy monitoring of crowd movements at the recent events we have had on Morecambe promenade which then helped with management of services like cleansing.

- 2.6 Furthermore the infrastructure could then support mobile cameras that can be used to help tackle issues like fly tipping and vandalism.
- 2.7 The infrastructure could also be expanded to the Council estate to improve security and access in Council owned buildings via automatic door entry systems.
- 2.8 Sensor technology could be used to help with managing parking and knowing when and how often to empty street bins.
- 2.9 Once connected our public assets become a convenient resource to deploy other applications. By augmenting street furniture with environmental sensors, we could more effectively monitor pollution levels.
- 2.10 Use of technology in this falls under what is known as the 'Internet of Things' and has led to projects that have resulted in Smart Cities.
- 2.11 As a District we have an ambition to be seen as innovative, working in collaboration with credible partners. This proposal provides the basis for this District to become an exemplar in this regard. The potential advantages of this in terms of economic development are very significant.
- 2.12 The proposal would also involve the development of a partnership, with an internationally recognised market leader, to provide the infrastructure that can be used as the platform for an ongoing project that will look be used to build on technology to manage a range of Council functions.
- 2.13 Technology is such that the applications of it are only limited by what we can think of. However, once this is in place obvious very practical developments could include-

- Deployment of mobile cameras to help tackle fly tipping and vandalism in parks etc
- Rationalising all the Councils camera systems
- Using cameras as footfall counters in selected locations
- Using cameras to provide pay on foot car parking
- Measuring the spare capacity on car parks
- Measuring air quality at key locations
- Measuring how full litter bins are in select locations
- Providing door access systems in Council buildings/ housing blocks
- Helping manage events
- Safeguarding lone workers
- Monitoring humidity in Council houses
- Helping emergency planning
- Providing virtual tourist information for visitors

There will be additional costs for these advancements. However the model proposed is one whereby new developments would be expected to generate efficiencies / savings that would eventually offset the cost.

- 2.14 The economic development benefits are much wider. The development of a partnership with a market leader means that there is the opportunity to broaden the coverage of the 'internet of things' to benefit a wide range of stakeholders. It provides opportunities for research projects to be tested in our District, it provides opportunities for technology developers to showcase their products in our District.
- 2.15 The aim would be to be an exemplar. This would of course showcase the District as whole.

3.0 Details of Consultation

- 3.1 The development of this proposal has involved Police, Lancaster BID, Morecambe BID

4.0 Options and Options Analysis (including risk assessment)

	Option 1: Support the concept of Smart district, and consider proposals during the forthcoming budget.	Option 2: Do not support in concept and continue with traditional methods.
Advantages	Allows consideration alongside all other budget options. Allows time to develop a wider implementation plan	None
Disadvantages	None.	Lost opportunity to take advantage of digital technologies to make service improvements and efficiency savings.
Risks		

5.0 Officer Preferred Option (and comments)

- 5.1 The Officer preferred option is Option 1.

6.0 Conclusion

- 6.1 This report sets out by working in partnership the Council could take a leading role supporting economic development through the use of technology whilst at the same time generating efficiencies and improving its own services.

RELATIONSHIP TO POLICY FRAMEWORK

As outlined in the report

CONCLUSION OF IMPACT ASSESSMENT

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

If Cabinet supports the report as projects are developed impact assessments will be undertaken.

LEGAL IMPLICATIONS

If Cabinet supports the report as projects are developed the legal implications will be assessed in detail.

FINANCIAL IMPLICATIONS

If Cabinet supports the proposals options would be developed for consideration as part of the budget, but there would be no direct financial implications arising in the meantime.

OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces:

If Cabinet supports the report the implications for other services and open space will be considered in detail.

SECTION 151 OFFICER'S COMMENTS

The s151 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: Mark Davies

Telephone: 01524 582401

E-mail: mdavies@lancaster.gov.uk

Ref:

Equality Impact Assessment

This **online** equality impact assessment should:

An equality impact assessment should take place when considering doing something in a new way. Please submit your completed EIA as an appendix to your committee report. Please remember that this will be a public document – do not use jargon or abbreviations.

Service

Title of policy, service, function, project or strategy

Type of policy, service, function, project or strategy: Existing ☐ New/Proposed ☒

Lead Officer

People involved with completing the EIA

Step 1.1: Make sure you have clear aims and objectives

Q1. What is the aim of your policy, service, function, project or strategy?

Q2. Who is intended to benefit? Who will it have a detrimental effect on and how?

Step 1.2: Collecting your information

Q3. Using existing data (if available) and thinking about each group below, does, or could, the policy, service, function, project or strategy have a negative impact on the groups below?

Group	Negative	Positive/No Impact	Unclear
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Faith, religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender including marriage, pregnancy and maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual orientation including civic partnerships	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other socially excluded groups such as carers, areas of deprivation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Rural communities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Step 1.3 – Is there a need to consult!

Q4. Who have you consulted with? If you haven't consulted yet please list who you are going to consult with? Please give examples of how you have or are going to consult with specific groups of communities

Equality Impact Assessment

At this stage we are seeking direction from Cabinet. Going forward we will determine what consultation is appropriate on a project by project basis

Step 1.4 – Assessing the impact

Q5. Using the existing data and the assessment in questions 3 what does it tell you, is there an impact on some groups in the community?

Age: No
Disability: No
Faith, Religion or Belief: No
Gender including Marriage, Pregnancy and Maternity: no
Gender Reassignment: No
Race: no
Sexual Orientation including Civic Partnership: No
Rural Communities: No

Step 1.5 – What are the differences?

Q6. If you are either directly or indirectly discriminating, how are you going to change this or mitigate the negative impact?

NA

Q7. Do you need any more information/evidence eg statistic, consultation. If so how do you plan to address this?

No

Step 1.6 – Make a recommendation based on steps 1.1 to 1.5

Q8. If you are in a position to make a recommendation to change or introduce the policy, service, function, project or strategy, clearly show how it was decided on.

At this stage the report seeks a recommendation to use technology as a means of improving particularly the management of public realm functions. Therefore there are no direct impacts on any groups in the community

Q9.

If you are not in a position to go ahead, what actions are you going to take?

NA

Q10. Where necessary, how do you plan to monitor the impact and effectiveness of this change or decision?

If Cabinet decide to progress this specific projects will be delivered. At that stage full impact assessments will be provided.

CABINET

**Accountable Body Authorisation for Community
Groups- Update
3rd Oct 2017**

Report of Chief Officer (Environment)

PURPOSE OF REPORT			
To approve delegated responsibility to the Chief Officers (Environment) and (Resources) to authorise and accept external funding applications and the council to act as the accountable body for community bodies working to improve facilities on council owned land.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date of notice of forthcoming key decision	4 th September 2017		
This report is public.			

RECOMMENDATIONS OF COUNCILLOR HUGHES

- (1) That Cabinet delegates authority to the Chief Officer (Environment), in agreement with the Section 151 Officer, to approve the making and acceptance of external funding bids above the key decision threshold where:
 - any such bid is for the purposes of improving public open space in the District; and
 - it can be contained within the budget and policy framework and would not require redirection of resources between service areas, functions or activities on an ongoing basis.
- (2) That Cabinet delegates authority to the Section 151 Officer, in agreement with the Chief Officer (Environment), to adopt the role of “accountable body” where appropriate, in order to support formally constituted ‘Friends of’ and community groups in helping to improve public open space in the District, subject to due diligence and any financial implications being contained within the budget and policy framework.
- (3) That that above delegations remain in place until October 2021 and be subject to review at that time.

1.0 Introduction

- 1.1 Cabinet of August 2015 agreed the following in relation to the report attached as Appendix 1

That Cabinet delegates authority to the Chief Officer (Environment), in agreement with the Section 151 Officer, to approve the making and acceptance of external funding bids above the key decision threshold where:

- *any such bid is for the purposes of improving public open space in the District; and*
- *it can be contained within the budget and policy framework and would not require redirection of resources between service areas, functions or activities on an ongoing basis.*

(2) That Cabinet delegates authority to the Section 151 Officer, in agreement with the Chief Officer (Environment), to adopt the role of “accountable body” where appropriate, in order to support formally constituted ‘Friends of’ and community groups in helping to improve public open space in the District, subject to due diligence and any financial implications being contained within the budget and policy framework.

(3) That that above delegations remain in place until July 2017 and be subject to review at that time.

- 1.2 As bids for funding in these areas tend to have very tight timescales the agreed delegations streamline the process and allow for timely response.
- 1.3 Since Cabinet’s decision the delegations have been used as follows. The table highlights that whilst only the second delegation (regarding accountable body) has been used during the period, this does not preclude higher value funding opportunities above the key decision threshold coming forward in future.

Group	Date	External Funding	Description
Friends of Coronation field and Freemans Wood	June 17	£10,100	Installation of outdoor gym on Coronation Field
Friends of Storey Gardens	Mar 17	£10,760	Improve access to Tasting Garden (a handrail to the meeting house lane steps, hedging to make safe the perimeter barrier, a new disabled access back door for the storey building, materials to create ramp from lower to upper level of the outer garden, tree pruning within the garden and stone benches)
Friends of Bay Cottage	Dec 16	£40,128	Replacement of play area include high quality site improvements
Friends of Regent Park	Mar 16	£2,000	two noticeboards
Branksome TARA	Nov 15	£7,554	Refurbishment of play area
Friends of Greaves Park	Sept 15	£11,335	Installation of new piece of play equipment with safety surfacing
Friends of Williamson Park	Aug 15	£30,000	Contribution towards removal of existing play area and installation of two new play areas

- 1.4 This review highlights the excellent work friends of groups have done to help improve open space and play facilities in the District.
- 1.5 Besides the above of course there is much more invaluable support and work provided by groups, communities and individuals who want to enhance our District, as well as significant in kind contributions from businesses and suppliers.
- 1.6 As set out in the report in Appendix 1 the ability to quickly bid for and accept funding is helpful to these groups and the Council.

2.0 Proposal Details

- 2.1 In many cases bids for funding in these areas tend to have very tight timescales so agreeing to delegate as outlined in the recommendations below will streamline the process and allow for timely response. Whilst the Council accepts some risk as accountable body as can be seen allowing this delegation provides the opportunity to support community groups to improve public open space.
- 2.2 The delegated decision responsibility will only relate to projects on council owned land and where ongoing maintenance has been agreed within existing budgets. It is proposed that the delegations remain in place for a period of another 4 years, after which a further update report will be brought back. Furthermore, they would be subject to appropriate due diligence being demonstrated, in accordance with the general requirements of the Financial Regulations.

3.0 Details of Consultation

- 3.1 Detailed consultation is carried out for each individual project. Master plans are in place each of our parks and in turn form the basis for delivery of future schemes.

4.0 Options and Options Analysis (including risk assessment)

	Option 1: Delegate Responsibilities as outlined	Option 2: Seek Cabinet approval on each individual basis
Advantages	<p>As there are so many projects in this area of work, this will save time, allowing officers to focus on supporting the community and delivery of the corporate objective for green spaces.</p> <p>It will allow groups to respond quickly to opportunities which arise.</p> <p>Projects are usually funded by three or four different funding</p>	<p>Allows consideration of specific budgetary pressures and commitment of future budgets as and when bidding opportunities arise.</p>

	<p>bodies. Delegated responsibility will provide flexibility when pulling funding packages together.</p> <p>Enables quick applications to go in to maintain community interest.</p>	
Disadvantages	<p>Annual commitments against existing budget levels may be incurred, reducing future scope to make savings in those areas.</p>	<p>It does not provide the flexibility and responsiveness which is required for these small scale community projects. Some funding is available at short notice which does not easily fit into council procedures and timescales.</p> <p>Due to the quantity of projects and funding applications – the officer time in complying with these requirements on a project by project basis.</p>
Risks	<p>There will be no immediate risk regarding ongoing maintenance costs as this will be addressed at the start of any project, but would be risk associated with committing future years' budgets, potentially.</p> <p>There is a risk that the group don't fulfil their requirements and the funding is reclaimed – Officers work very closely with groups to ensure this does not happen. Acting as the accountable body also allows us to have more control over funding requirements, procurement procedures, quality of work, etc. that may reduce long term risks to the council.</p>	<p>Loss of funding opportunities due to the required timescales.</p> <p>Loss of community interest due to the required timescales especially when funding has been secured and needs spending by a certain date.</p>

5.0 Officer Preferred Option (and comments)

- 5.1 The preferred option is option 1 as it enables the council to respond more quickly to securing funding for these relatively small scale community projects and the risks and consequences are considered manageable.

RELATIONSHIP TO POLICY FRAMEWORK

Directly relates to the delivery the councils objective for Green spaces

the council will encourage local communities and individuals to in their local area and become involved in protecting and improving the quality of local areas, parks and public spaces in a way that is sustainable.

CONCLUSION OF IMPACT ASSESSMENT

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

Individual bids all require impact assessments as part of the submission

LEGAL IMPLICATIONS

Legal Services have been consulted and have no further comments.

FINANCIAL IMPLICATIONS

It is not expected that there will be any additional financial implications arising for the Council as improvements will only be carried out on Council owned land with associated revenue implications such as ongoing maintenance costs being addressed as part of each individual project.

The Council is experienced in managing external funds and has robust arrangements in place for administering such funding as well as undertaking the role of Accountable Body. It is expected therefore, that the proposal can be managed within current staff resources.

Should any specific financial implications or sensitivities arise in relation to an individual project or scheme, however, then these will be reported to Cabinet for their consideration in the usual way.

OTHER RESOURCE IMPLICATIONS

Human Resources:

None

Information Services:

None

Property:

Property Group will be consulted with where appropriate.

Open Spaces:

Enable officers to respond quicker to secure external funding for the improvement of outdoor areas.

SECTION 151 OFFICER'S COMMENTS

The s151 Officer has been consulted and has no further comments (she has contributed to this report).

MONITORING OFFICER COMMENTS

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

BACKGROUND PAPERS

None.

Contact Officer: Mark Davies

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Ref:

Appendix 1



**Accountable Body Authorisation for Community
Groups
4th Aug 2015**

Report of Chief Officer (Environment)

PURPOSE OF REPORT			
To approve delegated responsibility to the Chief Officers (Environment) and (Resources) to authorise and accept external funding applications and the council to act as the accountable body for community bodies working to improve facilities on council owned land.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date of notice of forthcoming key decision	20 May 2015		
This report is public.			

RECOMMENDATIONS

- (1) That Cabinet delegates authority to the Chief Officer (Environment), in agreement with the Section 151 Officer, to approve the making and acceptance of external funding bids above the key decision threshold where:
 - any such bid is for the purposes of improving public open space in the District; and
 - it can be contained within the budget and policy framework and would not require redirection of resources between service areas, functions or activities on an ongoing basis.
- (2) That Cabinet delegates authority to the Section 151 Officer, in agreement with the Chief Officer (Environment), to adopt the role of “accountable body” where appropriate, in order to support formally constituted ‘Friends of’ and community groups in helping to improve public open space in the District, subject to due diligence and any financial implications being contained within the budget and policy framework.
- (3) That that above delegations remain in place until July 2019 and be subject to review at that time.

1.0 Introduction

- 1.1 The provision of ‘Clean, Green and Safe Places’ is a priority area for the Council. However, the Council recognises that it is not possible or desirable to achieve this without the support of our local communities. As such the council is doing much to develop how it works with and supports local groups to

support delivery of the council's objective for Green spaces as set out in the Corporate Plan-

'the council will encourage local communities and individuals to take pride in their local area and become involved in protecting and improving the quality of local areas, parks and public spaces in a way that is sustainable.'

- 1.2 This has been a very successful approach in recent years delivering new and improved play areas, parks and open spaces in both urban and rural areas. It is estimated that through working with community groups over £200,000 of external funding has been secured each year for the last few years.
- 1.3 The groups vary considerably in size and make-up. Larger more established groups usually have experience of managing grants and adhering to the relevant terms and conditions. In contrast groups such as a few parents coming together to improve their local play area will have no experience of such processes and therefore are seen as a higher risk by funders. In these situations the Council in the past, where the project relates to council land, has acted as the accountable body and has also provided much direct advice and support in submitted funding bids.
- 1.4 The Council's financial regulations were updated by the Audit Committee on 17th September 2014 (Minute 15 refers) and now include the following requirements, as set out in Lancaster City Council Constitution, Part 5, Section 1:

4.3.3. External Funding Arrangements

4.3.3.1. Council is responsible for approving any external funding bid that falls outside of the budget and policy framework, normally on referral from Cabinet.

4.3.3.2. Cabinet is responsible for approving any external funding bid that is above the key decision threshold, and/or involves the redirection of resources between service areas, functions or activities on an ongoing basis, but is otherwise within the budget and policy framework.

4.3.3.3. Separately, where a proposal involves the Authority acting as the "accountable body" for a partnership or joint venture (often, but not always, involving external funding), the approval lies with Cabinet, with referral on to Council if outside of the budget and policy framework.

4.3.3.4. Chief Officers have authority, with the agreement of the Section 151 Officer, to express an interest in, bid for, and accept external funds where the total value of the bid does not exceed the Council's key decision thresholds and the proposal is (at least) budget neutral, subject to due diligence being demonstrated.

4.3.3.5. Chief Officers have authority to submit expressions of interest for external funding above key decision thresholds:

☐ subject to consultation with the Section 151 Officer and the relevant Portfolio holder, and additionally

□ the Leader and the Chief Executive, where the expression of interest falls outside of the Budget and/or Policy framework.

4.3.3.6. For clarity, an expression of interest in itself does not constitute a key decision.

4.3.3.7. Should any such expression of interest be successful, §4.3.3.1 and 4.3.3.2 will apply as normal (as will key decision notice requirements).

4.3.3.8. Chief Officers have authority to accept funding bids approved by Cabinet and/or Council, subject to due diligence being completed and with the written consent of the Section 151 Officer.

4.3.3.9. Chief Officers have responsibility for notifying the Section 151 Officer of all expressions of interest, bids, awards, claims and all other external funding matters. Additionally, they are responsible for liaising with the Section 151 Officer as necessary where it is proposed that the Authority acts as accountable body in relation to any proposed partnership or other joint venture.

4.3.3.10. All the above are subject to any alternative or additional authorisation as may be required by the external funding provider. In these instances, the Section 151 Officer must have prior notice of such requirements.

NB- Key decision threshold is £50,000. Most community group projects use a combination of funding streams to total between £60,000- £100,000. Occasionally larger projects in parks may total approximately £150,000.

Article 13.03(b)(v) of the Constitution provides that a decision is a Key Decision if it relates to proposals that involve taking on the role of Accountable Body for a particular initiative.

2.0 Proposal Details

- 2.1 In many cases bids for funding in these areas tend to have very tight timescales so the proposed delegations below will streamline the process and allow for timely response.
- 2.2 PROPOSAL 1-To delegate authority to the Chief Officer (Environment), in agreement with the Section 151 Officer, to approve the making and acceptance of external funding bids above the key decision threshold to improve public open space where any bid, if successful, can be contained within the budget and policy framework and would not require redirection of resources between service areas, functions or activities on an ongoing basis.
- 2.3 PROPOSAL 2- To delegate authority to the Section 151 Officer, in agreement with the Chief Officer (Environment), to adopt the role of “accountable body” where appropriate, in order to support formally constituted ‘Friends of’ and community groups to help improve public open space in the District, subject to due diligence and any financial implications being contained within the budget and policy framework. Typically, this may involve being accountable for external funding awarded to the groups.

- 2.4 The delegated decision responsibility will only relate to projects on council owned land and where ongoing maintenance has been agreed within existing budgets. It is proposed that the delegations remain in place for a period of four years (subject to review after the next local elections). Furthermore, they would be subject to appropriate due diligence being demonstrated, in accordance with the general requirements of the Financial Regulations.

3.0 Details of Consultation

- 3.1 Detailed consultation is carried out for each individual project. Master plans are gradually being agreed for each of our parks and in turn form the basis for delivery of future schemes.

4.0 Options and Options Analysis (including risk assessment)

	Option 1: Delegate Responsibilities as outlined	Option 2: Seek Cabinet approval on each individual basis
Advantages	<p>As there are so many projects in this area of work. This will save time, allowing officers to focus on supporting the community and delivery of the corporate objective for green spaces.</p> <p>It will allow groups to respond quickly to opportunities which arise.</p> <p>Projects are usually funded by three or four different funding bodies. Delegated responsibility will provide flexibility when pulling funding packages together.</p> <p>Enables quick applications to go in to maintain community interest.</p>	<p>Allows consideration of specific budgetary pressures and commitment of future budgets as and when bidding opportunities arise.</p>
Disadvantages	<p>Annual commitments against existing budget levels may be incurred, reducing future scope to make savings in those areas.</p>	<p>It does not provide the flexibility and responsiveness which is required for these small scale community projects. Some funding is available at short notice which does not easily fit into council procedures and timescales.</p> <p>Due to the quantity of projects and funding applications – the</p>

		officer time in complying with these requirements on a project by project basis.
Risks	<p>There will be no immediate risk regarding ongoing maintenance costs as this will be addressed at the start of any project, but would be risk associated with committing future years' budgets, potentially.</p> <p>There is a risk that the group don't fulfil their requirements and the funding is reclaimed – Officers work very closely with groups to ensure this does not happen. Acting as the accountable body also allows us to have more control over funding requirements, procurement procedures, quality of work, etc. that may reduce long term risks to the council.</p>	<p>Loss of funding opportunities due to the required timescales.</p> <p>Loss of community interest due to the required timescales especially when funding has been secured and needs spending by a certain date.</p>

5.0 Officer Preferred Option (and comments)

- 5.1 The preferred option is option 1 as it enables the council to respond more quickly to securing funding for these relatively small scale community projects and the risks and consequences are considered manageable.

RELATIONSHIP TO POLICY FRAMEWORK

Directly relates to the delivery the councils objective for Green spaces

'the council will encourage local communities and individuals to in their local area and become involved in protecting and improving the quality of local areas, parks and public spaces in a way that is sustainable.

CONCLUSION OF IMPACT ASSESSMENT

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

Individual bids all require impact assessments as part of the submission

LEGAL IMPLICATIONS

Legal Services have been consulted and have no further comments.

FINANCIAL IMPLICATIONS

It is not expected that there will be any additional financial implications arising for the Council as improvements will only be carried out on Council owned land with associated revenue

implications such as ongoing maintenance costs being addressed as part of each individual project.

The Council is experienced in managing external funds and has robust arrangements in place for administering such funding as well as undertaking the role of Accountable Body. It is expected therefore, that the proposal can be managed within current staff resources.

Should any specific financial implications or sensitivities arise in relation to an individual project or scheme, however, then these will be reported to Cabinet for their consideration in the usual way.

OTHER RESOURCE IMPLICATIONS

Human Resources:

None

Information Services:

None

Property:

Property Group will be consulted with where appropriate.

Open Spaces:

Enable officers to respond quicker to secure external funding for the improvement of outdoor areas.

SECTION 151 OFFICER'S COMMENTS

The s151 Officer has been consulted and has no further comments (she has contributed to this report).

MONITORING OFFICER COMMENTS

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

BACKGROUND PAPERS

None.

Contact Officer: Mark Davies

Telephone: 01524 582401

E-mail: mdavies@lancaster.gov.uk

Ref:

Equality Impact Assessment

This **online** equality impact assessment should:

An equality impact assessment should take place when considering doing something in a new way. Please submit your completed EIA as an appendix to your committee report. Please remember that this will be a public document – do not use jargon or abbreviations.

Service Environmental Services

Title of policy, service, function, project or strategy

Accountable Body Authorisation for Community Groups

Type of policy, service, function, project or strategy: Existing ☒ New/Proposed ☐

Lead Officer Mark Davies

People involved with completing the EIA

Mark Davies

Step 1.1: Make sure you have clear aims and objectives

Q1. What is the aim of your policy, service, function, project or strategy?

To better support community groups who raise funds to improve public space

Q2. Who is intended to benefit? Who will it have a detrimental effect on and how?

Users of public space

Step 1.2: Collecting your information

Q3. Using existing data (if available) and thinking about each group below, does, or could, the policy, service, function, project or strategy have a negative impact on the groups below?

Group	Negative	Positive/No Impact	Unclear
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Faith, religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender including marriage, pregnancy and maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual orientation including civic partnerships	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other socially excluded groups such as carers, areas of deprivation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Rural communities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Step 1.3 – Is there a need to consult!

Q4. Who have you consulted with? If you haven't consulted yet please list who you are going to consult with? Please give examples of how you have or are going to consult with specific groups of communities

A variety of Community groups who are formed to support public space

Equality Impact Assessment

Step 1.4 – Assessing the impact

Q5. Using the existing data and the assessment in questions 3 what does it tell you, is there an impact on some groups in the community?

Age: No
Disability: no
Faith, Religion or Belief: no
Gender including Marriage, Pregnancy and Maternity: no
Gender Reassignment: no
Race: no
Sexual Orientation including Civic Partnership: no
Rural Communities: no

Step 1.5 – What are the differences?

Q6. If you are either directly or indirectly discriminating, how are you going to change this or mitigate the negative impact?

NA

Q7. Do you need any more information/evidence eg statistic, consultation. If so how do you plan to address this?

No

Step 1.6 – Make a recommendation based on steps 1.1 to 1.5

Q8. If you are in a position to make a recommendation to change or introduce the policy, service, function, project or strategy, clearly show how it was decided on.

NA

Q9. If you are not in a position to go ahead, what actions are you going to take?

NA

Q10. Where necessary, how do you plan to monitor the impact and effectiveness of this change or decision?

NA

CABINET

REVIEW OF THE YEAR 2016 - 2017

03 OCTOBER 2017

Report of Chief Executive

PURPOSE OF REPORT			
To provide an overview of the Council's progress in 2016 – 2017 towards the delivery of corporate plan priorities and outcomes as set out in the Corporate Plan 2016 - 2020			
Key Decision	<input type="checkbox"/>	Non-Key Decision	X Referral from Cabinet Member
Date of notice of forthcoming key decision	n/a		
This report is public			

RECOMMENDATION OF THE CHIEF EXECUTIVE

- (1) That Cabinet considers the Review of the Year 2016/17 setting out progress against the Corporate Plan 2016 -2020 priorities.

1.0 REPORT

- 1.1 The 2016 – 2020 Corporate Plan was approved by Council on 13th April 2016. The Corporate Plan sets the direction for the delivery of council services and together with the Medium Term Financial Strategy (MTFS) and other strategies drives the allocation of resources as part of the council's Policy Framework.
- 1.2 Within the Corporate Plan is the Council's Core Purpose, the Vision for the district and the priorities that the Council is focusing on. These being:
- **Community Leadership**
 - **Health and Wellbeing**
 - **Clean and Green Spaces**
 - **Sustainable Economic Growth**
- 1.3 The Corporate Plan also reflects the changing needs and aspirations of local communities and the shifting priorities, opportunities and challenges that the Council faces. For example, we know that Central Government funding will reduce further, and that changes in population will mean that demand for some services will increase and customer expectation will change.
- 1.4 We also know that to ensure that we are a council that is fit for the future there is a need to continue to find new ways to deliver our services, adopt different approaches to using our resources, work collaboratively with our partners and influence more organisations and individuals to help achieve what we know are the most important priorities and outcomes for our district and our communities.

- 1.5 The Council is committed to providing high quality value for money services to our residents and local businesses and throughout the year we monitor the overall performance of the key activities that we aim to deliver over the four year period of the Corporate Plan.
- 1.6 During the year improvements have also been made to the way that performance is managed this will continue to develop.
- 1.7 The document attached as Appendix A is part of our performance monitoring process, setting out the City Council's achievements in 2016 -2017 with progress being aligned to the corporate priorities and outcomes set out in the Corporate Plan 2016 - 2020.

2.0 Conclusion

- 2.1 The Corporate Plan is a central part of the policy framework stating the key priorities and actions that are necessary to deliver the priorities and the outcomes that the council hopes to achieve for our district between 2016 and 2020.
- 2.2 To understand what changes to make and where improvements are needed, we have to be good at managing our performance and to deliver excellent services and achieve the outcomes that our communities want and need, we have to continually review, challenge and improve what we do.
- 2.3 Appendix A sets out what the Council achieved during 2016 – 2017 and the progress made towards delivering the Council's key priorities and outcomes for Members comment.

RELATIONSHIP TO POLICY FRAMEWORK

This report is a requirement of the council's Performance Management Framework in support of the delivery of key priorities and outcomes as set out in the overall policy framework and specifically the Corporate Plan 2016 - 2020.

CONCLUSION OF IMPACT ASSESSMENT

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

None directly arising from this report, although references and any related implications contained within Appendix A

LEGAL IMPLICATIONS

None directly arising from this report

FINANCIAL IMPLICATIONS

None directly arising from this report. The Corporate Plan for 2016 - 2020 was developed alongside the Council's budget processes and took into account budget limitations and financial challenges in the coming financial years as far as possible and tackling this position was also reflected in the Corporate Plan at a high level.

OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces:

None directly arising from this report, although references and any related implications contained within Appendix A

SECTION 151 OFFICER'S COMMENTS

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

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments

BACKGROUND PAPERS	Contact Officer: Bob Bailey, Organisational Development Manager Telephone: 01524 582018 E-mail: rbailey@lancaster.gov.uk Ref: Cabinet 03/10/17
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None

Lancaster City Council

End of Year Review (2016 – 2017)



LANCASTER
CITY COUNCIL

Promoting City, Coast & Countryside

Corporate Plan 2016 -2020

Our Corporate Plan 2016 -2020 sets out *Our Core Purpose* and *Our Vision* for the district and the priorities that we will focus on between 2016 -2020. Our Corporate Plan sets the direction for the delivery of our services and together with the Medium Term Financial Strategy (MTFS) and other strategies drives the allocation of resources as part of the council's Policy Framework.

Our Vision is for:

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

- **Morecambe and Heysham** –a confident community with a regenerated living, working and leisure environment, acting as a focal point on Morecambe Bay to enjoy and interact with the wider landscape
- **Lancaster** – a prosperous historic city with a thriving knowledge economy
- **Carnforth** – a successful market town and service centre for North Lancashire and South Cumbria
- **Coast and Countryside** – a conserved, enhanced and diversified environment with a network of vibrant rural communities which will lead the North West in its quality of life and environmental and design standard and within which sustainable housing, economic and retail development to meet local needs will be supported

Our Corporate Plan reflects the changing needs and aspirations of local communities and the shifting priorities, opportunities and challenges that we face. We know that Central Government funding will reduce even further, and that changes in population will mean that demand for some services will increase and customer expectation will change. Given the rapidly changing environment we are operating in we review our plan each year to ensure that it continues to reflect the needs of our district.

To ensure that **we are a council that is fit for the future** we need to continue to find new ways to deliver our services, adopt different approaches to using our resources, work collaboratively with our partners and influence more organisations and individuals to help achieve what we know are the most important priorities and outcomes for our district and our communities. Our priorities, set out in the Corporate Plan 2016 -2020 are:

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

We are committed to providing high quality services to residents and businesses that deliver value for money. Throughout the year we monitor our overall performance of the key activities we aim to deliver to drive forward our priorities. This document is part of that process, setting out our achievements in the last year (2016 -2017) towards the delivery of the key outcomes set out in our Corporate Plan 2016 -2020.

Priority: Community Leadership



What we did in 2016 -2017

We faced up to the challenges presented by the current economic climate by placing an increased emphasis on the things that matter most to people of the district and by rationalising and developing our service delivery and use of resources. As a community leader we worked collaboratively with other public services, businesses, organisations and local community groups to deliver efficient services and to take pride in, and make a positive impact on, our communities and the wider district.

Outcome: Communities are brought together and the major issues affecting the district are addressed through working in partnership

Showed our support to Syrian refugees: We worked with local authorities across Lancashire to develop a resettlement programme that will see 500 Syrian refugees resettled across the county over the next five years. The Council made plans to welcome 10 refugee families into the district in summer 2017 with financial support from central government.

Successful Coastal Community Team bid: We made a successful bid to form a 'Coastal Community Team' (CCT) charged with drawing up economic plans to create jobs and regenerate seaside resorts. Known as 'Promenade to Port' CCT this will see the council working in partnership with Lancashire County Council, Town and Parish Council's, business groups and volunteers. This opportunity will help improve the fortunes of Morecambe and Heysham, whilst other parts of the district and coastline will benefit from the new Morecambe Bay Partnership CCT which also received funding.

Took steps to tackle anti-social behaviour: We introduced a Public Spaces Protection Order (PSPO) in the city centre, giving the Police new powers to stop people drinking alcohol on the streets and to crackdown on related anti-social behaviour which has been on the increase in recent years. This action sends out a clear message that this type of behaviour is unacceptable. We are establishing a new anti-social behaviour team to work alongside Lancashire Police to address anti-social behaviour at an early stage.

Condemned hate crime: We condemned hate crimes of any description following an increase in incidents within the district after the EU referendum and made a firm commitment to continue working with the Community Safety Partnership, Lancashire County Council and Town and Parish councils to challenge such behaviour and prevent these crimes. We encouraged anyone witnessing hate crime to report it anonymously at www.istreetwatch.co.uk so that racist and xenophobic harassment in public spaces can be tracked and incidents made visible to the wider community

Outcome: Well run, value-for-money services that are valued by the public and demonstrate good governance, openness and transparency

Encouraged electronic voter registration and presided over a number of elections: We encouraged our residents to take advantage of the National Voter Registration Drive and to go online to register to vote. We administered and managed a number of polls, including the election of a Police and Crime Commissioner for Lancashire; five city and county by-elections and the EU referendum. More than 100,000 people were eligible to vote on the EU referendum which needed 105 polling stations and 267 polling station staff to make the day go smoothly!

Sought views on a Community Governance Review: We sought people's views - known as a Community Governance Review – on the proposed creation of a new parish council spanning parts of the Marsh and Scotforth West Wards of the city council, called Aldcliffe-with-Stodday Parish Council. In all we provide support to 38 town, parish and neighbourhood councils across the district.

Outcome: Well run, value-for-money services that are valued by the public and demonstrate good governance, openness and transparency (continued)
Invited scrutiny of our decisions and services: We believe that scrutiny is an important element of our local democracy, existing to hold decision-makers to account and to ensure that issues of concern to local residents and visitors are considered, so we actively invited people to raise issues affecting them or their communities that they would like the council to look into, whether it be a problem in the local area, a council service, or an issue where the council might take a lead to make real improvements to the lives of our residents.
Provided job opportunities for young people: We took on four new apprentices. All of them passed a nationally recognised qualification and achieved permanent roles at the council. Our apprenticeship programme provides on-the-job learning and development to young people and an opportunity to gain valuable experience working alongside our skilled workforce. The programme is a fantastic example of how much we value young adults and want to invest in their future, whilst also ensuring that we have a regular flow of new ideas and ways of working. This will continue into 2017/18 with a further eight individuals due to complete their apprenticeships during the year.
Consulted on the council tax support scheme: We asked residents for their views on the district's council tax support scheme which provides help for people on low incomes. Following consultation we resolved to continue with 100% support for eligible claimants.
Outcome: Establish and implement the council's wider plans for 'digital' to understand and meet the changing needs of our communities
Introduced a new look website: We made big changes to our website, giving it a new look seeking to make it easier and quicker for our residents, businesses and visitors to find the information they need. The site provides a simple-to-use and easy-to-read experience, no matter what device is used. We have also made improvements to make it easy and convenient to access a wide range of services online and to provide a more efficient service for customers who prefer to phone us or call in person. During the year pages on our website were visited 2,727,099 times with nearly 2 million being unique hits! 44% of users visit our website using their laptop or PC and 41% using their smartphone, with the remainder visiting using a tablet.
Developed and launched our iLancaster App: Working with the University of Lancaster we launched an innovative new mobile app, called iLancaster, and made free Wi-Fi access 'hotspots' available, making it easier than ever before for residents, businesses and visitors to get the information they want about the Lancaster district whilst on the move. Our iLancaster app delivers a wide range of interactive services, local information, events listings and alerts direct to smartphones and mobile devices. In its first year, 29,000 people have signed up to the App and there are around 10,000 active users each month.
Outcome: Maintain a financially stable position and strong financial forecast for the delivery of services
Balanced the budget and made plans for a financially stable future: We decided to increase our portion of Council Tax by around 10p a week to help to balance our budget in 2017/18 and to protect services in the short term. The long term financial outlook means that by 2020/21 an additional £2.3million will need to be saved each year due to further Government cuts. To help us bridge the financial gap we have had to make some difficult decisions and plan for some changes to the way that we deliver our services. This includes a series of major reviews to look at how we can work more efficiently and effectively. We also invested in the longer term future of the district, notably through the £5m scheme to improve facilities, make savings and increasing income at the Salt Ayre Leisure Centre. We have other plans to exploit opportunities arising from the opening of the Bay Gateway that will boost the local economy, promote inward investment and encourage more businesses to the district.

Priority: Health and Wellbeing



What we did in 2016 - 2017

We carried out a range of actions to support the positive health and wellbeing of our residents, including maintaining the high standards and efficiency of council houses, supporting housing renewal and improving standards in the private rented sector. We took the lead and worked in partnership to improve health outcomes through: access to sports and leisure activities, keeping vulnerable people warm in their homes, tackling homelessness and rough sleeping and delivering a variety of health functions in our communities, including environmental protection, food safety, a dog warden and pest control service, cemeteries, home improvement and civil contingency services.

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

Helped people find affordable homes: With new social housing developments in Lancaster and Morecambe we encouraged and supported anyone looking for an affordable home to find out about properties that they may be eligible to apply for through our Ideal Choice Homes Scheme. The scheme pulls together all available accommodation belonging to registered housing providers as well as our own housing stock, making it easier for people to access properties that meet their needs. Properties are available to people who do not own their own home, have a connection to the district by living or working here for three years or have close family who have lived in the district for five years or more. Some new build properties were prioritised for applicants in employment. In 2016/17, we rehoused 345 applicants into our Council houses and nominated another 207 housing applicants to Private Registered Providers of Social Housing. Of these, 90 were found accommodation in new build properties in Lancaster, Morecambe, Arkholme and Bolton-le-Sands.

Awarded for our the services we provide: Our Home Improvement Agency (HIA) scooped a prestigious national award as the Home Adaptations Service of the Year in recognition of the quality of work it provides. The award was for work undertaken in delivering disabled adaptations for residents in their own homes, reducing waiting times for disabled facilities grants, promoting awareness of available grants and offering clients access to a wide range of services. The award highlights the valuable contribution of the HIA in providing support to the most vulnerable in the community, being very much on the frontline of ongoing efforts nationally to join up health, housing and social care and to enable people to live healthy, independent lives. During the year, we issued 190 grants for disabled facilities and adaptations and improved 2,077 private tenant and owner occupied homes. A further 342 homes benefited from our Warm Homes Initiative.

Outcome: Health and wellbeing of our citizens is improved

Invested in the future of resident's health and the Salt Ayre Leisure Centre plans: The aim of our £5 million pound investment in the redevelopment of Salt Ayre Leisure Centre was to improve facilities at the Centre and create a 'community hub' providing accessible sport and leisure facilities to the local community. Construction work started last May when the centre's sports hall made way for a new three storey adventure play area, called '*Energy*', with extensive soft play area features slides and obstacles for children to enjoy, and a 'clip and climb' facility, known as '*X-height*', boasting 18 different climbing panels with varying levels of difficulty offering a fun and challenging experience for all the family. Since opening *Energy* and *X-height* have attracted 5,308 and 18,730 visitors respectively. Since then the development has added a fitness suite with 100 stations, an immersive spinning studio and Europe's first ever Flight Tower, called '*Gravity*', which was launched in February 2016. *Gravity*, measures over 60ft and is a multi-level outdoor tower and epic adventure installation offering various ways of descending including abseil, zip-line or free fall, known as The Drop! By the end of March 2016, *Gravity* had already attracted 189 visitors. The final phase to be completed by the summer, will include refurbished changing rooms, a luxurious spa facility and a multi-functional training room.

<p>The income streams for almost all of the Leisure Centres activities are already ahead of target. The cost of the redevelopment will be offset by increased income and reduced costs in other areas that will see the investment paid back within 12 years whilst creating a premier sport and leisure facility that meets demand and provides a facility to enjoy and lead a healthy lifestyle.</p>
<p>Reviewed management of Community Swimming Pools: Since April, work has progressed with the support of Sport England funded consultants to assist a community asset transfer of the pools to either local schools or community interest groups. The discussions to transfer Heysham pool to Heysham school is progressing well and it is anticipated this will happen in autumn 2017. A community led interest group is still progressing taking on of Hornby pool. In both these cases, we understand that Lancashire County Council will continue to support the asset transfer process when it takes back the pools on 30 September 2017. Carnforth pool will continue to be operated by the city council until 31 December 2017 when it is anticipated that it will transfer to a community interest group led by the parish council.</p>
<p>Offered a free workshop for flood affected businesses: We provided support and help to businesses affected by Storm Desmond by working with partners to provide free workshops aimed at helping them to be more resilient to the risks posed by events of severe weather conditions both now and in the future.</p>
<p>Supported community contingency plans: We also hosted special meetings and worked with our partners to provide support to local community groups to help them to plan and prepare for future emergencies. With our help several groups made successful bids to the Community Foundation for Lancashire, getting funding to help them develop robust contingency plans; improve the resilience of local community centres; engage willing volunteers and equip local emergency centres. This initiative is set to continue with the aim of building a network of resilient communities in the rural and urban areas of the district.</p>
<p>Helped the Homeless and urged residents to help bring rough sleepers out of the cold: We promoted and encouraged our residents to use a National online service dedicated to the homeless, called StreetLink, as the most effective way of alerting specialist services and ourselves to someone who may be in desperate need of help, whatever the time of day or night. We have a committed team of staff who are on standby 24/7 to offer on the spot support and advice and to make arrangements to get them off the street and into temporary accommodation. Our work helps to maintain a commitment to ensure that 'no-one spends a second night out on the street' and helps to mitigate them becoming a victim of crime or developing drug or alcohol problems whilst also reducing ill-health. During 2016/17, we helped 73 individuals find suitable accommodation. Three people were sleeping rough as at 31 March 2017.</p>
<p>Enforced standards of food safety: We took strong action against business who failed to meet food safety standards, prosecuting and fining those who fell below these standards. Prosecutions send a strong message to food businesses that they must take food hygiene and safety seriously but we also work proactively with local food businesses to help them to improve and maintain standards, with 88% of them reaching a broadly compliant standard for food safety (Food Hygiene Rating of 4 or above) at the end of 2016/17.</p>
<p>Supported responsible dog owners and prosecuted others: We offered free sessions to dog owners following new legislation making it compulsory for all dogs to be micro chipped. We microchipped over 300 dogs, saving their owners from paying a hefty £500 fine for failing to do so. The compulsory micro chipping of dogs marks a step forward in dog welfare and helps our dog warden service to reduce the time and cost of reuniting owners with their pets. Where necessary we prosecuted and fined residents who failed to comply with dog control orders on issues such as dog fouling and dogs being out of control in public places. Dog fouling will continue to be tackled in 2017/18 through our newly formed Anti-Social- Behaviour team.</p>
<p>Lit up the Ashton Memorial to shine a light on good causes: We illuminated our magnificent Ashton Memorial with a rainbow of colours throughout the year to raise awareness of illnesses and diseases that have an impact on countless people's lives including World Sepsis Day; World Mental Health Day, World Osteoporosis Day and in support of children suffering from cancer.</p>

Priority: Clean and Green Places



What we did in 2016 -2017

We built upon our reputation of being a 'clean and green' district with much to offer. We maintained and operated our parks, recreation grounds and open spaces and encouraged and supported community groups and individuals to take pride in their local area and to be actively involved in protecting what we have in a sustainable way. We provided cleansing services to a high standard on our streets and public toilets as well as Morecambe Promenade and on our beaches. We dealt with litter, fly-tipping, graffiti, abandoned vehicles and provided a fortnightly waste collection service for every household in the district as well as a six day collection of commercial waste, where viable to do so. We delivered our services in an environmentally friendly way and introduced activities and functions to generate income and be more efficient.

Outcome: The impact on the environment from council operations and services will be minimised

Retained the Market Square trees: We listened to what the public had to say and retained the trees in Market Square, looking instead at innovative ways of cleaning the new surfacing around the trees and reducing the risk of people slipping due to the 'honeydew' (a sugar rich sticky liquid) being secreted onto the surfacing. We continue to trial different cleansing methods and products and carry out research into best practice to find an appropriate and affordable solution.

Maintained weed spraying: We worked with Lancashire County Council to find a workable solution that would enable us to continue weed spraying across the district. To do this we made some operational changes and supported local community groups and utilised Community Payback in clean ups.

Introduced an opt-in service for the collection of green waste: We introduced a subscription only service for the collection of garden waste from households in the district following the loss of funding that will see the cost of collecting household waste rise from £2.85million to £4.14 million over the next few years. From the beginning of January 2017, we offered a discounted rate for a maximum of 15 months to anyone opting-in to the service by March 31st 2017 with the charge rising from £30 to £37.50 after that date. The charge, whilst entirely discretionary, will help us to close the funding gap and enable us to continue providing this service which is clearly valued across the district with around 21,000 people signing up to the service by the end of March. Registration can be done online or by telephone. Anyone not wanting to opt-in to the service can dispose of their garden waste for free at one of the Household Waste and Recycling Centres or through home composting.

Took to the road to promote recycling: We carried out a series of roadshows to offer information, advice and top tips on how everyone can do their bit to reduce, reuse or recycle as much waste as possible, helping us to maintain our position as one of the best districts in the North West for recycling household waste. In 2015 we recycled 45% of waste. During 2016/17 we collected 351kg of household waste per 1,000 population; 879 tonnes of recyclable waste and 3,410 tonnes of commercial waste.

Outcome: The impact on the environment from council operations and services will be minimised (continued)
<p>Enforced penalties of those causing litter problems: We took action on those who deliberately dropped litter in the street or illegally dumped waste by carrying out thorough investigations to gather evidence, issuing of fixed penalty notices and, where necessary, pursuing offenders through the courts to send out a strong message that we will do whatever it takes to ensure that our district is a clean and healthy environment. In addition to daily removal of fly tips in 2016/17 we took further action in relation to 3,530 incidents of fly-tipping and issued a further 491 notices for other waste related offences.</p>
<p>Maintained beaches that are among the best in the UK: We maintained our principal beaches - Morecambe's North (Clock Tower) and South (Stone Jetty to the Battery) - to a high standard with both being recognised as amongst the best in the UK as part of the <i>LovemyBeach</i> campaign and passing strict water quality standards set by the Environment Agency. <i>Keep Britain Tidy</i> also awarded us for our standards in beach management and offering visitors great facilities alongside a litter free and safe environment. The quality of our beaches means they can be enjoyed all year round by residents and visitors.</p>
<p>Started a review of our commercial fleet management and usage: We commenced work on reviewing the management and use of our commercial vehicles and related working practices to improve efficiency in the delivery of our services, whilst maintaining the quality. We expect to make optimum use of our fleet, make savings that can be utilised to maintain services and reduce the impact on the environment. Our transport operations and maintenance costs perform well in a number of areas compared to other local authorities and in 2016/17 we used 486,913 litres of diesel – a 4.38% reduction on the previous year.</p>
Outcome: Local communities are clean and residents have a sense of pride in the district
<p>Opened brand new play areas: We developed and opened a brand new play area on Morecambe seafront, next to the Clock Tower, and two others at Williamson Park. The play area located on Morecambe promenade features contemporary and innovative equipment with a climbing dome and stainless steel tubes designed to give kids a fun but challenging experience and opportunities to express themselves. Tens of thousands of children have used the play area since it was installed, with many praising the innovative design. The new play area is part the 'Connecting Eric' project, which aims to make better use of the land between the Clock Tower toilets and Northumberland Street with new benches being installed made from some of the old promenade storm boards that are no longer required. At Williamson Park our new play areas were developed through working with volunteers from the Friends group and now cater for older children (8 years and over) as well as our younger visitors in a safe environment. We also carried out significant grounds work to improve drainage and the footpaths and landscaping, and introduced nine African meerkats into the Animal Garden! This work backs up the parks reputation as one of the best in the North West attracting over a hundred thousand visitors each year.</p>
<p>Awarded 'Green Flag' status for our parks: Williamson Park and Happy Mount Park – two of the five main parks that we operate and maintain - were presented with the coveted 'Green Flag' award. This national award recognises and rewards the best parks and open spaces across the country and sets them out as being parks that boast the highest possible standards, are beautifully maintained and offer excellent facilities. For the fourth year running, Williamson Park was also awarded 'Green Heritage' status which recognises its historical and cultural interest. We also work closely with Friends groups at all five of our main parks and at three others, all of whom help us to maintain our parks to a very high standard, for the enjoyment and benefit of the whole community.</p>
<p>Refurbished listed buildings in Williamson Park: We carried out internal refurbishments to the inner dome of the Grade I Ashton Memorial and internal repairs and restoration to the roof of the Grade II listed Butterfly House to enhance the publics continued use and enjoyment of these two great buildings.</p>
<p>Established a 'masterplan' for Happy Mount Park: We worked with the Friends of Happy Mount Park and other volunteers with specialist knowledge and expertise to develop a masterplan for the park, setting out an action plan for its ongoing management and development and fundraising options to help maintain its high standards and reputation as one of our most popular attractions for the next 20-30 years, attracting tens of thousands of visitors every year.</p>
<p>Offered our flower beds for adoption: We gave individuals, businesses and community groups the opportunity to adopt a flower bed from a choice of available sites in Lancaster and Morecambe, as part of our ideas to minimise costs. The scheme was very popular with the contribution from each sponsor helping us maintain some of our most popular public spaces. Their generosity was marked by a plaque placed in their adopted flower bed. .</p>



What we did in 2016 - 2017

We continued to work closely with strategic partners and businesses to capitalise on the district's exceptional opportunities and its outstanding arts and cultural heritage and entertainment offer, as well as our beautiful coastline and natural landscapes. The main prospects for economic growth relate to skills retention; the energy sector; the knowledge sector and the visitor economy but we face a pressing demographic need to secure these economic benefits through new jobs and business growth. We are working hard to improve the attractiveness of central Morecambe and to develop the retail offer of Lancaster City Centre and to enhance enjoyment and pride in its heritage assets. We facilitate festivals and events to provide economic stimulus needed to help local businesses and in our rural areas we are focussing on the natural environment to build on their tourism appeal. In 2016, the Lancaster district was officially named as one of the 10 best places to live in the UK! This was based on data from the Office of National Statistics and the census, and statistics from surveys on key lifestyle factors, taking into account affordability of housing, jobs, business, wellbeing, culture and family life.

Outcome: Sustainable economic growth and jobs will be created in key sectors including energy, knowledge, health and the visitor economy

Consulted on the district's draft Local Plan: We launched a major consultation on a draft Local Plan aimed at shaping the future of the district over the next 20 years. Public consultation on the draft Local Plan ended in March 2017. As part of the consultation we organised a series of events across the district where anyone interested in knowing more about the plan was able to speak to council officers about any impacts that the Local Plan could have on their area. More than 1,500 people attended the 15 events to ask questions and view the Local Plan documents and supporting evidence and map. The Local Plan identifies which areas will be allocated to create employment and develop new housing to accommodate an anticipated growth in population and jobs. The areas identified are suitable, available and achievable sites to meet Government requirements to contribute to the increasing national shortfall of housing by identifying enough land for around 13,000 new homes and potentially 9,500 jobs. Once adopted, the Local Plan will set the council's strategy for development in the district up to at least 2031.

Supported consultation on neighbourhood plan applications: We provided advice and support to parish councils on the submission and public consultation of four neighbourhood planning applications submitted during the year. These applications can include development of new homes, shops and offices and, subject to an independent examination and community referendum, will be used in helping to make decisions on future planning applications in the designated area as part of the adopted Local Plan. It was encouraging that many of our communities are taking this opportunity to shape their local area.

Consulted on the Area of Natural Beauty (AONB) Development Plan: We worked with South Lakeland District Council (SLDC) and local town and parish councils to produce a dedicated Development Plan for the Arnsdale and Silverdale Area of Outstanding Natural Beauty (AONB). The plan gives residents an opportunity to comment on sites for new housing and employment that will meet local needs and create vibrant, diverse and sustainable communities; maintain a thriving local economy and, protect, conserve and enhance the landscape, wildlife, geology and heritage of the area. The AONB plan is now incorporated within the Lancaster and South Lakeland Local Plans.

Outcome: Sustainable economic growth and jobs will be created in key sectors including energy, knowledge, health and the visitor economy (continued)

Made a successful bid for a 'garden village': We were chosen by the Government as one of the first in a new wave of 'garden villages' with our proposals for the development of 3,500 homes in the Bailrigg area that will create a new settlement with its own distinct character. High quality design, communal facilities and well-maintained community green space will bring people together and forge a true community spirit that will benefit from sustainable travel connections through public transport and cycling. The next stage is for us to work with local communities and land owners to undertake a sophisticated planning exercise to shape proposals and design the key infrastructure. Lancaster University will be a key partner in the delivery of the plans.

Continued work on the regeneration of Morecambe: Following a series of consultations we continued work on regenerating Morecambe through the implementation of the Morecambe Area Action Plan (MAAP) that will improve the town centre for businesses, residents and visitors. Works took place to pedestrianise Morecambe town centre including new paving, lighting and street furniture on a section of Euston Road and a new Town Square. The works were undertaken by Lancashire County Council's Highways who jointly funded the work with the aim of improving the tired appearance of the centre and to make it a much nicer place for people to visit and to spend time. There was also work on improving the area around Victoria Street with the aim of better connecting the town centre and seafront and increasing footfall to benefit businesses and trading. Other work saw the creation of a new play area on the promenade and installation of a new zebra crossing to make it easier for people to move between the seafront and the town centre. The well-known Morecambe Mosaic, formerly sited outside the Arndale Centre on Euston Road, was moved and given a new prominent setting on the seafront near to the RNLI lifeboat station.

Progressed work on the Morecambe Wave Reflection Wall: We progressed replacement of the sea wall, a £10million project to protect the town from the effects of coastal flooding. The construction incorporates a new 'up and over' feature along the length of the wall to create greater all year round access to the promenade together with viewing platforms from which to enjoy the surrounding bay. Of course, the wall will also significantly reduce the risk of flooding to large parts of Morecambe! Other features of the new wall include the integration of nearby street names and patterns inspired by the area, along with new surfacing, seating and lighting. .

Lancashire Combined Authority: Following public consultation we agreed to join other councils across the county in setting up a Combined Authority for Lancashire. Joint work is ongoing and subject to Government approval the Combined Authority will be a legal body that enables councils to work as one around key areas of economic development, regeneration and transport. This will help to secure more investment and jobs for the county, whilst allowing each council to retain responsibility for the services it provides

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

Supported proposals to make Morecambe town centre a Business Improvement District: We worked with the Lancaster Chamber of Commerce to develop and support businesses in a proposal to make Morecambe Town Centre a Business Improvement District (BID). Morecambe businesses voted 'yes' to the Business Improvement District (BID). This means that the local business community will be investing an extra £630,000 in Morecambe over a five-year period through an additional levy on their business rates that will be used to complement the work we are undertaking through the Morecambe Area Action Plan. We will continue to work very closely with the business community to create a more prosperous place to live, shop, work and visit.

Offered new opportunities to market traders: We offered a number of investment opportunities for new business and existing market traders through a range of fixed term free and discounted rates for pitches and stalls at our Lancaster Market and Assembly Rooms in the centre of the city and the Festival Market in Morecambe, as well as the outdoor Charter Market in Lancaster. We also refurbished the Assembly Rooms, located in a 18th century building Grade II listed buildings and created a Vintage Corner at the Festival Market dedicated to the sale of vintage wear, accessories and other items.

Became part of the Yorkshire Dales National Park: We became part of the Yorkshire Dales National Park when Leck Fell, an area in the district of special scientific interest, formed part of an extension programme for the National Park since its designation. Having a seat on the National Park's governing body enables us to play a major role in developing its Management Plan that will enhance the natural beauty, wildlife and cultural heritage and, promote opportunities for the understanding and enjoyment of the special qualities of new areas in Lancashire and Cumbria

Outcome: The attractiveness and offer of the district as a place to visit or invest in will be improved (continued)

Celebrated our rich heritage: We exploited Lancaster's newly designated status as one of Visit England's Heritage Cities by ensuring that our rich heritage is a key ingredient of our tourism strategy. We encouraged more of the district's 1,300 listed buildings and venues to take part in England's biggest heritage festival celebrating history, architecture and culture and offering people the chance to explore hidden places and buildings of every age, style and functions. We also made use of available funding to work with Lancashire County Council on an archaeological excavation on Castle Hill in Lancaster. Completely done by hand the excavation sought to uncover more about the city's Roman past as part of our Beyond the Castle project. As well as the districts' listed buildings there are 38 conservation and the same number of monuments and we provided a series of free workshops to help people to improve their heritage skills and gain a practical understanding of some traditional skills and methods including stone carving, decorative plasterwork and lime plastering and pointing.

Outcome: Lancaster and Morecambe Bay will be recognised as important visitor destinations

Secured funding to restore Morecambe's Bay Arena: We secured £50,000 to give a new lease of life to The Bay Arena located in the headland area of Morecambe's seafront. We plan to turn the former lido into an Art Park creating a venue for festivals, arts and leisure and culture that will increase visitors and spending in the local area. We hope this will be the first of a series of transformational projects that will add to the vitality of the Central Promenade.

Supported and invested in major local events: We took a decision to continue to invest in, and generate additional income from, a diverse events programme across the district and to continue to support the *Vintage by the Sea* and the *Light Up Lancaster* events. *Vintage by the Sea* returned to Morecambe for the fourth season celebrating 20th century design. Once again the event brought a vibrancy and creativity to Morecambe's Promenade with vintage music, fashion, vehicles, entertainment and much more. Unfortunately, the bad weather (September 2016) had a negative impact on visitor numbers with 29,000 local residents and visitors attending the events (40,000 in 2015/16), although the increased spend provides an economic boost to businesses and the local economy. *Light up Lancaster* brought a range of cultural events across the city. This annual festival saw over 28,000 visitors take to the streets for a magical city-wide experience including an illuminated art trail, artworks and installations illuminating historic buildings, squares, parks and monuments across the city. Once again the event culminated in a spectacular fireworks display with an array of amazing fireworks launched from the top of Lancaster Castle. The economic impact of the event on the local economy was estimated to be nearly £411,000. These events were made possible with the support of our partners and many other supporters across the district who do so much to make the district a lively and attractive place for residents and visitors and are crucial to the regeneration of the district and the local economy. Both of these event showcase the district's greatest attributes and help to establish the area as a great place for hosting top events.

Commissioned a new report on future museum provision: We considered a report presenting ideas for a complete redesign of the city council's museums. This included a radical revamp of the City Museum as the central hub of a new and reinvigorated museums service that can provide an enhanced cultural, retail and catering offer and much improved public access alongside frequently refreshed collections and exhibitions. We have asked for more detailed work on the options, taking the opportunity to re-invent the museums service to ensure it remains relevant, fit for purpose and excites and encourages future generations to connect with our heritage.