



LANCASTER
CITY COUNCIL

Promoting City, Coast & Countryside

COUNCIL MEETING

**Wednesday, 11 April 2018 –
6.00 p.m.
Morecambe Town Hall**

Susan Parsonage,
Chief Executive,
Town Hall,
Dalton Square,
LANCASTER,
LA1 1PJ



LANCASTER CITY COUNCIL

Promoting City, Coast & Countryside

Sir/Madam,

You are hereby summoned to attend a meeting of the Lancaster City Council to be held in the Town Hall, Morecambe on Wednesday, 11 April 2018 commencing at 6.00 p.m. for the following purposes:

1. **APOLOGIES FOR ABSENCE**

2. **MINUTES**

To receive as a correct record the Minutes of the Meeting of the City Council held on 28th February 2018 (previously circulated).

3. **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.

4. **ITEMS OF URGENT BUSINESS**

5. **ANNOUNCEMENTS**

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

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

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

7. PETITIONS AND ADDRESSES

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

ITEMS DEFERRED FROM THE LAST COUNCIL MEETING

8. QUESTIONS ON NOTICE FROM 28 FEBRUARY 2018

Questions on notice were received from Councillor Peter Williamson to the Leader of the Council for the meeting held on 28 February 2018. These were deferred until this meeting.

9. MINUTES OF CABINET DEFERRED FROM LAST MEETING (Pages 1 - 19)

To receive the Minutes of Meetings of Cabinet held 7th February and 13th February 2018 (item deferred from the last meeting on 28 February 2018).

10. LEADER'S REPORT (Pages 20 - 22)

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

11. MAYOR'S ANNUAL REPORT (Pages 23 - 26)

To receive the Annual Report of the Mayor.

12. EXECUTIVE ANNUAL REPORT (Pages 27 - 88)

To receive the Executive Annual Report containing the Business Progress Reports of the Leader and each Cabinet Member in accordance with Article 7.06 (j).

Whilst the Executive Annual Report will be published as a separate document in due course, the reports of individual Cabinet Members are included in this agenda and will be presented at the meeting.

13. OVERVIEW AND SCRUTINY ANNUAL REPORT (Pages 89 - 102)

To receive the Annual Report of the Overview and Scrutiny Committee.

14. AUDIT COMMITTEE ANNUAL REPORT (Pages 103 - 104)

To receive the Annual Report of the Audit Committee.

15. MEMBER CHAMPIONS ANNUAL REPORT (Pages 105 - 115)

To receive the Annual Reports submitted by the Council's Champions.

REPORTS REFERRED FROM CABINET, COMMITTEES OR OVERVIEW AND SCRUTINY

16. CANAL CORRIDOR NORTH (Pages 116 - 122)

To consider the report of the Portfolio Holder for Regeneration and Planning.

17. **AUDIT COMMITTEE TERMS OF REFERENCE** (Pages 123 - 128)

To consider the report of Audit Committee.

MOTIONS ON NOTICE

18. **MOTION ON NOTICE - CLIMATE CHANGE** (Page 129)

To consider the following motion submitted by Councillors Frea and Clifford:-

This Council acknowledges;

- the historic commitments made at the 2015 United Nations Climate Change Conference in Paris toward the future of renewable energy;
- our responsibility to help secure an environmentally sustainable future for our residents and in relation to the global effects of anthropogenic climate change.

This Council subsequently notes that;

- despite the Paris Agreement placing no binding commitments upon Local Government institutions, we as a Council can still play our part in the global movement towards a sustainable energy future;
- additional benefits of the development of green industries include the potential for create well-paid, high-skilled employment locally, regionally and nationally;
- the UK100 Agreement pledge outlines the ambition for the UK regions to exceed the Paris Climate targets through achieving 100% 'clean energy' usage by 2050.

In light of this, this Council, therefore, resolves to;

- match the ambitions of the UK100 Agreement by pledging to achieve 100% clean energy across Lancaster City Council's Council's full range of functions by 2050.
- work in partnership with our residents and business community to deliver against the commitments made nationally and internationally at the 2015 Paris Summit;
- turn these commitments into reality through developing a 'route map' to a sustainable future, working together with the business, educational and residential communities of Lancaster and Morecambe as part of an integrated approach to a shared sustainable future.

An officer briefing note is attached.

OTHER BUSINESS

19. **REDUCING PLASTIC BOTTLES/DISPOSABLE CUPS WORKING PARTY - UPDATE**
(Pages 130 - 134)

To consider the report of the Chief Officer (Environment)

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

Group Administrators to report any changes to Committee Membership.

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

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

22. **MINUTES OF CABINET** (Pages 135 - 143)

To receive the Minutes of the Meeting of Cabinet held 20th March 2018.



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Chief Executive

Town Hall,
Dalton Square,
LANCASTER,
LA1 1PJ

Published on Tuesday 3rd April 2018.

CABINET

7.25 P.M.

7TH FEBRUARY 2018

PRESENT:- Councillors Eileen Blamire (Chairman), Janice Hanson (Vice-Chairman), Darren Clifford, Brendan Hughes, James Leyshon and Anne Whitehead

Apologies for Absence:-

Councillors Margaret Pattison and Andrew Warriner

Officers in attendance:-

Andrew Dobson	Chief Officer (Regeneration and Planning)
David Lawson	Regeneration Manager
Stephen Metcalfe	Principal Democratic Support Officer, Democratic Services

67 DECLARATIONS OF INTEREST

No declarations were made at this point.

68 APPOINTMENT OF CONSTRUCTOR TEAM FOR LANCASTER LOWER LUNE (PHASE 3) FLOOD RISK MANAGEMENT SCHEME OFFICER DELEGATED DECISION

A referral from the Overview and Scrutiny Committee was considered by Cabinet following the Overview and Scrutiny call-in meeting held prior to Cabinet in relation to the Appointment of Constructor Team for Lancaster Lower Lune (Phase 3) Flood Risk Management Scheme Officer Delegated Decision.

The recommendations were: -

- (1) That the parent company guarantee be written into the contract.
- (2) That future reports on major contracts (over £100,000) include brief consideration of the governance and financial strength of contracting companies.
- (3) That the constitutional review pay specific attention to updating the contract procedure rules.

The recommendations were moved by Councillor Brendan Hughes and seconded by Councillor Janice Hanson.

Members then voted as follows.

Resolved unanimously: -

- (1) That the parent company guarantee be written into the contract.
- (2) That future reports on major contracts (over £100,000) include brief consideration

of the governance and financial strength of contracting companies.

- (3) That the constitutional review pay specific attention to updating the contract procedure rules.

Officers responsible for effecting the decision:

Chief Executive.
Chief Officer (Legal and Governance).
Chief Officer (Regeneration and Planning).
Chief Officer (Resources).
Regeneration Manager.

Reasons for making the decision:

The decision meets the requirements of the City Council's Constitutional requirements with regard to the Call-in process. It also enables the issues raised to be dealt with by officers and the Constitution to be updated as required.

Chairman

(The meeting ended at 7.27 p.m.)

**Any queries regarding these Minutes, please contact
Stephen Metcalfe, Democratic Services - telephone (01524) 582073 or email
sjmetcalfe@lancaster.gov.uk**

MINUTES PUBLISHED ON , 20th February 2018.

**EFFECTIVE DATE FOR IMPLEMENTING THE DECISIONS CONTAINED IN THESE MINUTES:
IMMEDIATE IMPLEMENTATION.**

CABINET

6.00 P.M.

13TH FEBRUARY 2018

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

Officers in attendance:-

Susan Parsonage	Chief Executive
Kieran Keane	Assistant Chief Executive
Nadine Muschamp	Chief Officer (Resources) and Section 151 Officer
Mark Davies	Chief Officer (Environment)
Suzanne Lodge	Chief Officer (Health and Housing)
Anne Marie Harrison	Economic Development Manager
David Lawson	Regeneration Manager
Liz Bateson	Principal Democratic Support Officer

69 MINUTES

The minutes of the meeting held on Tuesday 16th January 2018 were approved as a correct record.

70 ITEMS OF URGENT BUSINESS AUTHORISED BY THE LEADER

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

71 DECLARATIONS OF INTEREST

No declarations were made at this point.

72 PUBLIC SPEAKING

Members were advised that there had been a request to speak at the meeting from a member of the public in accordance with Cabinet's agreed procedure, as set out in Cabinet Procedure Rule 2.7, with regard to the Overview and Scrutiny Report (Minute 73 refers). Paul Gardner addressed Cabinet in his capacity as the Chair of Trustees of Citizens Advice North Lancashire. Helen Greatorex, Chief Officer, Citizens Advice North Lancashire was also in attendance.

73 REPORT FROM OVERVIEW & SCRUTINY COMMITTEE

(Cabinet Member with Special Responsibility Councillor Pattison)

Councillor Ashworth, as Chairman of the Overview and Scrutiny Committee, presented a referral report from the Overview and Scrutiny Committee with regard to the Voluntary, Community and Faith Sector task group report. Cabinet were advised that the Committee had rejected the task group report and that whilst there were no plans to reconstitute the task group, the Overview & Scrutiny Committee would work with the Budget & Performance Panel to ensure the additional work identified by the Committee during their consideration of the task group report would be undertaken.

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

The options available to Cabinet are:-

1. To accept the recommendations of Overview and Scrutiny.
2. Not to accept the recommendations of Overview and Scrutiny.
3. To make alternative proposals to those recommended by Overview and Scrutiny.

The Overview and Scrutiny Committee preferred option was to accept recommendation (2), as set out in the report: *“That Cabinet be recommended to retain the current status quo regarding voluntary community and faith sector commissioning grant funding for 2018/19.”*

Councillor Pattison proposed, seconded by Councillor Hughes:-

- “(1) That Cabinet retains the current status quo regarding voluntary community and faith sector commissioning grant funding for 2018/19.
- (2) That officers be requested to explore the possibility of introducing a local lottery to help support Voluntary Community Faith Sector funding in the future.
- (3) That the following comments be forwarded to the Overview & Scrutiny Committee:
- That the Overview & Scrutiny Committee consider conflicts of interest when appointing task group members (particularly the chairman)
 - That the Overview & Scrutiny Committee considers the inclusion of the following items when progressing the work on the voluntary community and faith sector commissioning framework:
 - a. *Description of the current procedure of the Council for allocating grants*
 - b. *How much officer time is devoted to the allocation and management of grants each year?*
 - c. *What are the Council’s priority areas for allocating grants and should these change?*
 - d. *How do organisations apply for grants, and how easy is it for new ones to apply?*
 - e. *What does the Council require of organisations receiving grants (e.g. reports, outcomes) and does this need to change?*
 - f. *Evidence from stakeholders or service providers.”*

Councillors then voted:-

Resolved unanimously:

- (1) That Cabinet retains the current status quo regarding voluntary community and faith sector commissioning grant funding for 2018/19.
- (2) That officers be requested to explore the possibility of introducing a local lottery to help support support Voluntary Community Faith Sector funding in the future.

- (3) That the following comments be forwarded to the Overview & Scrutiny Committee:
- That the Overview & Scrutiny Committee consider conflicts of interest when appointing task group members (particularly the chairman)
 - That the Overview & Scrutiny Committee considers the inclusion of the following items when progressing the work on the voluntary community and faith sector commissioning framework:
 - a. *Description of the current procedure of the Council for allocating grants*
 - b. *How much officer time is devoted to the allocation and management of grants each year?*
 - c. *What are the Council's priority areas for allocating grants and should these change?*
 - d. *How do organisations apply for grants, and how easy is it for new ones to apply?*
 - e. *What does the Council require of organisations receiving grants (e.g. reports, outcomes) and does this need to change?*
 - f. *Evidence from stakeholders or service providers.*

Officers responsible for effecting the decision:

Chief Officer (Environment)
 Chief Officer (Health & Housing)
 Interim Head of Legal & Democratic Services

Reasons for making the decision:

The recommendations will assist the City Council in meeting the Corporate Plan priorities for Community Leadership and Health and Wellbeing and enables the Overview and Scrutiny Committee to report to Cabinet within the next financial year after having considered more evidence-based options for the future.

74 BEYOND THE CASTLE ARCHAEOLOGICAL SITE

(Cabinet Member with Special Responsibility Councillor Clifford)

Cabinet received a report from the Chief Officer (Regeneration & Planning) to note the initial recent archaeological findings and their potential national significance and consider the recommendations for future work that offers a comprehensive strategic direction for managing future work across the site.

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

	Option 1: Do Nothing	Option 2: Continue piecemeal / ad hoc approach	Option 3: Take forward a comprehensive approach (PREFERRED OPTION)
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Advantages	<p>With no archaeological investigations or further works there are no additional demands for council resources.</p>	<p>Limited demand on staff resources.</p>	<p>Provides the best conditions to discover and record Lancaster's Roman archaeological history.</p> <p>Maximises potential for economic benefits, including visitor numbers and spend.</p> <p>Significant discoveries would contribute to the museums service and the uniqueness of the local collections.</p> <p>Sets formal framework for future project work that will meet funder's requirements and best practice in archaeology.</p> <p>Developing and implementing a comprehensive management plan for the site will enable a proactive approach that plans costed works and in the long term provides better quality service that is more cost effective.</p> <p>The council can meet its responsibilities by taking a leadership role in ensuring appropriate management and development of the site.</p> <p>Potential new income generation opportunities from special exhibitions, workshops and seminars, merchandising and catering.</p>
Disadvantages	<p>The opportunity to discover and tell Lancaster's Roman story and raise Lancaster's profile, is not taken.</p> <p>Tourism, museums and wider economic benefits not delivered.</p> <p>Some work on the site is still required but is unlikely to attract significant external funding.</p>	<p>Agenda for future work is reactive with the potential for the agenda to be set by others without the benefit of expert advice or an agreed strategy.</p> <p>Lacks scale to secure significant funding, leading to a reduced and poorer quality evidence base.</p> <p>Missed opportunities to capitalise on developing plans for the museums service.</p>	<p>Current staff resources required to coordinate approach at this early stage.</p> <p>Some financial implications for the council, but also external funding opportunities.</p>

Risks	<p>Site has some condition issues that present a risk to the archaeological record and Scheduled Ancient Monument.</p> <p>There is currently limited protection of the site, which constrains the ability to ensure the site is investigated / excavated appropriately.</p> <p>Implicit to the <i>do nothing approach</i> is an acceptance of a reactive approach to maintenance that could prove more costly over the long term.</p> <p>Potential reputational damage to the Council in terms of its responsibilities for the site.</p> <p>Intellectual property rights relating to the understanding of the site may not be limited to the Council and its agreed partners.</p>	<p>Absence of comprehensive management plan likely to lead to a reactive approach that could be more costly and fail to protect heritage assets in the short term.</p> <p>Potential reputational damage to the Council in terms of its responsibilities for the site.</p>	<p>Resource/ space requirements for finds, archives and to provide suitable working and visitor areas are not currently available. This can be addressed by emerging options for the museums in the next year or so.</p> <p>External funding is not guaranteed. Liaison with funders will help to gauge interest and support.</p> <p>The Roman story may turn out to be less significant than expected. This seems unlikely but the process of revealing the heritage of the site will be of huge interest to experts and amateur archaeologists in any event.</p>
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The officer preferred option is Option 3 (Take forward a comprehensive approach) as it ensures that the City Council is able to guide the future archaeological investigations within a robust framework that provides the greatest chance of securing external funding necessary. The actions are all linked to the successful achievement of discovering Lancaster's Roman story and the significant benefits it could bring to the city, subject to the quality and significance of the finds and there being a viable and affordable business case.

Option 1 (Do nothing) fails to acknowledge and capitalise on the potential offered by the new understanding of Lancaster's Roman history. With discoveries likely to be of national significance this would seem to be a missed opportunity. It may avoid further cost pressures, however.

Option 2 (Continue piecemeal approach) may provide limited benefits, but will ultimately yield a fragmented archaeological story due to the small scale of investigation over a protracted period.

This project is at an important point and the actions set out in Option 3 provide a comprehensive programme to successfully maximise this heritage opportunity. This

approach recognises the likely national significance of the site, as well as its importance to Lancaster. The scale of archaeological potential has the ability to put Lancaster 'on the map' as a significant Roman heritage site offering new possibilities as a heritage destination, public space and place of discovery. Telling Lancaster's Roman archaeology story through further excavation, interpretation and display can be an essential ingredient in the city's offer for visitors and for local communities, bringing with it significant economic benefits. A strategic partnership with expert advisors, including Universities, is likely to arise from this work with the potential to benefit Lancaster well into the future.

Councillor Clifford proposed, seconded by Councillor Leyshon:-

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

Councillors then voted:-

Resolved unanimously:

That, subject to the resolutions of Budget Council:

- (1) The Council works with Historic England to establish appropriate protection of the site, including a possible extension of the Scheduled Ancient Monument (SAM).
- (2) A formal academic report is commissioned to capture archaeological understanding of the site, to date, and to provide a basis upon which future development of the site can be established.
- (3) An active Site Management Plan is developed to provide ongoing care of the site along with prioritised recommendations for urgent remedial repairs, noting that its implementation may require additional funding in future years.
- (4) An expert project board is established for the site that will set out a five year archaeological research framework and can assist in developing academic, heritage, scientific research and funding partnerships.
- (5) Early work is undertaken to develop a medium term funding strategy for the five year research framework.
- (6) Cabinet notes potential requirements for space, preferably adjacent to the archaeological site, for visitor, museum, education and commercial services.

Officer responsible for effecting the decision:

Economic Development Manager

Reasons for making the decision:

The decision is consistent with the following outcome of the Corporate Plan 2016-2020, Sustainable Economic Growth: "*The attractiveness and offer of the district as a place to visit or invest in will be improved. Enhance Lancaster's urban centre through investment*

in the built environment, heritage assets and the public realm.” The decision also recognises the importance of the visitor economy to the district and the work this report will take forward has the potential to make a strong contribution to Lancaster’s history and its narrative.

75 RESHAPING THE COUNCIL'S MUSEUMS SERVICE

(Cabinet Member with Special Responsibility Councillor Clifford)

Cabinet received a report from the Chief Officer (Regeneration & Planning) which provided the final independent consultants report and requested that Cabinet noted its suggestions for the future direction for the City Council’s museums service and considered some early actions to underpin successful future management and development.

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

Options relating to this report are limited as all recommendations are effectively proposing the means by which earlier decisions can be implemented effectively. Recommendations in relation to the potential Collections Centre and how it might inform the wider museums review will be considered in more detail in a later report.

In terms of risk it should be noted that there are risks associated with the transfer of the service back to the council. However, recommendations in this report are designed to mitigate these risks.

The work undertaken to date has been informative and it is clear that the City Council’s museums have the potential for a greater impact, increased presence and profile and, at the same time, to be more sustainable in financial terms. By agreeing to take the museums service in-house the council has already made a strong commitment to repositioning the offer.

The independent AP&P report presents a series of significant operational and financial implications and considerations which cannot be fully determined at this stage. In the immediate short term, however, the City Council has to deliver the effective re-integration of the museums service into its establishment and this, in itself will be complex in legal, financial and management terms.

At this stage, Cabinet is therefore asked to agree that officers focus on the successful transfer of the Museums Service back to the City Council and recruitment of a specialist manager to play a key role in management and development of the service. This will be undertaken alongside the development of a HLF Resilient Heritage funding bid and more detailed consideration of options for a potential new Collections Centre and identification of a preferred site.

Councillor Clifford proposed, seconded by Councillor Hanson:-

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

Councillors then voted:-

Resolved unanimously:

- (1) That Cabinet reviews and notes the independent consultant report “Reshaping of Lancaster District’s Museums Offer – Report of Findings and Recommendations (Aitken, Prince and Pearce)” at Appendix A to the report.
- (2) That Cabinet notes the initial focus of work over the next 6 months is the successful transfer of the museums service back to the Council and recruitment of a specialist manager to play a key role in management and development of the service.
- (3) That specialist funding support and match funding of up to £37,500 are provided to enable the development, submission and acceptance of a Resilient Heritage funding bid, from the remaining previously approved Budget Support Reserve allocation for the Museums Review, and subject to appropriate due diligence being undertaken.
- (4) That delegated authority be given to the Chief Officer (Resources) to update the General Fund Revenue Budget to reflect the additional expenditure and associated Resilient Heritage funding, if successful, subject to remaining budget neutral for the Council.
- (5) That a preferred site option for a purpose-built Collections Centre is prepared (to inform the wider Museums Review), for consideration as part of a future report and in order to feed into the relevant annual budget process.
- (6) That a further report is provided for Cabinet towards the end of 2018 when the museums service has transferred back to the Council.

Officers responsible for effecting the decision:

Chief Officer (Resources)
Economic Development Manager

Reasons for making the decision:

The decision is consistent with the Council’s Corporate Priorities of Sustainable Economic Growth and Community Leadership, contributing to the attractiveness and offer of the district, as a place to visit or invest in; rationalising the Council’s property portfolio to deliver better value for money; and improving efficiency and effectiveness through re-shaping services.

76 FEES AND CHARGES REVIEW - 2018/19**(Cabinet Members with Special Responsibility Councillors Whitehead & Leyshon)**

Cabinet received a joint report from the Chief Officer (Resources) and Chief Officer (Environment) to consider the annual review of fees and charges for 2018/19.

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

The attached policy remains substantively unchanged and it is considered that it remains fit for purpose (at least in the short term) and it adequately covers Cabinet's budget proposals. As such, no options are presented and Cabinet is simply requested to endorse the policy, with a review being undertaken next year.

Options regarding car parking charges are covered in Appendix C to the report.

Options Appraisal

Advantages	Disadvantages	Risks
<p><u>Option 1A</u></p> <p>This option freezes the most popular parking tariff of 1 hour that accounts for nearly 40% of overall parking transactions</p> <p>The 1 hour parking tariff often provides a guide or perception of the overall level of charging and maintaining this tariff at its current level for as long as possible is beneficial</p> <p>By not increasing the 1 hour tariff and limiting the 2 hour increase to 10p differential charging is maintained in Lancaster with on-street parking charges as agreed with the County Council</p>	<p>This option includes increasing the popular 2 hour tariff by 10p which was last increased in 2014/15.</p> <p>This option includes increasing the 4 hour tariff by 20p rather than by 10p</p> <p>This option includes increasing the over 3 hour long stay (all day) charge in Morecambe by 20p</p> <p>This option includes increasing 3 tariffs that were also increased in 2017/18.</p>	<p>Increasing the popular 2 hour tariff affects a large proportion of customers and could encourage customers to only stay for 1 hour.</p> <p>Increasing the Full Day charge at Williamson Park again could reduce the number of visitors to the Park or further displace onto the surrounding streets.</p>
<p><u>Option 1B</u></p> <p>This option avoids the need to increase the second most popular 2 hour tariff</p> <p>This option reduces the 4 hour short stay increase to 10p rather than 20p</p> <p>This option reduces the number of tariffs to be increased again as well as in</p>	<p>This option affects the most popular 1 hour parking tariff that accounts for nearly 40% of total transactions.</p> <p>This option would result in the differential charge with on-street parking charges in Lancaster not being maintained if County do not increase their 1 hour charge</p>	<p>Increasing the most popular tariff is likely to have a detrimental effect on usage and could encourage shoppers and visitors to go elsewhere</p>

<p>2017/18 to 2 rather than 3</p> <p><u>Option 1C</u></p> <p>This option makes the largest contribution to car parking revenue and combines the increases outlined in Options 1A and 1B</p> <p><u>Option 2A</u></p> <p>Introducing evening parking charges on Pedder Street car park would allow the charges to be trialled and the impacts monitored</p> <p>This could lead to the justification of wider evening charging in Morecambe</p> <p><u>Option 2B</u></p> <p>Introducing evening parking charges on selected car parks in Morecambe would generate additional income and would be consistent with Lancaster's car parking charges.</p>	<p>This option includes increasing 2 tariffs that were increased in 2017/18</p> <p>This option affects a large proportion of customers including the most popular 1 and 2 hour parking tariffs and other selected tariffs</p> <p>This option would also result in the differential charge with on-street parking charges in Lancaster not being maintained if County do not increase their 1 hour charge</p> <p>Introducing evening parking charges on one car park would result in just one area of Morecambe being affected by the charges and none of the other car parks</p> <p>This would remove one of the evening parking options for residents who live between two town centre resident parking schemes increasing the demand for unrestricted on street parking spaces</p> <p>Introducing evening parking charges on selected car parks would effectively lead to a two tier charging system if other car parks remained free of charge overnight.</p>	<p>Increasing both of the most popular tariffs and other selected tariffs is likely to carry the greatest risk of there being a detrimental effect on usage and shoppers and visitors going elsewhere</p> <p>Introducing evening parking charges on Pedder Street car park could result in customers transferring to the other main town centre car parks</p> <p>Introducing evening car parking charges could lead to greater demand for unrestricted on-street car parking spaces and reduce the provision for residents who do not live in a residents parking zone.</p>
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<p><u>Option 2C</u></p> <p>Introducing evening parking charges on all main car parks in Morecambe would lead to a fairer charging regime and would generate further additional income</p> <p><u>Option 3A</u></p> <p>This option maintains the traditional free parking arrangements leading up to Christmas and encourages shoppers to shop locally.</p> <p>The cost of this option is already included in the 2018/19 Draft Budget.</p> <p><u>Option 3B</u></p> <p>This option removes the traditional free parking at Christmas and potentially has a positive impact on the budget position and also potentially reduces the need to increase other tariffs.</p> <p><u>Option 4</u></p> <p>Car Park permits charges have not been increased</p>	<p>Introducing evening parking charges on all main car parks would be unpopular</p> <p>This option indirectly affects the total income that could potentially be generated from parking and also potentially increases the need for price increases from other tariffs.</p> <p>This option would remove the long standing concession of providing free parking leading up to Christmas</p> <p>The increase could result in less permit</p>	<p>Introducing evening car parking charges could have a detrimental effect on Morecambe's night time economy</p> <p>Introducing evening car parking charges on all main car parks could lead to even greater demand for unrestricted on-street car parking spaces and reduce the provision for residents who do not live in a residents parking zone.</p> <p>Introducing evening parking charges on all main car parks could lead to a wider detrimental effect on Morecambe's night time economy</p> <p>The option could encourage shoppers to shop elsewhere and have a negative impact on city and town centre viability at Christmas</p> <p>Potentially less income if sales reduce by more</p>
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<p>since 2014/15 and 3% is a relatively small increase in 4 years.</p> <p>This increase still represents good value compared with daily long stay parking charges.</p> <p><u>Option 5</u></p> <p>This option provides formal management of the car park and will give priority to residents and businesses.</p> <p>This option prevents the long-term parking of vehicles and commuter parking.</p> <p><u>Option 6</u></p> <p>This option provides designated parking as agreed during negotiations with the Lancashire Fire and Rescue Service.</p> <p>This option will provide an element of guaranteed income from the designated spaces.</p> <p><u>Option 7</u></p> <p>This option allows formal enforcement of the car park and provides appropriate arrangements for unauthorised parking.</p> <p>This option protects the parking spaces giving priority to Pool Car parking.</p>	<p>sales</p> <p>Charges will be introduced to offset the cost of enforcement and other operational costs.</p> <p>This option could lead to enforcement issues between designated and pay and display spaces.</p> <p>None</p>	<p>than 3%.</p> <p>Drivers receiving Penalty Charge Notices (PCNs) could feel aggrieved due to confusion over the types of parking spaces.</p> <p>None</p> <p>None</p>
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Councillor Whitehead proposed that Cabinet should vote on the general fees first. Councillor Hughes advised the meeting of a revision to the Bulky Waste proposals with a sliding scale of charges as follows: 1 item for £20, 2 items for £25, 3 or 4 items for £30 with a charge of £8 for each additional item.

Councillor Whitehead proposed, seconded by Councillor Hughes:-

“That Cabinet endorses the Fees and Charges Policy as set out at Appendix A to the report and that with regard to Bulky Waste proposals the following sliding scale of charges be applied: 1 item for £20, 2 items for £25, 3 or 4 items for £30 with a charge of £8 for each additional item.”

Cabinet Members then voted.

Resolved:

(7 Members (Councillors Blamire, Clifford, Hughes, Leyshon, Pattison, Warriner & Whitehead) voted in favour, and 1 Member (Councillor Hanson) abstained.)

- (1) That Cabinet endorses the Fees and Charges Policy as set out at Appendix A to the report and that with regard to Bulky Waste proposals the following sliding scale of charges be applied: 1 item for £20, 2 items for £25, 3 or 4 items for £30 with a charge of £8 for each additional item.

Cabinet then considered car parking charges. Councillor Leyshon moved, seconded by Whitehead:

“That the following options be approved:

- Off Street Parking charges, option 1C be approved, with the daily charge for Williamson Park increasing to £2.00.
- Evening Parking charges in Morecambe – Trial in Pedder Street & Billy Hill car parks only
- Retain Free Christmas parking on the Sundays and Thursday evenings prior to Christmas
- Increase car parking permits by 3%
- Introduce formal management and parking charges on St George’s Quay car park
- Incorporate 7 designated car parking spaces for Lancashire Fire & Rescue Service in Cable Street
- Reintroduce formal enforcement of Friars Passage car park for pool cars.
- Instruct officers to work up over the coming year the viability of transferable tickets and pay on exit parking charges in selective car parks.
- That the Off Street Parking places Order is amended at the earliest opportunity to implement the changes outlined in Options 5, 6 & 7.”

Councillors then voted:-

Resolved unanimously:

- (2) That the following options be approved:

- Option 1 - Off Street Parking charges - option 1C be approved, with the daily charge for Williamson Park car park increasing to £2.00.
- Option 2 - Evening Parking charges in Morecambe – Trial in Pedder Street & Billy Hill car parks only
- Option 3 - Retain free Christmas parking on the Sundays and Thursday evenings prior to Christmas
- Option 4 - Increase car parking permits by 3%
- Option 5 - Introduce formal management and parking charges on St George’s

- Quay car park as outlined in Table C of the car parking report (Appendix C)
- Option 6 - Incorporate 7 designated car parking spaces in Cable Street when the car park is extended, subject to being approved as part of Cabinet's budget proposals included elsewhere on the agenda.
 - Option 7 - Reintroduce formal enforcement of Friars Passage car park for pool cars.
 - Option 8 – that officers be instructed to work up over the coming year the viability of transferable tickets and pay on exit parking charges in selective car parks.
 - That the Off Street Parking places Order is amended at the earliest opportunity to implement the changes outlined in Options 5, 6 & 7.

Officers responsible for effecting the decision:

Chief Officer (Resources)
Chief Officer (Environment)

Reasons for making the decision:

Fees and charges form an integral part of the budget setting process, which in turn relates to the Council's priorities. Under the Medium Term Financial Strategy (MTFS), income generation is a specific initiative for helping to balance the budget. The proposed increases are considered to be fair and reasonable.

77 BUDGET AND POLICY FRAMEWORK UPDATE 2018 TO 2022 - GENERAL FUND REVENUE BUDGET AND CAPITAL PROGRAMME

(Cabinet Member with Special Responsibility Councillor Whitehead)

Cabinet received a report from the Chief Officer (Resources) to inform Cabinet of the latest General Fund budget and council tax position so it can make recommendations back to Council in order to complete the budget setting process.

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

Cabinet is now requested to finalise its preferred revenue budget and capital programme proposals for referral on to Council, using the latest information as set out in this report.

Revenue Budget

Cabinet may adjust its revenue budget proposals, as long as the overall budget for 2018/19 balances and fits with the proposed council tax level. The Chief Officer (Resources), as s151 Officer, continues to advise that wherever possible, emphasis should be on reducing future years' net spending.

Capital Programme

Cabinet may adjust its capital investment and financing proposals to reflect spending commitments and priorities but overall its proposals for 2017/18 and 2018/19 must balance. Whilst there is no legal requirement to have a programme balanced over the full 5-year period, it is considered good practice to do so – or at least have clear plans in place to manage the financing position over that time.

In deciding its final proposals, Cabinet is asked also to take into account the relevant basic principles of the Prudential Code (as being updated), which include:

- *that the capital investment plans of local authorities are affordable, prudent and sustainable, and*
- *that local strategic planning, asset management planning and proper options appraisal are supported.*

Other Budget Framework Matters (Reserves and Provisions / MTFS)

Given known commitments, risks and approved council tax targets there is limited flexibility in financial terms, but depending on priorities Cabinet may consider putting forward alternatives for various reserves, or different approaches for addressing the medium term budget deficit through the MTFS.

Proposals to be put forward by Cabinet should fit with any external constraints and the budgetary framework already approved. The recommendations as set out meet these requirements; the detailed supporting budget proposals are then a matter for Members.

Councillor Whitehead proposed, seconded by Councillor Clifford:-

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

Councillors then voted:-

Resolved unanimously:

- (1) That Cabinet determines its response to the feedback from Council (as set out in section 8 of the report) as part of finalising its budget proposals prior to the Budget Council agenda being published.
- (2) That Cabinet endorses the review of Provisions, Reserves and Balances undertaken by the s151 Officer, and notes her advice regarding the minimum level of Balances being maintained at £1.5M, subject to annual review.
- (3) That subject to any changes arising from the above, and any further budget amendments arising in or agreed by Cabinet after this meeting, Cabinet be recommended to approve for referral on to Budget Council:
 - the 2018/19 General Fund Net Revenue Budget and resulting Council Tax Requirement excluding parish precepts (current position at Appendix A to the report);
 - its supporting budget proposals (current summary of proposals at Appendix B to the report);
 - the resulting position on provisions and reserves (current position at Appendix D to the report); and
 - the resulting Capital Programme (current position at Appendix E to the report).
- (4) That the Finance Portfolio Holder be given delegated authority to update the Medium Term Financial Strategy accordingly, for referral on to Budget Council.

Officer responsible for effecting the decision:

Chief Officer (Resources)

Reasons for making the decision:

The decision enables Cabinet to make recommendations back to Council in order to complete the budget setting process for 2018/19.

78 TREASURY MANAGEMENT STRATEGY 2018/19**(Cabinet Member with Special Responsibility Councillor Whitehead)**

Cabinet received a report from the Chief Officer (Resources) which set out the 2018/19 Treasury Management Framework for Cabinet's approval and referral on to Council.

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

Cabinet may put forward alternative proposals or amendments to the proposed Strategy in Appendix B to the report, but these would have to be considered in light of legislative, professional and economic factors, and importantly, any alternative views regarding the Council's risk appetite. As such no further options analysis is available at this time.

Furthermore, the Strategy must fit with other aspects of Cabinet's budget proposals, such as investment interest estimates and underlying prudential borrowing assumptions, feeding into Prudential and Treasury Management Indicators. There are no options available regarding other components of the overall framework, as covered in Appendices C and D to the report.

The officer preferred option is to approve the framework as attached to the report, allowing for any amendments being made under delegated authority prior to referral to Council. This is based on the Council continuing to have a comparatively low risk appetite regarding the security and liquidity of investments particularly, but recognising that some flexibility should help improve returns, whilst still effectively mitigating risk. It is stressed that in terms of treasury activity, there is no risk free approach. It is felt, however, that the measures set out above provide a fit for purpose framework within which to work, pending any update during the course of next year.

Councillor Whitehead proposed, seconded by Councillor Clifford:-

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

Councillors then voted:-

Resolved unanimously:

- (1) That the Finance Portfolio Holder be given delegated authority to agree the Treasury Management Framework, as updated for Cabinet's final budget proposals, for referral on to Council.

Officers responsible for effecting the decision:

Chief Officer (Resources)

Reasons for making the decision:

The proposed Treasury Management framework forms part of the Council's Budget and Policy framework, and fits into the Medium Term Financial Strategy.

79 CORPORATE FINANCIAL MONITORING 2017/18 - QUARTER 3**(Cabinet Member with Special Responsibility Councillor Whitehead)**

Cabinet received a report from the Chief Officer (Resources) which provided an overview of the Council's financial position for Quarter 3 of the 2017/18 monitoring cycle and the supporting actions underway.

As the report was primarily for noting and comments, no options were provided.

Resolved unanimously:

- (1) That the report and supporting actions set out therein, be noted.

Chairman

(The meeting ended at 7.15 p.m.)

**Any queries regarding these Minutes, please contact
Liz Bateson, Democratic Services - telephone (01524) 582047 or email
ebateson@lancaster.gov.uk**

MINUTES PUBLISHED ON TUESDAY 20TH FEBRUARY 2018.

**EFFECTIVE DATE FOR IMPLEMENTING THE DECISIONS CONTAINED IN THESE MINUTES:
WEDNESDAY 28TH FEBRUARY, 2018.**



Leader's Report

11 April 2018

Report of the Leader of the Council

PURPOSE OF REPORT

To present the Leader's report to Council.

This report is public.

RECOMMENDATIONS

To receive the report of the Leader of Council.

REPORT

1.0 Cabinet

Information on Cabinet matters is provided in the minutes from the Cabinet meeting held on 20 March 2018 later in this agenda.

2.0 Decisions required to be taken urgently

There are no decisions to report since the last Leader's Report on 28 February 2018.

3.0 Leader's Comments

The celebration of the Chinese New Year took place on February 18th at Moorside School. This is always a very pleasant occasion where children and adults perform their traditional music. 'More Music' in Morecambe took part playing the most unusual instruments and a buffet of traditional food was served.

On the 20th February I attended the District Leaders Meeting, followed by the Lancashire Leaders in Preston. This was the first meeting to talk about the position of the Shadow Combined Authority with the new chair of the County Council. It was a robust exchange of views and it was agreed that some changes should be made to previous proposals and that we would discuss them again in March.

The Barrow leader invited South Lakes and Lancaster Council leaders to attend a working lunch with Jake Berry, the Northern Powerhouse Minister at the Dock Museum

on the 26th of February. The three councils were able to convey to the Northern Powerhouse Minister our intentions for the future in working together.

On Friday the 2nd of March, stakeholders were invited to attend Lancaster Town Hall to discuss our draft proposals for the Council Plan, now titled "Ambitions". It was very well attended and organised and we received very many positive and useful comments and ideas. I would like to thank those who took part and also the Overview and Scrutiny members and Budget and Performance members, who have also given us their input into the draft plan.

The Commonwealth Flag Raising on Monday March 12th took place with the Mayor and a representative of the Lord Lieutenant, Mrs Pamela Barber performing the ceremony.

Lancaster, South Lakes and Barrow Council Leaders met on March 15th, reflecting on the discussion with the Northern Powerhouse Minister where the Minister had given a positive steer to our initiative, praised our collaborative working to date, and our hard work and commitment to achieving greater economic benefits for the area.

At the meeting on March 15th the three councils agreed upon the working title of 'The Lancaster and South Cumbria Economic Partnership', under which we will work together to drive economic growth. We want to be a nationally significant area of economic prosperity. We agreed that whilst our economic data is good individually it is even better together.

We discussed our joint view to take advantage of the economic successes of the Morecambe Bay Area and create greater opportunities for residents. Also to maximise investment. We have the benefits of the Energy Coast, Marine Engineering, Advanced Manufacturing, Health Innovation, Visitor Economy and Higher Education which can provide access to work opportunities, and an unrivalled quality of the life.

One of the actions for the partnership will be to produce a prospectus for industry and government about the opportunities and needs across the Bay Area. We will also work together with our respective LEP's, Counties and politicians, and our partners large and small, to seek out opportunities.

On the 21st of March I attended an Older Peoples Champion event at Lancaster Town Hall. The Mayor opened the proceedings and I spoke on how pleased we were to welcome them all to Lancaster and on caring for the carer. It was very well attended by people from all over the North West and Dr Knox gave us an impassioned presentation on combating loneliness. The event showcased the fantastic work that is going on in our area, especially in Carnforth and it deserves more publicity.

Lancashire Leaders met again on the 22nd of March and further positive agreements were made, and put forward for discussion at our April meeting. A Combined Authority for Lancashire seems to be back on the table, with Lancashire not wanting to miss out on a devolution deal.

Receiving "Your District Council Matters" recently made me realise how good our Communications Department is. The booklet conveys the breadth of services and projects being undertaken to improve the lives of our residents. It is a good read and it

incorporates a huge amount of information in a small and very useful booklet, Congratulations!

Visiting the launch of The Storey Garden on Saturday the 24th of March was a pleasure. The Friends have been working hard to clear the grounds and lay new paths with Council help. The garden is an oasis of green in the city and now will be open to the public and also be a useful addition to The Story for events and lettings. Well done to all.

The Mayors Charity event that evening was a real success with over 100 people there. It was nice to see old friends and enjoy the company.

Other Matters

Cabinet minutes for 20 March 2018 are attached at the end of this agenda.

4.0 Key Decisions

The following Key Decisions were taken by Cabinet on 20 March 2018:

- (1) Changes to Council Housing Tenancy Agreement.
- (2) Review of Housing Allocation Policy.
- (3) Review of the Consultation on the Implementation of Additional and Selective Licensing in a defined area of the West End of Morecambe.

There following Officer Delegated Key Decision was taken during this period:

- (1) Appointment of Consultant to Undertake Transport Assessment as part of the evidence for the Lancaster Local Plan.

Background Papers

Cabinet agenda and minutes of the meetings held on 20 March 2018.

Mayor's Annual Report 2017-18

I have been proud to represent Lancaster on many occasions and at many events during the year. I would like to think I have been able to learn from my mistakes and improve my performance in the role as Mayor as the year has gone by, but I can at least take comfort from the fact that I have been enthusiastically welcomed - and thanked by my hosts - at many of the events I have attended.



I've been supported in forty two years of marriage by my wife Joyce, and as Mayoress, she has been by my side at virtually all the events I have attended as Mayor. The Mayoralty only functions as well as it does because of the support in the background from Jenny Kay and the skills of our Beadles, Mike, Chris and Tim in finding the locations for events - finding where to park the Mayoral car, and getting us there and back again in a timely way with minimal fuss.

I must also thank Stuart Bateson, my Deputy Mayor and his fiancée Pauline Schofield for their invaluable contributions throughout the year in attending unmissable events and helping to raise funds for my chosen charities.

The Mayor arriving at the Priory for the Mayor's Sunday Service

My predecessor had attended a testimonial dinner for Lancaster City Football Club's Neil Marshall, who had retired after ten years at the club. Sadly, Neil lost his battle with cancer - and it was my privilege subsequently to unveil the Club's new stand, "The Neil Marshall Legend" Stand.

I am not known for sporting knowledge (or prowess) so it was a delight that my first official engagement as Mayor was to blow the starting whistle at a charity football match, and to become at the same time a minor star in a film by 'Boris Productions'.



The Mayor awarding the cup at the Arena

This event was shortly followed by another football match: an occasion for inspection of the teams on the pitch, and for awarding the trophy at the pre-season friendly between the Shrimps and the Dolly Blues. To demonstrate Mayoral neutrality, I had supported one team, and the Mayoress supported the other !

At one time, it was feared that there would be no more occasions when the Mayor would attend an International Youth Games, but I am glad to report the expectations were wrong, and I assisted in hosting the Games at Lancaster last summer.

I had three occasions early in my year of office when it was necessary to officiate at the holding of a minute's silence. These events demonstrated community solidarity in the face of terror. I hope there are no repetitions of the circumstances which gave rise to them.



Presentation of the Ordre National de la Légion d'Honneur to Private David Greenwood Rodwell



The Mayor Inspecting the Troops at the Freedom March

Apart from the annual Remembrance Day, military events of various kinds featured in my year: Armed Forces Days at Lancaster and at Morecambe, the Duke of Lancaster's Freedom March, the unveiling of a Memorial Plaque at Miss Whalley's Field, the awarding of a Legion d'Honneur to a D-Day Veteran and commemorations of the centenary of the Royal Air Force and of the final battles of the First World War.

It was a great privilege for me to inspect the troops from the Duke of Lancaster's Regiment when they exercised their right as Honorary Freemen to march through the City of Lancaster with bayonets fixed, drums beating and Colours flying.



I also experienced a Remembrance Service and Military Parade at Lublin in Poland, one of Lancaster's twin cities, where I attended as an honoured guest representing Lancaster at three days of glorious celebrations of the 700th anniversary of their City Charter.

Dr Krzysztof Zuk (right) President of the City of Lublin

Apart from this one trip far out of Lancashire, I have generally prioritised attending at local events, encouraging local business initiatives, and giving support to local charities and to the many volunteers who do so much for our local communities. From judging a mince pie competition, a photographic competition, and the floats at Morecambe Carnival, I have done so many different things - and been invited to events held by so many different organisations - including the WI, Brownies, The Confucius Institute, The Soroptimists, The Olive Branch, The Mothers' Union and The Rainbow Centre - that it is impossible to mention everything in a short report !

My ear for music is not very well trained, and I was happy to let my deputy attend some of the musical events to which I was invited, though I really enjoyed the Christmas Concert of the Brass Band in which my deputy is a performer, and the music at the Chinese New Year celebrations that took place at Moorside Primary School.

I've spent a very large amount of time in churches and cathedrals during the past year, including the traditional 'Mayor's Sunday' service and I have made visits to local Universities, the Boy's Grammar School and various primary schools. In particular amongst all the activity, I have noticed that University students are not the only ones who really do enjoy taking 'selfies' with mayors !

The Mayoress and I have helped organise a number of fund raising events during the year, notably a Wine Tasting, a Macmillan Coffee morning, a Fish and Chip supper for the RNLI (which I unfortunately missed as it was the day I went to hospital for an operation), a fashion show, a sponsored walk (by the Mayoress and Deputy Mayor) along the Promenade from Heysham Port to Happy Mount Park and a Dinner with the High Sheriff of Lancashire as the guest speaker. The High Sheriff this year has been Robert Webb, a resident in my Ward, and it has been a pleasure to meet him and his wife on a number of occasions during the year. On behalf of the Mayor's Charities, I thank all those who so generously have supported our fundraising efforts in many ways.

On a number of occasions, I have supported the Princes Trust and Lancashire Fire and Rescue Service on their team projects within the community, seeing the results of their work, and listening to the stories of how

their development courses have helped and encouraged the self confidence of young people.



The Mayor at the Lancashire School Disability Games

Recently, I attended the Lancashire Schools Disability Games at Salt Ayre where I made a friend!

I have learnt a lot during my year of office - not least that one of my ancestors (my 3*great grandfather) spent time in the Debtors' Prison at Lancaster Castle.....

I have ended my year as Mayor on a positive note with a renewed appreciation of the large number of people who give their time to keep our district such a good place to work, live and play. I have had a number of contacts with Morecambe Bay Foodbank during the year. Volunteers at this and the many other charities in our district work hard, and often for long hours, with very little recognition. Whether it is running events for young people, helping people with learning difficulties, or running a Foodbank, without the efforts of volunteers, our district would be a lot poorer.

I would like to offer my very best wishes to Councillor Andrew Kay, Mayor elect for the coming year, and I hope that he will enjoy his Mayoral year as much as I have enjoyed mine.

Councillor Roger Mace

Executive Annual Report 2017/18**Councillor Blamire**

**Leader and Cabinet Member for Relationships with other Councils,
Communications, Performance Management, Democratic Services, Legal
and HR**

**Executive Membership**

- Cabinet (Chairman)
- Canal Corridor Cabinet Liaison Group
- Museums Cabinet Liaison Group
- Planning Policy Cabinet Liaison Group
- Shared Revenues and Benefits Service Joint Committee
- Corporate Property Review Cabinet Liaison Group

Executive Appointments to Outside Bodies etc

Lancashire Leaders Meeting

Overview of Portfolio Responsibilities

Relationships with other Councils, Communications, Performance Management,
Democratic Services, Legal and HR

Corporate Plan Key Outcomes/Success Measures

Outcomes	Success Measures
<ul style="list-style-type: none"> •Communities are brought together and the major issues affecting the district are addressed through working in partnership. •Well run, value for money services that are valued by the public and demonstrate good governance, openness and transparency. •Maintain a financially stable position and strong financial forecast for the delivery of Council services. •Sustainable economic growth and jobs will be created in key sectors including energy, knowledge, health and the visitor economy. 	<ul style="list-style-type: none"> •Improve performance and effectiveness of partnerships in delivering corporate priorities. •Improve neighbourhood working by engaging with communities to understand their needs and build resilience. •Maintain an ‘unqualified’ value for money conclusion from our External Auditors. •Review the Localised Council Tax Benefits Support Scheme (LCTS) to determine a sustainable scheme for the future. •Act on the government’s future roll-out of universal credit in the district and other welfare reforms. •Review and rationalise the Council’s future accommodation needs to support service delivery and save money. •Implement agreed budget proposals and take positive action where they do not deliver desired outcomes. •Develop and implement a range of further savings and income generation opportunities to sustain the Council’s budget. •Determine Lancaster district’s contribution to the emerging concept of the Northern Powerhouse. •Improve local conditions for business growth and skills development.

Progress made during 2017/18

Communications

- Through its communications and marketing operations, the City Council has taken an active role in promoting the district, handling press and other media enquiries effectively and supporting elected members with communications expertise. Examples of high profile issues that have benefitted from communications support include the November floods, the Local Plan, the snap General Election, Bailrigg Garden Village and recent developments on the Canal Quarter.
- In supporting other services of the Council, the communications and marketing team has provided expertise to support their operational activities and the

development of new projects including the opening of Tranquil Spa at Salt Ayre, the Council's new anti-social behaviour team, festivals and events.

- The Council's website continues to be developed with the addition of extra functionality through the addition of more online payment facilities as the Council looks to continue the move towards having more of its communications online. Steps are also being taken to improve how the Council presents information on its commercial services online as part of its overall strategy of increasing footfall and income by the creation of a bespoke webpage branding module.
- In the last year the website saw a total of 500,995 unique visitors with 3.05 million total views, an increase from the previous year of 15% and 11% respectively.
- Developing our social media channels with additional and more varied content, including videos of staff carrying out their duties, is becoming an increasing priority as more and more people turn towards this medium for their news and to express their views by comments and sharing.
- The Council's corporate Facebook page, for example, has seen an increase in the number of followers of more than 25% in the last year, due to the increased focus that is being directed towards this increasingly important channel. Similarly, the Council's corporate Twitter feed has an increased number of followers and now has more than 10,000 followers with a growing level of engagement.
- Work is currently ongoing to improve the Council's communication with staff, with a new newsletter being launched and a new intranet is in the process of being developed.

Performance Management

Cabinet and Budget & Performance Panel received quarterly updates on corporate success measures, to enable discussion and request further information where appropriate.

Further refinement of success measures and performance indicators will take place in line with the developing Council Plan.

One of the key aims for 2018-19 is to develop from quarterly reporting of performance towards making performance information more open and accessible to officers, members and the public.

Democratic Services

Democratic Services had a busy year with Elections, delivering successful elections for Lancashire County Council in May 2017 and an unexpected snap UK Parliamentary election in June 2017. By-Elections were also held for the County Council division of Morecambe North, the Halton with Aughton and Skerton West City Council Wards, and for the Morecambe Town Council Wards of Bare North, Lune Drive, Heysham North and Out Moss Lane.

In July the Elections team commenced the annual household canvass, which saw the despatch of 63,885 household enquiry forms to residential properties throughout the district. The final response rate was 78%. The majority of those failing to respond to the canvass were either found to be empty properties or were off-campus properties that had not become occupied for the new academic year. The register of electors was published on 01 February 2018.

Work also commenced on a district wide Community Governance Review which will conclude during 2018. Several issues have been raised regarding parish councils and these will be addressed during the review, including a request for a new parish council for Heysham.

There were many interesting civic events throughout the year. In July, the Council welcomed the Duke of Lancaster's Regiment who exercised their right as Honorary Freeman to march through Lancaster the City of Lancaster with bayonets fixed, drums beating and Colours flying. It was a wonderful sight to see with many local school children

lining the streets to wave their flags at the soldiers. The Mayor inspected the troops in Dalton Square before welcoming the soldiers into the Ashton Hall for lunch.

This year saw the introduction of a Citizenship Panel chaired by the Mayor with one of its main responsibilities to work with CVS on Citizenship awards for the district. The awards will take place in June of this year and will see the introduction of a new annual award – “The Roger Sherlock Award for Community Inspiration”. This award has been welcomed by Councillor Sherlock’s family and celebrates the work of unsung heroes in our communities.

In December, officers in Democratic Services worked together with Age UK to host a Loneliness Summit in Lancaster Town Hall. This event was the first of its kind and was hailed as a great success bringing together many local organisations. The aim of the Summit was to raise awareness of loneliness and show what was available for people who were lonely. School children of different ages attended as well as many Councillors. The children attending were asked to take back what they had learnt in their workshops and share with the rest of the school.

In October the Deputy Mayor led a Service of Dedication and unveiled a commemorative paving stone in honour of Private Albert Halton VC in Warton where he was born. Private Halton of the 1st Battalion, The King’s Own Royal Lancaster Regiment was awarded the Victoria Cross in October of 1917 for gallantry during an attack near Poelcappelle on 12th October 1917. It was a moving event with children from the local school taking part by reading poems about World War One.

Legal Services

Legal Services have continued to support the good governance of the Council, by providing legal and procedural advice to Services in their operational activities, and to officers and members in the decision making process.

Legal Services continue to be involved with a variety of projects undertaken by officers in all services in the Council They have played key roles in procurement, contract drafting

and negotiation as well as providing advice on strategy and risk as well as statutory compliance.

In supporting other services of the Council, Legal Services have again undertaken a number of successful prosecutions including health & safety and planning matters.

Anti-social behavior remains a hot topic, with Legal Services advising on policy, enforcement and undertaking advocacy on behalf of the Council at statutory appeals.

Public Spaces Protection Orders (PSPO's) have been brought into Lancaster City Centre and proposed for Morecambe Town Centre. Legal Services have drafted and advised on the contents of the PSPO's.

Legal Services have also been involved with the recent refugee re-settlement programme.

The day to day legal work incorporating debt collection, rating cases, recovery of rent arrears, council house sales and other property transactions, including sales and leases, has continued, as has the provision of a local land charges service, and the licensing and information management functions.

Information Governance

The implementation of the General Data Protection Regulations in May of this year is being supported by the expanded Information Governance Team. This team will be supporting the council in complying with the new regulatory regime, together with reviewing and updating our information and data policy.

Human Resources

In the last 12 months the HR Team have continued to work closely with services across a range of activities, including TUPE transfers, service restructures, employee relations and change management activities. HR provides vital support to services to enable them to deliver their own ambitious plans and essential frontline services to residents.

Apprenticeships

The HR Team have continued to work with managers to create opportunities to appoint apprentices into suitable roles across the Council, with 6 new apprenticeships in the past 12 months. In addition, HR staff have also been working to maximise the apprenticeship levy funds, enabling a number of existing staff to start apprenticeship qualifications, including 8 staff within the Public Realm and Waste and Recycling teams.

Workforce and Succession Planning and Performance Appraisals

In early summer 2017 HR implemented two crucial areas of work to ensure that the Council adopted a planned approach to managing and developing staffing resource, via the introduction of succession and workforce planning discussions and the re-launch of Performance Appraisals.

Annual succession and workforce planning discussions with senior managers were introduced to ensure that staff are appropriately developed or deployed to meet future challenges, with outcomes feeding into the individual Performance Appraisal discussions. As part of the revised and re-launched Performance Appraisal process all line managers received training in improved objective setting and assessment of individual staff performance. These two approaches provide a clear opportunity to ensure that staff resource is carefully planned, managed and developed, and aligned to the ambitions of each service unit.

Attendance

Working closely with managers and staff, the HR team have enabled the reduction of absence rates from an average of 12.06 days per employee as at 31 March 2010 to an average of 6.46 days per employee as at 31 March 2017. These figures compare extremely favourably against CIPD figures for public sector absence, of 8.5 days per employee for 2016, as well as with other authorities in Lancashire. The delivering of sustained improvements in attendance has a direct impact on Council performance and has resulted in a significant productivity savings, thereby supporting the delivery of services to the public in the context of ongoing financial restraint. Whilst figures are not yet available for the year ending 31st March 2018, the Council is on target to achieve a further improvement in attendance for the 8th consecutive year.

'Our Values'

Working closely with colleagues from across the Council, HR has taken a central role in the work around the new Lancaster City Council Values and Behaviours, which are now known simply as 'Our Values'. At the start of 2018 managers attended workshops to introduce 'Our Values', which will be followed with further workshops for all Council staff. Much more work will be taking place over the coming year to embed 'Our Values' into all aspects of the organisation and its processes.

Investors in People

HR worked with Services to support the successful re-accreditation for Investors in People status (IIP) under the new and more challenging IIP Framework. The Council was also awarded the IIP Health and Wellbeing Award in recognition of the extensive work led by HR over a number of years to support and improve staff wellbeing. Additionally, as part of the Council's ongoing commitment to encouraging healthy lifestyles and in conjunction with colleagues from across the authority, HR championed the Council's involvement in the National Cycle Challenge, which saw the Council achieve an impressive 3rd place.

Celebrating Success

October 2017 saw the inaugural Council wide Celebrating Success employee awards event, which recognised the contribution and achievements of the Council's workforce with awards for both individuals and teams.

Nine awards were issued, including; Outstanding Contribution to the Community, Outstanding Customer Service and Mentor/Coach of the Year, which were won by staff from across the organisation. The overall Lancaster City Council Award was won by Salt Ayre Leisure Centre.

Achievement awards were presented to individuals who had successfully completed their apprenticeships, as well as Long Service Awards to those staff who had achieved 25 years continuous service with Lancaster City Council.

Relationships with Other Councils

Leaders from the Lancashire Local Authorities are continuing to meet to discuss what a more joined-up, cooperative Lancashire might look like, whether in the form of a Combined Authority or an alternative arrangement.

The informal partnership with Barrow Borough Council and South Lakeland District Council around Economic Development for Morecambe Bay has also made much progress over the last year, with the opportunity to discuss the partnership with Jake Berry MP, Minister for the Northern Powerhouse, in February.

Congratulations and thanks to all the officers and their departments who have worked so hard during the year.

Executive Annual Report 2017/18

Councillor Darren Clifford

Cabinet Member and Portfolio Holder with Responsibility for Leisure, Culture and Tourism and Climate Change



Executive Membership

- Cabinet
- Corporate Property Review Cabinet Liaison Group
- Museums Advisory Forum
- Museums Cabinet Liaison Group (Chairman)

Executive Appointments to Outside Bodies etc

- LGA Coastal Issues Special Interest Group
- Museums Advisory Forum

Overview of Portfolio Responsibilities

Cabinet Member and Portfolio Holder with Responsibility for Leisure, Culture and Tourism and Climate Change

Corporate Plan Key Outcomes/Success Measures

Outcomes	Success Measures
<ul style="list-style-type: none"> • Lancaster and Morecambe Bay will be recognised as important visitor destinations • The attractiveness and offer of the district as a place to visit or invest in will be improved • Health and wellbeing of our citizens is improved 	<ul style="list-style-type: none"> • Adopt visitor destination management plans for Lancaster and Morecambe Bay • Increase the number of visitors to the district • Increase visitor spend in the district • Develop plans to improve the sustainability of The Platform and other council-managed performances • Complete a detailed feasibility of the potential to improve the quality and sustainability of the city's museums • Improve facilities on offer at Salt Ayre Sports Centre and ensure that they are financially sustainable • Improve local air quality from long term improvements in transportation

Progress made during 2017/18

Visitor Economy, Arts and Culture

Museums

During 2017 a great deal of work was undertaken to look in detail at the City Council's museums and, as a result, a proposal to bring the museums service back in house was wholeheartedly supported by full Council in September. A new post has been created that will bring in specialist capacity to help to develop the museums to take a central role in the heritage and culture of the district moving forwards. Recruitment is currently underway and the transfer of the service will be effected by 30 September 2018.

Archaeological site

Following the exciting excavations that have taken place in recent years, the Council has now taken back management responsibility for the Beyond the Castle project from County Council. New plans have been agreed that will protect the site, establish an expert Project Board and begin the process of developing a funded programme of works. Further details will be considered during 2018/ 19.

Festivals

Vintage by the Sea 2017

- Vintage by the Sea is building its reputation as an international vintage event. Achieved an audience of 35,000 over the 2 days.
- 48% of the audience were from outside of Lancaster District with post codes reaching as far as Brighton and Glasgow
- 94.5% of the audience agreed that VbtS improves the perception of Morecambe as a visitor destination
- Achieved 3,326 bed nights in paid accommodation
- £510,505 was generated for the local economy from visitors outside of the District specifically attend the festival
- 200 local individuals and businesses engaged in the festival
- Value of PR coverage £20,983 and reached an estimated 15,619,877 persons, including coverage of the festival on BBC Breakfast News, BBC North West Tonight, BBC Radio 2 Alan & Mel Show, BBC Radio Lancashire, Women's Weekly, Vintage Life Magazine and many more
- As a result of festival PR campaign, Morecambe was selected as one of the coastal towns showcased in a series of BBC Breakfast features. A morning of BBC Breakfast was filmed around Morecambe promenade, featuring footage from the festival, the outdoor areas of the Midland Hotel and locals, including Cedric Robinson.
- Shortlisted for Large Event of the Year in the Lancashire Tourism Awards.

Audience member quote: "A wonderfully well organised event with a fabulous backdrop of not only the Midland Hotel but the stunning coastline of Morecambe. Lot of stalls and activities for the whole family".

Light Up Lancaster 2017

- Achieved an audience of 45,800 for a two night festival of light, art and fireworks
- 21% of the audience were from outside of Lancaster District
- 2.5% of the audience stayed overnight in paid accommodation
- 90% of the audience stated that the festival was the reason for their visit
- £359,512 of economic impact was generated by the festival
- 92% positive ratings, up significantly from 65% in 2016
- 137 local volunteers involved in the festival
- 54 artists were employed, 6 were international artists, 14 were emerging artists
- 152 participatory workshops were delivered with 2,822 individuals participating, with 35 days of activity in libraries and museums
- From the local businesses surveyed 71% said they were a lot busier than usual over the course of the festival, and 29% were a little busier
- Shortlisted for Large Event of the Year in the Lancashire Tourism Awards.

Audience member quote: *"Strolling around the city with huge numbers of families discovering delights and surprises at every turn. The event was stunning, all the art was of the highest quality and it was both memorable and inspirational. It made me feel really proud of Lancaster and some of the images have lasted for days. Utterly marvellous experience – heart-warming, happy and outstanding."*

Platform

- Achieved an estimated audience of 30,000, an increase from 27,000 in 2016/17
- 20% of the audience were from outside of Lancaster District
- 69 Platform presented shows e.g. Showaddy Waddy, Bay City Rollers, Syd Lawrence Orchestra, Barbara Dickson, Gordon Buchanan and The Pretty Things
- 2 Platform presented children's' shows
- 84 community events e.g. blood bank, flower club, tea dance, craft fairs and weddings

- 26 shows present by private hires e.g. Promenade Concert Orchestra, Morecambe Band, 90's Sorted and Rock Back the Clock
- 5 festivals e.g. Vintage by the Sea, Kite Festival, Steam Punk x 2 and Morecambe Music Festival

Audience member quote: *"One of my best nights out ever! Watched the pretty things last week! Fantastic"*

Marketing and events

- Launched standalone visitor websites for Lancaster and Morecambe Bay with positive feedback.
- Produced and distributed 60,000 visitor guides for Morecambe Bay and Lancaster targeting the visitor market.
- Supported Marketing Lancashire in promoting Lancaster as one of England's Heritage Cities including supporting the Discover England Funded Project.
- Promoted the Lune Valley under the 'City of Outdoors' campaign.
- Programmed and promoted Lancaster and Morecambe Bay as part of the national Heritage Open Days Campaign in September.
- What's On Campaign – Highlighting the best events of the year across Morecambe Bay with digital and print marketing.
- Added to the destination brands image library for partners to use for promotional use.
- Promotional activity to drive visitor numbers with 'Top Ten things to do' and 'Easter Activity'.
- Supported Lancaster University Campus in the City Programme promoting our Twin Towns and Light Up Lancaster under the International Connections theme.
- Programmed and promoted 16 free Brass Band concerts in Happy Mount Park.
- Supported both Universities with student recruitment with various pop-up stalls at their Visit and Arrival Days.
- Financially supported More Music's Catch the Wind Kite festival.
- Devised, promoted and delivered a second season of Town Hall Tours over the summer including a Christmas tour special.

- Supported Armed Forces Day Organisers for delivering and promoting successful events in both Lancaster and Morecambe.
- Supported Lancaster Canal Regeneration Partnership and its plans to celebrate 200 years of the Lancaster Canal in 2019.

Visitor Information Centres (VIC's)

- 2017/8 Visitor enquiries: 110,500 (est)
- 2017/8 Gross income: £286,000 (est)
- 72 Tourism & local businesses supported through VIC sales
- 45 Event Organisers supported via promotion and ticket sales

VIC updates:

- Launch of the new separate Facebook pages for each VIC – branded to reflect destination and services
- Working closely with The Platform Manager & staff to ensure the smooth and effective operation of tickets sales. Development of the dedicated VIC 'Ticket Box' system, information sheet produced to send out to potential customers/event organisers
- Lancaster VIC – information hub for Light Up Lancaster 2017 weekend. VIC opened 10am-10pm to support the event. Busiest weekend ever for the VIC over the two days with 2,000 visitors
- Ongoing partnership with Lancaster BID – Lancaster VIC was used as a base for customers for the Easter Treasure Trail and selling Christmas raffle tickets on their behalf. VIC staff assist with events listing for the BID brochure.
- Re- branding and launch of the Visit Card available exclusively through the VICs encouraging locals and visitors to explore the District
- Working with Morecambe Bay Partnership with the sales/promotion of the Morecambe Bay Seldom Seen map – the VICs are the main agent supplying both over the counter and online sales
- Working with Lancaster Arts Partners to help promote local events and support local creative organisations

- Continued working relationship the Lancaster University Conference Office – assisting with enquiries from the Conference office regarding groups/conferences.
- Dedicated B2B promotion campaigns via our social media channels concentrating on VIC Ticket Box and VIC services
- ‘Pop-up VIC’ at University Visit Days/Arrivals Days/Housing Fairs/Heysham Viking Festival and Morecambe Bay Partnership conference.
- New banner flag signage at Morecambe VIC highlighting the VIC as The Platform Booking Office
- English Tourism Week (competition, pop ups, literature)
- St Georges Day (information, pop-ups)
- Lancashire Day (tasters local produce, pop ups, information)

Climate Change Agenda/ Energy Efficiency

- Approval granted for x2 electric pool cars and x1 electric van – currently out to tender. Expected to have them by May 2018
- Electric charging points to be installed in our Depot (and possibly one in Lancaster) for our electric fleet – commencing April 2018
- County are starting locating on street chargers during this financial year
- City Council are submitting a bid to get 75% funding towards and off street car parking charges scheme- which will be located in car parks near residential areas
- The programme of energy efficiency across the council continues
- Funds to continue feasibility into two potential sites for solar farms were secured at the most recent budget council.

SPORT & LEISURE

Salt Ayre Leisure Centre

- The new Tranquil Spa facility opened in October, which completed the vast majority of the transformation of Salt Ayre Leisure Centre.

- The project has been delivered on time and within budget.

Success

- We won the Connected Procurement and Commissioning award at the national iNetwork Innovation Awards
- The new facility has seen a remarkable turnaround in, not only revenue generation, but also the number of people using the facility whilst maintaining the diverse demographic of customer. The introduction of classes specifically for expectant women, coupled with a gym membership that includes for customers over eighty years of age, has seen a truly unique lifecycle of customers provided for.
- Health and Fitness membership numbers have increased from approximately 700 to 2,860.
- Health and Fitness income is projected to achieve approximately £860k by March 2017, compared with £340k in previous years.
- Compared to previous financial years :
 - Fitness classes in general have increased by 83%.
 - Number of active female members have increased by 78%.
 - Swimming in general has increased by 10%.
 - Swimming lessons have increased from 300 to 500 participants and is rising.
 - Activities have increased by 267% (Energy and Xheight).
 - Average travel distance from people within Lancaster has increased from 3.7km to 4.6km.

Tranquil Spa

- The new spa facility opened in October 2017 and has proved to be popular with customers. As a new business 'within a business', it is gradually improving and the month of February has seen week on week improved performance with projections to meet target by the end of the financial year.
- The facility provides tremendous wellness opportunities for users and the thermal journey and Feel Good Suite are gathering popularity as each week goes by.

- The thermal journey consists of a salt inhalation steam, aromatherapy steam, herbal sauna and larger standard sauna. All of the facilities are finished to an extremely high standard, as are the changing / shower facilities.
- The Feel Good Suite is a facility area within the Spa that includes equipment that specifically supports people with various mobility issues and enables exercise to be undertaken in a controlled and safe environment with highly qualified staff in attendance.
- The final feature within the Spa is the 'Hub' which has up to date equipment for meetings / conferences and can hold approximately 100 people. The area also doubles up to hold activities such as karate and yoga (not at the same time!) and is used by the leisure centre to undertake a staff training programme.

Future

- Whilst the majority of the transformation is now complete, officers are keen to maintain the momentum and are exploring the possibility of introducing some to the 'Gravity' feature and 2.) Possible introduction of a children's play feature to help maximise catering revenue during the warm summer months when families are less likely to want to visit indoor facilities (apart from swimming!).
- Building on the success of the centre and maximising the financial benefits to the council, we are also exploring the setting up a Local Authority Trading Company, subject to member approval, with immediate savings around VAT and business rates. The learning from this puts us in a position to exploit trading opportunities throughout the rest of the council.

Community pools

- Following the decision to hand the pools back to Lancashire County Council and to try and help facilitate community ownership, I'm pleased to be able to report that so far all 3 pools have a realistic chance of survival in the hands of community groups or schools. Carnforth pool has already re-opened and Heysham has confirmed its opening date. This result shows just what can be achieved when we all work together for the good of our communities.

Executive Annual Report 2017/18

Councillor Janice Hanson

Cabinet Member and Portfolio Holder responsible for Economic Regeneration and Planning



Executive Membership

- Cabinet
- Canal Corridor Cabinet Liaison Group (Chairman)
- Housing Regeneration Cabinet Liaison Group
- Planning Policy Cabinet Liaison Group (Chairman)

Executive Appointments to Outside Bodies etc

- Management Group of Lancaster Business Improvement District (BID)
- Morecambe Bay Partnership
- Growth Lancashire Ltd

Overview of Portfolio Responsibilities

Responsible for Economic Regeneration and Planning

Corporate Plan Key Outcomes/Success Measures

Outcomes	Success Measures
<ul style="list-style-type: none">• Sustainable economic growth and jobs will be created in key sectors including energy, knowledge, health and the visitor economy• The attractiveness and offer of the district as a place to visit or invest in will be improved	<ul style="list-style-type: none">• Determine Lancaster district's contribution to the emerging concept of the Northern Powerhouse• Realise benefits to the Lancaster district of a combined authority for Lancashire• Regenerate central Morecambe through the Morecambe Area Action Plan• Complete Local Plan for the Lancaster district, setting out a vision for the natural and built environment to 2031• Achieve the annual requirement for the availability of land for housing development• Adopt the Lancaster City Masterplan• Improve local conditions for business growth and skills development• Sustain small businesses as important components of thriving retail centres• Enhance Lancaster's urban centre through investment in the built environment, heritage assets and the public realm• Improve inward investment through the attractiveness of the district as a place to live and work• Evaluate economic impact, delivery and funding of the arts in the district

Progress made during 2017/18

Regeneration

Lancaster District Local Plan

- Full Council approval to publish and submit December 2017
- Plan published February 2018 (to be submitted May 2018)

South Lancaster / Bailrigg Garden Village

- Construction started on Phase 1 of Lancaster University Health Innovation Campus
- Ongoing development on university campus and new master plan produced
- Detailed studies undertaken on topics such as water management especially after November 2017 floods
- Decision taken to produce an Area Action Plan for the Bailrigg Garden Village at December council meeting – issues and options consultation to take place May 2018
- Bus rapid Transport study underway (led by County Council) with options consultation also taking place in May 2018
- Bid for Housing Infrastructure Fund money for essential transport improvements successfully moved onto to next stage March 2018
- Continued capacity funding for Garden Village

Lancaster

- Canal Corridor North
- Work nearly complete on Lancaster centre narrative and vision
- Working with County Council on early stages of Movement Strategy following approval of Lancaster Transport Master Plan
- Dwellings now being constructed on Luneside East site and plans progressing for student accommodation on rest of site
- Development work and funding bidding underway for Lune Phase 3 flood protection along Caton Road – outline approval in place for £m ERDF grant with full bid due May 2018
- All business flood resilience grants now paid out for properties affected by Storm Desmond

Morecambe

- First two phases of Wave Reflection Wall replacement complete. Last phase completes August 2018
- A View for Eric (Morecambe Townscape Heritage Initiative 2) nearing completion
- Work underway on Chatsworth Gardens phase 2

- Public realm works in and around Morecambe centre complete

Heysham Gateway

- Work on overarching master plan and delivery strategy nearing completion
- First public sector land disposals underway and first planning application received for GVS filters
- Significant demand for land and premises being managed and directed to best locations
- Work ongoing with major occupiers such as Peel Ports and EDF Energy to facilitate their future needs

Development Management

- The last year has witnessed the start of a number of development projects within the district that have been supported by the Council's Planners. These include the first phase of the Health Innovation Campus, which will have a significant, positive economic impact on our district and will further enhance Lancaster University's international reputation. The redevelopment of the former Broadway Hotel site will deliver high-quality residential redevelopment overlooking Morecambe Bay. It is also pleasing to see the commencement of the new 'student-village' at Bulk Road, particularly given the previous dereliction of the site in a key gateway location into the city. We welcome the much-anticipated implementation of the planning permission that was granted for residential dwellings at Luneside East on St George's Quay. Finally, we await the completion of the combined, new facility for Lancashire Fire and Rescue and the North West Ambulance Service at Cable Street.
- In terms of planning activity, the Council continues to receive a high number of planning applications. County-wide benchmarking undertaken at the end of 2017 indicates that this Council determined the highest volume of planning applications within Lancashire.
- The same statistics also indicate that Council Planners granted planning permission for 89% of all applications determined within the same period.

- Provisional government statistics indicate that Council Planners will have determined over 97% of all major applications within statutory timescales or within a mutually-agreed timescale with the applicant. For non-major planning applications, this figure now exceeds 90% - the Council's best performance for many years.
- With increased development activity, there is inevitably an increase in the number of planning enforcement cases that the Council investigates. The Council is currently taking steps to ensure that it has sufficient capacity to investigate breaches of planning control. This is critical to ensuring that the district is an attractive place to live and work.

Economic development

- Background work to develop the Council's Economic Growth Plan is well underway and a number of events will now be held from the end of April onwards to consider our evidence base, our main opportunities and challenges and to plan what we will prioritise. We are keen to involve members from all parties and to work with our economic partners in developing our Economic Growth Plan.
- The Economic Development team is now shaping up and we are busy recruiting into a final new post to cover business and skills. The Council will be once again be able to support and encourage business growth and investment, working closely with our economic partners. The Council is now a member of Growth Lancashire and will be working with Lancashire partners to make sure that business support services are available and businesses know how to access them. At present over 200 businesses a year access support and we will work to increase this.
- With new Place Marketing capacity now in place, the Council is developing a Place Narrative and a Place Board to help to put Lancaster district on the map as a place to invest, to do business and to work, as well as building on our reputation as an established visitor destination. An investment prospectus will be developed that promotes land and premises including commercial centres. An early opportunity to

promote the district was taken when the Council attended MIPIM UK in Late 2017. Lancaster was highly profiled as part of the Lancashire wide offer and feedback was excellent.

- Over the last year, the Council has supported the North Lancs Expo, run by the Chamber, which was highly successful and provided a great opportunity for businesses to showcase what they do to. In 2018, the Council will work hand in hand with the Chamber to deliver another North Lancs Expo. The Bay Living Awards in September 2017 was sponsored by the Council and was a tremendous success, really putting the spotlight on the district's businesses.
- West End One (Phase 1 of the Chatsworth Gardens initiative) was awarded best refurbishment at Sunday Times British Homes awards and has been nationally publicised. Phase 2 of the Chatsworth Gardens is now underway and the properties transferred to the developer. 51 units of accommodation now in development.
- A Coastal Communities Team was awarded funding by the government and is working on proposals for coastal improvements for the area around Morecambe, Heysham and Bare.
- £2M funding has been secured for flood defences along River Lune to protect the Caton Road industrial estates. Work undertaken to secure remaining public funding and private sector contributions, working closely with local businesses in the flood affected area.
- Flood recovery and resilience schemes have successfully dealt with 60 grants to businesses following Storm Desmond in 2015.

Executive Annual Report 2017/18

Councillor Brendan Hughes

Cabinet Member and Portfolio Holder with responsibility for Community Safety and Clean and Green



Executive Membership

- Cabinet

Executive Appointments to Outside Bodies etc

- Lancashire Waste Partnership
- Community Safety Partnership

Overview of Portfolio Responsibilities

Responsibility for Community Safety and Clean and Green

Corporate Plan Key Outcomes/Success Measures

Clean and Green Places

Outcomes	Success Measures
<ul style="list-style-type: none">•The impact on the environment from council operations and services will be minimised•Local communities are clean and residents have a sense of pride in the district	<ul style="list-style-type: none">•Maintain and / or improve average Standard Assessment Procedure (SAP) rating in council homes• Implement programme of energy efficiency works in council buildings•Install electric vehicle charging points in the district• Reduce business travel mileage across all council services• Maintain percentage of household waste reused, recycled or composted•Maintain percentage of people who perceive the district's streets and public spaces are clean•Increase involvement of local communities in improving local areas, parks and open spaces•Implement a pilot scheme for litter enforcement services

Progress made during 2017/18

It has been an exciting year within Environmental Services and the service having to introduce Green Waste collection charges has been a large piece of work. We continue to offer our services in house successfully.

Our award winning parks continue to thrive with the help of our hard working friends groups. We worked hard to help our colleagues at Morecambe Town Council gain a Gold in the North West in Bloom competition.

We have worked hard with Vodafone and our other CCTV partners to run a pilot mobile camera scheme to help in the fight against fly tipping. More cameras are being rolled out in the coming year around the district.

I must take this opportunity to put on record my thanks for all ES staff involved in the clean up after the floods at the latter end of last year. I think we really excelled and went above and beyond for the sake of our residents. Flooding will almost certainly happen in the district again and we are putting measures in place to be even more proactive in our response.

I genuinely believe ES has achieved some really good, positive things for the district. I think we live in a clean area and have a great basis to build upon in the coming years. I have given some bullet pointed stats provided by officers as a general round up:

Waste and Recycling

Developed a subscription service for residents to opt into garden waste service, bringing in an income of £737,427 (2016/17 £127.896 and £612.531 2017/18)

- Delivered subscription leaflets to every property in the district
- Printed, stuffed and sent out 23,967 envelopes
- 3,818,354 no. collections of which 99.925% were collected without complaint (2851 reported missed bins in 2016/17)
- Collected 30,480.84 tonnes of non-recyclable waste
- Collected 19,387.32 tonnes of recyclable materials

Commercial Waste;

- Collected 3733.02 tonnes of commercial waste
- Collected 984.32 tonnes of commercial mixed recyclables.
- Introduced in cab devices for the Trade Waste Crews

Bulky waste for the period 01.01.2017 to 31.12.2017

- Collected 300.17 tonnes
- Made 3655 trips
- Collected 9706 items

- Reused/Recycled an average of 54.92%

Retained the University Contract for the collection of residual waste service estimated value £183,106.00 for a further 2 years (with an option for a further 2 years).

Developed a new Service leaflet

Reviewed specification and took ownership of 12 New RCV's.

Trained 111 staff in Manual Handling, Reversing Assistant and COSHH

Public Realm

- NWIB – Gold winner for the first time. Work with Morecambe Town Council
- Green Flag Awards for Williamson and Happy Mount Parks
- Seaside Award – Morecambe North & Morecambe South Beaches
- Implementation of new service delivery in Cleansing resulting in more collections over 7 days
- Implementation of new Graffiti Machine in Street Cleansing – Zero tolerance on Graffiti
- Implementation of quad bike delivery of street weed spraying
- 2 x new gum machines to tackle gum litter in urban cores of Morecambe and Lancaster
- Bay Cottage Play Area Re Development – funding through Friends of Bay Cottage
- New Outdoor Gym at Coronation Field – funding through Community group
- New play area at Grosvenor Park – funding through Heaton with Oxcliffe PC
- Field In trust Centenary designation for Miss Whalleys field with community group
- Improvement to Storey Garden - funding through Friends of Storey Garden's

- New major planting scheme outside Lancaster Castle -working with Duchy of Lancaster
- Implementation of new car parking provision at Ryelands Park – part of the parks masterplan
- Parks customer consultation undertaken at Williamson and HMP resulting in improved satisfaction rates
- Implementation for 4 x fly tipping surveillance cameras. Further 4 x being funded by MTC and MBID
- Monkey Enclosure Development at Williamson Park – increased footfall and revenue
- Early implementation of Williamson Park eliminating single use plastic. Reuseable Coffee Cups, Biodegradable cups, paper straws and bamboo take away crockery
- Supporting Emma Clear, Zoo Keeper, with a phd in Zoo research
- Opening of new cascade at Williamson Park in partnership with friends of Williamson Park
- Partnership working with Lancaster University on research of street weeds and Community Gardens
- Part of recovery team following Galgate flooding – taking 100's tonnes of waste away
- Winning full tender for Flyde Council – 800 hanging baskets
- Supporting newly forms Friends of Poulton Park
- Implementation of charges to Splash park facility increasing income and lowering running costs
- Commercial rebrand of Nursery complex and successful Christmas tree sales to increase footfall and revenue
- Agreement to host major events including Highest Point Festival at Williamson Park

- Partnership working improvements with County, MTC, community, private housing associations, Schools, universities

Repairs and Maintenance

Following the recent Ministerial announcement on a Social Housing Rent settlement from 2022 and successful conclusion of our dealings with the Administrators of Carillion we will be moving forward with an application for planning permission on our first New Build Council Housing in more than 30years

Highlights include

- A complex £5.4M Planned investment programme delivered through a mixture of in-house teams and external contractors has been delivered including the following
 - 158 Kitchen Replacements
 - New Roofs to 93 properties
 - New Heating Systems/Boiler upgrades to 190 properties
 - 700 External Door Renewals to 395 properties
 - New upgraded radio-linked smoke alarm installations to over 400 properties
 - Replacement of suspended ceilings incorporating new LED emergency lighting and new upgraded fire detection system to Glebe Ct sheltered scheme
 - Commenced renewal programme of inefficient hot water cylinders to non-gas flats on the Mainway estate
 - New consumer units fitted to over 100 properties
 - Communal area refurbishments undertaken to 8 flat blocks on Mainway serving 62 flats
 - Delivered comprehensive programme of disabled adaptations including 2no. extensions.

- Responded to the November storm floods by sourcing alternative accommodation for those families in council homes affected and contractors are on site undertaking refurbishment works with tenants expected to return home during the first quarter of 2018/19
- In addition to our programme of safety works outlined above, as a response to the Grenfell tragedy, we brought forward our programme of fire door upgrades on Mainway, approx. £120K.
- Despite a 41% increase in the volume of empty homes over the first two quarters of 2017/18 numbers of empty homes in the re-letting process reduced from a peak of 106 (28/6) to below 50 in the new year. This effort also saw re-let times fall from a peak of 81+ days in August to 37 days in January. We have seen a levelling off of turnover in the final quarter but are still anticipating approx. 450 relets compared to 343 in 2016/17
- An externally led LEAN process review of the Void process was undertaken from January onwards. Working closely with the front line teams involved a number of recommendations have been made which are being piloted into 2018/19. We hope to see benefits in the numbers of empties within the process and the turnaround time in the coming year
- With colleagues from ICT, finance and Council Housing we developed a detailed RMS Development Plan to upgrade IT systems and enhance delivery and management of our repairs and asset management processes. With projects initiated in 2017/18 and budgets identified for delivery in 2018/19 we look forward to implementing a suite of improvements over the coming year
- As a part of the Development Plan towards year end we upgraded and commenced testing TOTAL our repairs IT system. This will allow us to introduce a range of new functions which will improve the tenant experience, such as text messaging in advance of repair visits and improved back office effectiveness

This is a small snapshot of our achievements in 17/18 with some exciting changes planned for 18/19.

A thank you to Mark and the various teams within Environmental Services for all your hard work.

Executive Annual Report 2017/18

Councillor James Leyshon

Cabinet Member and Portfolio Holder with responsibility for Property Services, Car Parking, ICT, Digital Strategy, Customer Services



Executive Membership

- Cabinet
- Corporate Property Review Cabinet Liaison Group (Chairman)

Overview of Portfolio Responsibilities

Cabinet Member and Portfolio Holder with responsibility for Property Services, Car Parking, ICT, Digital Strategy, Customer Services

Corporate Plan Key Outcomes/Success Measures

Outcomes	Success Measures
<ul style="list-style-type: none">• Well run, value-for-money services that are valued by the public and demonstrate good governance, openness and transparency• Maintain a financially stable position and strong financial forecast for the delivery of council services • Establish and implement the council's wider plans for 'digital' to understand and meet the changing needs of our communities	<ul style="list-style-type: none">• Review and rationalise the council's future accommodation needs to support service delivery and save money• Develop and implement a range of further savings and income generation opportunities to sustain the council's budget• Review and refresh internal processes and systems to drive efficiency and cost savings• Implement programme of energy efficiency works in council buildings• Improve customer experience through the use of technology

Progress made during 2017/18

Car Parking

- Over last 12 months the overall usage of off street car parks has increased by 4.3% on short stay in Lancaster and 2.3% on long stay. There has been a slight decrease in Morecambe, but this is counteracted to result in an overall increase.

- Use of RingGo continues to prove popular, and currently usage is increasing around 5% each month. RingGo transactions now account for 6% of overall payments.

- Free Christmas parking dates have been agreed again for 2018, in order to support businesses during this key trading period.

- The administration of Residents Parking returned to Lancashire County Council on 1st April 2018, meaning Lancaster City Council are only now responsible for off street parking. We will continue to discuss the implementation and administration of the resident parking scheme with the County Council to minimise any disruption to residents during the transition.

- We have continued to invest and improve our car parks, for example St Georges Quay, Rylands and St Leonards Gate. We have also invested in rural car parks such as Bull Beck and will be looking for long term solutions to issues in management of non-formally adopted car parks.

- Looking forward, a number of key potential developments in our district highlight the strategic importance of our retained car park portfolio. Our management of these sites means we can develop an effective car parking strategy that supports our ambitions for the district whilst utilising new technologies, rationalising pricing structures, focuses on our customers' needs and also supporting with wider aims for the reductions of air pollution and traffic. We will also use the coming year to explore new methods of parking management including exploring the feasibility of pay on exit ticketing and transferable tickets.

- The coming year will allow the development of our car parking strategy for the district, and I intent to engage meaningfully with all of our stakeholders in the development of our vision.

Property

Corporate

- An extensive restructure of the Property Group was completed, which amongst other things has increased capacity for strategic asset management and introduced a new hospitality team to capitalize on our events spaces. It is hoped that the increased resource and commercial focus will allow greater income generation and better use of our assets.
- Printroom Cafe has entered its second year of trading at the Storey and business has continued to grow financially and develop in new directions. For instance, plans for a pop up café in the foyer of Lancaster Town Hall are being developed to improve economies of scale and ensure the Printroom quality offer is more accessible to staff.
- Work has continued to further develop and improve the Council's asset management database including compliance management.
- Work has commenced on reviews of our corporate property strategy, corporate office accommodation and commercial property portfolios.
- The establishment of my Corporate Property Review Cabinet Liaison Group is allowing full exploration of all challenges and opportunities within the portfolio. I thank all members who have engaged so enthusiastically thus far, and sincerely look forward to making progress in this area.

Building projects

- This year has seen the continuation of the 5 year building work and repairs program across our property and heritage assets as the work identified in the 2012 condition surveys moved into its fifth year.
- A new round of condition surveys has been commissioned to identify essential repairs and maintenance for the next 5 years and improve the accuracy of financial planning in the years to come.

Commercial Land and Buildings

- Throughout the 2017/18 financial year the occupation rate across the Council's operational commercial property portfolio has remained at around 97% representing a relatively stable position and a good level of occupancy overall.

- The disposal of St. Leonard's House to Robertson Construction was completed and work on redevelopment of the building has now commenced.

Energy Investment Grade Audit Programme

- Work has commenced on the installation of a new combined heat and power unit (CHP) and energy efficient lighting at Salt Ayre.

Heysham Gateway

- Progress has been made on the delivery of a major employment-focused development unlocking under-used and poorly-performing land off Imperial Road in Middleton and the conditional sale of a plot of land has been agreed.

- Work is continuing to ensure we make the most of our assets in this area, and we hope to make substantial progress over the coming year.

ICT & Digital Strategy

- The ICT Team have been working to make the best use of cloud and hosting opportunities, including commencing build of the customer experience platform on Microsoft Dynamics 365. The team have been utilising Microsoft tools in the cloud and creating the platform for more use in the future, for example; migration of the Planning system to a hosted solution and starting to use PowerBI for reporting, all on the assumption that most future developments will be cloud based.

- A baselining exercise of staff digital ability has been undertaken, allowing the ICT manager to start working on minimising knowledge and skills gaps and making use of previously hidden potential.

- We have started piloting the use of Office 365 for staff across the institution.

- Work has also started on a bid for local full fibre network, partnering with Lancaster University and involving Digital Lancaster, local businesses, the NHS and Lancashire County Council.

- The ICT Team have been working closely to support a number of other service areas with developments and improvements in systems, for example; procurement and deployment of a spa management system, design and procurement of systems to allow Salt Ayre to run independently of the main data centre while also acting as a disaster recovery datacentre and the development of the garden waste renewals system.

- The service also continues to proudly support apprenticeship initiatives, with two of our apprentices now securing permanent employment with the organisation. Another apprentice started with the team in September with the addition of a further apprentice shortly, 20% of ICT staff will be made up of apprentices or previous apprentices.

- ICT staff also continue to work hard in their own professional development and in sharing best practice. Staff contribute actively to work across the sector, for example the ICT Manager is now a vice president of Socitm (the society for IT management within Local Government), and is a core member of the local public services chief information officer council (LCIOC).

Customer Services

- In order to fully support residents we have worked closely with colleagues in the Revenues and Benefits Service to provide an increasing level of Personal Budgeting Support for Universal Credit claimants struggling with rent arrears, utility debts, lifestyle challenges etc.

- Working collaboratively, the Customer Service and ICT teams have established a preferred supplier on Stage 1 of our Customer Experience Platform to provide an improved digital offering for our customers and a process driven customer database capable of being rolled out to other Council Services.
- Customer Services have continued to support key council initiatives and changes, including successfully supporting Environmental Services to ensure customers were able to renew their Garden Waste subscriptions in good time for the start of the new subscription period, and with minimal effort.

Executive Annual Report 2017/18

Councillor Margaret Pattison

Cabinet Member and Portfolio Holder with responsibility for Markets, Voluntary Sector, Older People and Rural Affairs



Executive Membership

- Cabinet
- Planning Policy Cabinet Liaison Group

Executive Appointments to Outside Bodies etc

- Lancaster Community Fund Grants Panel
- Yorkshire Dales National Park Board

Overview of Portfolio Responsibilities

Responsibility for Markets, Voluntary Sector, Older People and Rural Affairs

Corporate Plan Key Outcomes/Success Measures

Outcomes	Success Measures
<ul style="list-style-type: none">• Communities are brought together and the major issues affecting the district are addressed through working in partnership	<ul style="list-style-type: none">• Determine the future delivery and funding of voluntary, community and faith sector services groups• Improve performance and effectiveness of partnerships in delivering corporate priorities• Improve neighbourhood working by engaging with communities to understand their needs and build resilience

Progress made during 2017/18

Older People

This has been an interesting and enjoyable year with Older People's Portfolio working and supporting so many different groups in the Morecambe, Lancaster District. I have been invited to attend so many groups and Parish Councils tackling loneliness, isolation and safety in the home, media safety right through to keeping fit over 50s.

Last May I organised a football match between my team, Lancaster and Morecambe Bay Rovers, and a team from Liverpool Sefton, men over 45years, this was great fun bringing lots of people together raising £1.334 for Defying Dementia, research into Dementia as there are 105 different forms of Dementia.

I am part of the Elected Member Champions Network contributing to the lives of Older People to maintain independence, support their rights to services, whilst feeling safe and

well in their community. This has connections in and outside the home for example:- Jo Cox Loneliness Commission, Cyber Security in Later Life, Lancashire Skills and Employment Hub-Value of Older Workers, Safe Trader Scheme, Health and Fitness advice in later life.

I am honoured to be part of “The Bay Dementia Hub” which is held on the first Friday in the month, with lots of help and advice in one room from solicitors to help with home care; Age UK, the Pension group, A Life More Ordinary at the Dukes Theatre, N Compass, Samaritans and many more.

I will be hosting the Elected Members Champions Network on March 21st 2018 at Lancaster Town Hall inviting elected members from around the Northwest, sharing good practice with what we do in our beautiful area. My speakers will be Dr Andy Knox from Ashtrees Surgery Carnforth, N Compass Northwest, and myself jointly with Anne Oliver from Age UK Lancashire. We will talk about the fantastic day we had at Lancaster Town Hall last November concentrating on “Loneliness.” That day was very well organised by Jenny Kay and Stephen Metcalfe, with lots of stalls of different servers and schools attending with elected councillors. The day started early with BBC Radio Lancashire broadcasting live from Lancaster Town Hall. They interviewed myself about how I tackle loneliness and isolation in my ward, they also interviewed Nia from Galloways and Anne Oliver From Age UK Lancashire. Thank you to everyone involved.

Lancaster City Council are very proud of the over 50s housing. This year has seen the Government announcing another policy review and it will be publishing a green paper on care and support for older people in the summer of 2018. The paper will set out plans for how government proposes to improve care and support for older people and tackle the challenge of an ageing population. From my involvement with older people and organisations that support them there is a real challenge to find and fund a long term solution for care and support for older people to enable them to maintain their dignity and security in old age. The Council is still a major provider of sheltered housing accommodation with 575 units of accommodation and it is pleasing to report that the Council continues to maintain these services. The Council also has a larger stock of accommodation that can meet older people’s needs and we also provide adaptations both within the council housing and the wider housing stock in the district to help older people to live in their homes.

Markets.

The Council operates 3 Markets each with their own different feel. These are the Festival Market in Morecambe, the Assembly Rooms and the Charter Market in Lancaster. They provide the opportunity for independent traders to sell an eclectic range of products. Lancaster’s Charter Market is developing a reputation for its street food, as well as popular goods and products. The Assembly rooms provide affordable space, in a listed building, for smaller traders. The Festival Market is a traditional Market housed undercover and remains popular with residents and visitors. Rents at all the Markets are very reasonable and the cost of managing and staffing the Market is covered by income generated.

The prudential for Markets to attract visitors is recognised as is the need to ensure the balance with shop based businesses and other attractions.

As such Market Officers have spent the last few months visiting other Markets to learn from best practice. The intention is to use this learning to help develop options that could improve the Council's offering and compliment the wider development of Lancaster and Morecambe Centre. Work on the feasibility of these options, including engagement with traders, will take place in 2018/19.

Voluntary Sector

Our Voluntary, Community and Faith Sector commissioning grants will stay the status quo as set out by Cabinet, the steering group from Overview and Scrutiny will look at the grants again to see where there are any gaps.

I work alongside many fantastic voluntary groups supported with funding, and also get out there on our streets organising "Weed Our Street" with Heysham High students, councillors and local groups kindly helping us to make our area look clean and tidy. I am leading a group to transform 64 back alleys in the Morecambe area hopefully to make communal, safe areas making Morecambe blooming again working with the council and voluntary groups.

Rural Areas.

I feel very honoured to be on the Yorkshire Dales National Park Authority.

Following the establishment of the National Park in 1954, the Yorkshire Dales National Park Authority became an independent body, within the framework of local government in 1997. We provide some services similar to those provided elsewhere by district and county councils. For example, we are the local planning authority. Most of the things we do, however, are particular to national park authorities.

Our Purposes.

Our role is clearly defined in Parliament by our two statutory purposes. These are:

- to conserve and enhance the natural beauty, wildlife and cultural heritage of the National Park.
- to promote opportunities for the understanding and enjoyment of the special qualities of the area by the public.
-

In pursuing these purposes, we are also required:

- to seek to foster the economic and social well-being of local communities within the National Park.

To sum up, we are here to conserve and enhance the National Park and to help others to share in and enjoy it.

Executive Annual Report 2017/18

Councillor Warriner

**Cabinet Member and Portfolio Holder with responsibility for
Housing and Environmental Health**



Executive Membership

- Cabinet
- District Wide Tenants Cabinet Liaison Group
- Housing Regeneration Cabinet Liaison Group (Chairman)

Executive Appointments to Outside Bodies etc

- Health and Wellbeing Partnership

Overview of Portfolio Responsibilities

Responsibility for Housing and Environmental Health

Corporate Plan Key Outcomes/Success Measures

Outcomes	Success Measures
<ul style="list-style-type: none"> •Enhanced quality of life of local residents through access to affordable, decent housing •Health and wellbeing of our citizens is improved •Maintain a financially stable position and strong financial forecast for the delivery of council services 	<ul style="list-style-type: none"> •Increase the number of improved homes •Improve access to housing by addressing evidence of need • Increase provision of social housing • Continue to try to establish a new build and acquisition programme to increase the number of council houses in the district •Complete feasibility study of selective licensing of private sector landlords • Increase the number of vulnerable households benefiting from Warm Homes Initiatives •Improve local air quality from long term improvements in transportation • Maintain a percentage of “broadly” compliant (rating 3 or higher) food businesses •Develop and implement a range of further savings and income generation opportunities to sustain the council’s budget

Progress made during 2017/18

Environmental Health

PUBLIC PROTECTION

Anti-Social Behaviour

- Established a dedicated and highly flexible Anti-Social Behaviour team taking on a wide range of cases dealing with issues around neighbour nuisance, mental health, drug dealing and substance abuse, and young people related ASB. Informal advice and warnings have been supplemented with formal powers (such as community protection warnings and notices, and new civil injunctions).

- Completed substantial research into young people related anti-social behaviour. This identified, for example, the benefit that some hang-out zones would cater as safe places where kids can be kids.

Environmental enforcement

- Fly tipping and other wastes-related offences continue to be a significant public concern, as well as costing the council hundreds of thousands of pounds to clear up. A number of successful investigations and enforcement actions have been delivered, including prosecutions.
- The council's waste collection, street cleansing and enforcement services are coordinating efforts to improve the cleanliness of seriously affected local areas. More detail is appearing now in the Spring 2018 edition of 'Your District Council Matters'.

Dog fouling

- The dedicated Dog Fouling Enforcement Officer service, funded by Morecambe Town Council and operated in the Morecambe area, continues to provide a high level of visible advice and deterrence. The most recently calculated pick-up rate for dog fouling is 99.4% and every offender has been formally dealt with by way of fixed penalty notices. This forms part of the council's busy Dog Warden team which once again has been kept very busy.

Air quality

- Our officers have been busy working on specific projects, for example:
 - with the local taxi trade to introduce low emission electric vehicles to the fleet
 - with planning officers to increase the numbers of dwellings served by electric vehicle charging points
 - with the county council and Stagecoach on cleaner engine technology in the passenger bus fleet.
- They have been working more widely with public health partners on ways to improve local air quality, and with the Health & Wellbeing Partnership to promote walking and cycling opportunities and facilities (which have the added sociable

benefit that people in our communities are more engaged and less cocooned in their private cars).

Food Safety

- Delivery of Safer Food Direct – completed 2 business start-up inspections and 6 “gain or retain” audits, generating £1,300 income
- Delivered 3 food hygiene training courses, training 43 food handlers (generating approximately £2,000 income)
- Delivered 2 sous vide training course, generating £2,600
- Designed and delivered Food Fraud training to 24 officers, generating £3,000
- Sold 17 “Eat Safe” food safety packs and diary packs for food businesses
- Carried out approximately 700 food hygiene inspections
- We have taken one food fraud prosecution case – trial date has now been moved to October 2018
- Increased our income generation from water sampling, ships inspections, “Eat safe” and “Safer Food Direct”
- Seized and destroyed 8 pallets of unfit frozen food

Licensing

- Revoked 3 Taxi driver licenses due to serious matters putting public health at risk
- Carried out 180 unannounced taxi vehicle compliance inspections vehicles resulting in issuing 75 defect notices and 2 vehicle suspensions

Pest Control

- The council’s pest Control service has launched its commercial trading arm called Unbugged, serving business clients with the aim of helping to subsidise the costs of our residents’ pest control needs.

Health and Wellbeing

- The council’s officers have been a key part of organised community conversations around health and wellbeing needs. They have also supported a range of community wellbeing initiatives.

Early Action

- New for 2018/19, the Lancaster district will have an integrated Early Action team across a range of agencies and with community involvement to tackle problems at an early stage before they become difficult to manage and resolve.

Civil Contingencies

- During 2017 there was continuing progress in developing local emergency plans and by the end of the year ten communities in the district had completed and published their own plans.
- In November there was another extreme weather event that resulted in flooding in Galgate, Hala, Halton and other parts of the district. The council and emergency services response was fantastic and support to the affected communities continued during the post flooding clean up and beyond. Lessons learned from the debrief are already being implemented.

Private Sector Housing & Cemeteries

HOME IMPROVEMENT AGENCY

- The council's award winning in-house Home Improvement Agency (HIA) has continued to enable vulnerable residents to maintain independence and to remain safe, secure and warm in their own homes.
- The HIA manages and delivers the city council's DFG programme. All HIA clients are screened for possible DFG adaptations. The HIA has no waiting lists in operation and clients are assisted throughout the grants process.
- Lancaster's DFG allocation in 2017/18 was £1,775,217, compared to £783,000 in 2015/16. The average completed DFG in 17/18 is currently £5,360.31. The figure is well below the national average, which is in the region of £7000. Despite staffing

issues throughout 17/18, the HIA has increased the number of grants completed to 213 compared to 122 in 2016/17. Through the promotional work and the use of independent OTs, which now account for almost 50% of all referrals, the HIA has also increased the number of referrals received to 419 compared to 269 in 2016/17.

- The Handyman Service carries out minor work which residents find difficult to find a contractor to undertake and which helps them to remain independent in their own home. There is no charge for using the Handyman Service, however clients are required to pay for any materials.

HOUSING OPTIONS (HOMELESSNESS & CHOICE BASED LETTINGS)

- Homeless acceptances have reduced over the last 10 years and are now starting to level off. With the introduction of five new Homeless Prevention Officers (HPOs) the team are now working at an even earlier stage and this has resulted in an increase in the numbers of successful homeless prevention cases. Rough sleeping is an ongoing issue, not in terms of numbers, but in terms of people's complexities. Christchurch is the only direct access shelter in the North West and we see an influx of homeless people coming in to the District from other areas.
- The Refuge has been operational since April 2013. It provides 7 units for families fleeing domestic violence. The funding for this service was 'at risk' from March 2017 due to the cuts in the Lancashire County Council Supporting People Programme. Funding has been secured to extend the contract until September 2019.
- Temporary Accommodation (TA) targets remain below government targets - currently there are 6 available family TA properties available within the district.
- Choice Based Lettings - An updated Housing Allocations Policy was approved in March. In the past 12 months we have advertised and let around 363 council tenancies and a further 122 Housing Association tenancies within the District.

- Oak Tree House homeless hostel for rough sleepers/entrenched homeless has been open for nearly 3 years in April 2018. The project provides 23 beds, 6 crisis beds, 12 move on beds and 5 self-contained semi-independent flats for the over 25s. The scheme continues to deliver a wide range of on-site services including health, drug, alcohol, training, education and in work support. The service is a North Locality provision with effect from March 2018 following a re-tender and recent re-commissioning of the service.
- We assisted with coordinating help and support to households affected by the recent floods in November 2017 by providing advice and assistance with rehousing into temporary accommodation and permanent rehousing.
- The Home Office approached the Council 2 year ago to assist with the Asylum Seekers Dispersal Programme for single people and families. In the past 12 months we have rehoused 5 households leaving SERCO accommodation who have been given leave to remain and registered a further 10 households on to the housing register.

HOUSING STANDARDS

- The Housing Standards team continues to work across the district to improve standards of accommodation and management in the private rented sector. The team has dealt with 811 requests for service, and made improvements to 143 privately rented properties.
- An extensive 10 week public consultation was held at the end of 2017 on whether to introduce a licensing scheme for private landlords in Morecambe. Taking all views into account, the outcome was a decision to pilot an intelligence led enforcement approach concentrating on dealing with problems associated with rogue landlords. Alongside this, in partnership with Lancashire County Council, innovative and sustainable ways of building the resilience of people and communities will be developed with a more collaborative way of working with

partners including statutory services, non-statutory services, the voluntary, community and faith sector.

- The programme of grants awarded following the floods in December 2015 closed on the 31st March 2018 when £700,000 of grant aid will have been allocated to residential properties. This includes several larger community projects, where a number of households have grouped together to install measures to prevent future flooding. Unfortunately, further flooding in November 2017 left another 276 properties in the district with flooded habitable rooms, requiring the team to be involved in a joint emergency response to ensure all residents were safely housed.
- Lancaster welcomed 10 resettled refugee families in July 2017. 10 houses were sourced and prepared for their arrival, and a contract awarded to a local organisation Global Link to provide integration support. We are also working with Serco who are providing accommodation for Asylum Seekers using 29 houses in the district.
- Following the Grenfell fire, the team has worked with Lancashire Fire and Rescue to identify all private residential high rise blocks in the district, and ensure they are safe.
- The Lancaster University Approved Homes Scheme is developing well with our support, and has resulted in an improvement of property conditions in the student sector. The University is investing in marketing to promote and grow the scheme, and Housing Standards sit on their Advisory Board.

CEMETERIES

- We are continuing to observe a trend of slightly reduced burial numbers whilst the number of interments of cremated remains increases.
- Improvements to our chapel buildings began in 2017. Pew runners have now been installed into Torrisholme, Scotforth and Skerton Cemetery, with the aim to furnish Hale Carr Cemetery chapel during 2018.

- In order to allow the public to gain easy access to our service, we now have a Cemeteries Office representative based at Lancaster Town Hall for a scheduled day to allow for appointments. This has raised the profile of Lancaster City Council's Cemeteries Office, and offered improved customer service.
- The Cemeteries service looks forward to continuing these improvements in partnership with the Grounds Maintenance Department when it transfers to Environmental Services in the new financial year.

Council Housing

Introduction

- The year is ending with the government promising a 'wide-ranging, top-to-bottom review of the issues facing the Social Housing sector', with the Council continuing to play a significant role in directly providing good quality and affordable homes to rent through its council housing service in an increasingly challenging environment.

Improved customer satisfaction

- We have had the result of our two yearly tenant and leaseholder satisfaction survey undertaken by an independent market research company. The survey tells us that overall satisfaction with the service has increased to 86%.
- Significant effort is being made to improve our repair and maintenance service and the Council should be able to report improved satisfaction and performance in this part of the service.

Supporting tenants, protecting income

- 2017/18 saw two new Household Intervention Officer posts being established to support tenants with vulnerabilities and other support needs. The objective being to encourage tenant independence and support tenancy sustainment. Since June 2017 they have intensively worked with over 100 vulnerable households. I am pleased to report that Cabinet approved further resources for this area in the 2018/19 budget and an additional Household Intervention Officer is to be appointed.

- Through the Welfare Reform and Work Act 2016, the Government removed the ability of the Council to determine its own rent policy. As a consequence, from 2016/17 to 2019/20 most property rents continue to be reduced by 1% year on year. This has provided some medium term financial challenges, and this has been compounded with the full roll out of Universal Credit within this district presenting many financial challenges to our tenants and has been reflected in rising rent arrears and increasing numbers of tenants getting into debt.
- However, despite these challenges, the Council is successfully managing its Council housing rent collection to help mitigate against the full impact of these changes. During last year's budget process the Council made provision for additional resources to support this work with a new post of team leader – Income Manager being established in June 2017 to develop the income management services we provide within council housing. A further Income Management Officer is also to be appointed in 2018/19 to help manage the increase in the number of tenants who have found themselves in rent arrears.

Greater awareness of all stakeholders of service standards

The service will have by April 2018 re-published service standards giving tenants and leaseholders a clear indication of the service standards being provided. This year has also seen increasing interaction with service users and tenants through social media (Facebook, and I would recommend everyone to follow the council housing service via Facebook).

Community development

Through its council housing services the Council has continued to promote its broader community engagement, investment and development objectives, and continued to support the Ridge Community Centre and the Marsh Community Centre in the work they are doing in their areas.

Improved tenancy support and management

- The service has also been reviewing other areas of tenancy management and a review has been undertaken of the Council's tenancy agreement to ensure that it remains current and effective. A statutory consultation with tenants on the proposed changes will take place over the coming months with a view to issuing a revised tenancy agreement in September 2018.
- It is pleasing to note that the 2017/18 tenant survey showed increased satisfaction from tenants with the way anti-social behaviour reports are being handled and that the Council is amongst the top quartile in satisfaction when compared with other comparable landlords.
- A review has also been undertaken to improve tenancy enforcement, and procedures and review working practices have been reviewed, including the HRA financially contributing the establishment of the pilot ASB team within Health and Housing Services. The ASB team, together with the Tenancy and Estate Management, have successfully tackled some extremely difficult and persistent cases which have impacted on our estates.

Decent homes and decent neighbourhoods

- As a Council we continue to perform well in this area. The challenge is to ensure that we continue to maintain and update asset information to ensure that the investment we are making delivers decent and sustainable homes. This is an ongoing process and through the Repairs and Maintenance Service the 5 year investment plan is annually revised and updated.
- This investment needs to continue to be delivered through the annual capital and planned maintenance programme. Over this last year we will have spent over £4m on capital and planned maintenance works on the Council's housing stock.
- We also continue to seek to achieve ambition of new council housing and hopefully by the end of 2017/18 full planning approval for potential new build schemes at Carnforth will have been obtained. At this stage the financing of the build will need to be confirmed, and a report will be brought back to Cabinet to consider how this scheme can be moved forward to conclusion later in the year.

Looking forward

- Over the forthcoming year, as highlighted in the HRA budget report, the Council is focusing on:
 - developing and implementing a marketing strategy to rebrand council housing to become 'housing of choice';
 - continuing with aspirations for new build council housing to meet demand and investigate alternative vehicles for delivery;
 - protecting current income and increase going forward through reducing empty home turnover and improvements to the 'end to end' lettings process to generate efficiencies (i.e. lean thinking);
 - continuing to improve the effectiveness and efficiency of the Repairs and Maintenance Service (RMS) through investment in technology to extend mobile working;
 - improving tenancy management and support by increasing capacity in early intervention and prevention to support tenants struggling with maintaining tenancies, debt (impact of Universal Credit) and promote pathways into employment;
 - continuing to support wider community development and engagement in the council housing services of the Council.

Executive Annual Report 2017/18

Councillor Anne Whitehead

Cabinet Member and Portfolio Holder with responsibility for Finance,
Revenues and Benefits, Skills



Executive Membership

- Cabinet
- Canal Corridor Cabinet Liaison Group
- Shared Revenues and Benefits Service Joint Committee

Executive Appointments to Outside Bodies etc

Overview of Portfolio Responsibilities

Responsibility for Finance, Revenues and Benefits, Skills

Corporate Plan Key Outcomes/Success Measures

Outcomes

- Maintain a financially stable position and strong financial forecast for the delivery of council services
- Well run, value-for-money services that are valued by the public and demonstrate good governance, openness and transparency
- Implement agreed budget proposals and take positive action where they do not deliver desired outcomes
- Develop and implement a range of further savings and income generation opportunities to sustain the council's budget
- Maintain an "unqualified" value for money conclusion from our external auditors
- Review the Localised Council Tax Benefits Support Scheme (LCTS) to determine a sustainable scheme for the future
- Act on the government's future roll-out of universal credit in the district and other welfare reforms

Progress made during 2017/18

Finance

In March 2017, we adopted a two-stage approach to budget development to help achieve financial sustainability over the medium term. The first stage focussed on the budget proposals for 2017/18, and included ones that could be implemented readily or were minor, or were building capacity to ensure that the Council could deliver its existing transformational and innovative budget options for future years. They included the creation of a £500K reserve to allow the Council to re-engage in pro-active economic development work to help boost local economic growth, attract new businesses, create jobs and support the development of skills locally. A Marketing Manager, Marketing Assistant, and an Economic Development Assistant have recently been appointed, and recruitment of an Economic Development Officer is underway.

The second stage took place during 2017/18, when Cabinet undertook a strategic review of the Council's existing priorities and services, including performance, as well as looking at options to innovate and modernise. We have developed, prioritised and planned a programme of efficiencies, income generation and invest-to-save proposals for 2018/19 onwards. Our four main ambitions for 2018-22 are a thriving and prosperous economy, clean and safe neighbourhoods, healthy and happy communities, and a smart and forward-thinking Council. Many of the budget proposals focus on income generation and efficiency savings. They also include the use of reserves in the next two years, which it is hoped will both help us to achieve progress in our priority areas and lead to increased income to support our priority areas. A balanced budget has been set for 2018/19, but the Council faces deficits of £0.6M in 2019/20, £1.9M in 2020/21 and £2.4M in 2021/22.

For this and future years, the Annual Reporting and Statement of Accounts has been brought forward to 31 May, leaving just two months after the year end. Good progress has been made in preparation for the 2017/18 report.

The Council continues to face highly uncertain and very challenging financial prospects. Central Government still plans for local authorities to be completely funded by business rates and council tax by 2020/21. However, progress towards producing an appropriate business rate retention scheme is slow. The development of such a scheme is highly complex, as account needs to be taken of tax raising capacities of local authorities to help address fairness and equality. Government is continuing to engage and consult with local authorities on this, through its Fair Funding Review, and more detailed proposals are being worked on in conjunction with the Local Government Association through joint Steering and Working Groups. There continues to be a cap on council tax rises. Locally, we have a number of large and exciting regeneration and infrastructure projects to consider and manage, and this adds to the challenge of managing the Council's spending, investments and borrowing.

The operation and forecasting of the existing Business Rates Retention Scheme is growing more complex and more uncertain. We now have confirmation (subject to the 2017/18 closure of accounts) of the £4M additional net income in respect of business rate income for 2016/17. Current forecasts for the next two years are based on core retained general business rate income being at baseline. The Council still has a disproportionate exposure to rating appeals, particularly in relation to the Heysham power stations. Also,

we are unlikely yet to have received all the appeals following the implementation of the 2017 Rating List.

Revenues and Benefits

The service has had another challenging year, adapting to and implementing continuing welfare reforms and other changes.

In July 2016, the Lancaster & Morecambe district went live on the full Universal Credit (UC) service, which is administered by the Department for Work and Pensions (DWP). It is reported that there are around 6,000 customers currently receiving UC in the City Council area. There is a lot of information-sharing between the two organisations, and through Customer Services the Council provides personal budgeting support to UC applicants on behalf of DWP. The volume of work is increasing, but sadly many claimants do not attend for interview and we are trialling service provision at the Job Centre to better engage with claimants at the first point of contact. The Assessment team continues to experience issues with the processes (as they link to DWP): these are ongoing and are being highlighted to DWP as they arise.

The Localised Council Tax Support scheme benefits were maintained during 2017/18 and in December Council took the decision to retain basically the same scheme for 2018/19, with only very minor changes to help customers and bring it in line with changes to the housing benefit scheme.

The service has had many issues to deal with this year relating to business rates, including the recent revaluation and the myriad of property relief schemes now in place, together with the ongoing difficulties of rate avoidance tactics. The Morecambe Business Improvement District (BID) is now in place, alongside the Lancaster BID, and collection rates for both are currently in excess of 98% for the year.

More generally for the service, budget savings targets have been achieved and despite reducing operating costs, local taxation collection rates have been broadly maintained. The service continues to perform well in processing benefits promptly and accurately (on

average 24 days for new claims and 10 days for changes in circumstances). It is hampered in obtaining UC information from DWP, although slowly but surely matters are improving.

Looking forward, the focus remains on managing ongoing Government reforms effectively and shaping service delivery to encourage channel shift by educating and assisting customers to use self-serve solutions.

Community Wealth Building and Local Procurement

During the year I attended presentations on Community Wealth Building, the focus of which is to ensure that wealth that exists in a district benefits the local economy and local people. One important element is local procurement. Local procurement models have been developed in the North West in recent years, notably by Preston and Manchester City Councils. A team bringing together relevant expertise from within the Council (Chief Executive's Office, Economic Development, Procurement) has undertaken some initial steps to investigate the opportunities for local procurement. The Council plans to develop and implement a Lancaster District approach to Community Wealth Building, learning from the experiences of Preston and Manchester.

A crucial first step in the process is to analyse the Council's expenditure, and software will be purchased to undertake this. We will also work with Lancaster University Management School to identify joint working opportunities for engagement with small and medium enterprises (SMEs) and with the University itself as a key anchor institution. We will work with SMEs to help them meet the procurement requirements of the Council and other anchor institutions.

We propose to take part in the Business in the Community (BITC) scheme, one of the Prince of Wales's charities, which provides a business secondee for two years to help engage businesses in developing employment in deprived communities, social enterprises and co-operatives

Skills

The updated report on the Lancaster District Economic Prospects (Turley, Sep 2017), identified a number of challenges faced by the District in ensuring that sustainable

economic growth is delivered. Two of these challenges specifically relate to the skills agenda. First, the employment base is currently dominated by larger employers, and there is a need to encourage business start-ups and SME growth to help to build a more diverse and resilient employment base. Second, there is a need to identify the areas of local skills shortages, and for the Council to engage with and work with partners delivering skills and training.

The Economic Development Officer (Business and Skills) post is now being advertised as a permanent position and will provide the capacity needed to allow the Council to work with partners on the Skills agenda. This will include the development of a Skills Forum for the district, working closely with schools, other education providers and businesses to create better connections and supporting or developing local projects that help to tackle our skills challenge and improve prospects for local people. I shall be visiting Lancaster and Morecambe College at the beginning of April.

Following the decline of some of the national Information, Advice and Guidance programmes and Education Business Partnerships, there has been a concern that links between schools and businesses are not strong enough. This means that schools are less able to fully understand the skills requirements of local businesses and local businesses are finding that young people are less likely to have skills they need for local opportunities. To begin to tackle this, the Council has been working with the Lancashire's Skills and Employment Hub to build a network of Enterprise Advisers from local businesses to work with local schools and colleges to develop their employer engagement programmes.

The Council has secured "National Skills Academy for Construction" status, which has enabled the Supplementary Planning Document on Employment and Skills Plans to be developed. This approach strongly supports the use of local labour on development projects and allows the Council to influence retention of both the jobs and the wealth that arises from the jobs to be retained in the district.

In March, the Council assisted Lancashire Enterprise Partnership's Skills and Employment Hub in a successful event to launch "Escalate" for skills agencies and clients. This is a really useful, comprehensive and easy to use online system that points people towards

training and development options at all levels. I was delighted to attend this event and be given a demonstration.

The Digital sector in Lancaster is being recognised as important at the regional level and could potentially be a strong economic driver for the district. The Council is working closely with Digital Lancaster to help shape their key objectives of premises, business support, skills retention and infrastructure improvements. This is part of an approach that will provide a compelling local offer for businesses and for those people who have digital skills that are needed and want to be located here. There are strong links with the University and a wider approach to graduate retention.

The Council has provided support for a local group delivering “The Sowing Club” and “The Growing Club”, programmes that are designed to support women to develop their skills and employment / self-employment prospects. This is an unusual project that is outside the framework for mainstream funds but is providing some of what is needed in the district for new start up businesses and local skills. I was delighted to attend their launch in March, and talk to some of the women being supported.

OVERVIEW AND SCRUTINY

ANNUAL REPORT 2017/18



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Foreword from the Chairman of Overview and Scrutiny Committee

I am pleased to present the Overview and Scrutiny Annual Report for 2017/18. The report outlines the work of the Overview and Scrutiny committee, Budget and Performance Panel and Task Groups over the last year.

The Overview and Scrutiny Committee monitors Cabinet and delegated Officer decisions, engages with, and interviews Cabinet members about their portfolios and aims for the year. The Leader and portfolio holders have also regularly attended meetings of the Budget and Performance Panel. We are grateful for their attendance. Discussions have always been interesting and productive in that they could lead to further areas of scrutiny.

The positive approach that all members have to these meetings has aided the development of the 'critical friend' relationship. However, it does not mean that where Scrutiny finds fault we will not say so.

Scrutiny of our partners continue to develop, and much of what the council does, after delivering essential services involves working with, and engaging with organisations and voluntary groups. Health issues are of particular interest, and we must make sure that the positive relationship with CCG continues. We all share aims of improving health, well-being and safety in the district.

Encouraging interesting task groups and meetings for non-executive members of scrutiny to take part has helped make recommendations for consideration. Task groups are always well attended and it is good to see that most of our recommendations are accepted. I hope members have found this rewarding and an innovative way to make recommendations.

I would like to take this opportunity to thank all members, officers, outside agencies and in particular members of the public who have been involved in Overview and Scrutiny work this year. Without your help none of the excellent work that has gone into this report would have been possible.

Thanks must go to members of the Overview and Scrutiny Committee for their hard work and commitment to this Council's Scrutiny process. Councillor Susan Sykes, Chairman of Budget and Performance, and all members of the Panel. I find the Budget and Performance Panel to be a valuable asset to this Council's Scrutiny process.

Finally. I wish to thank Democratic Services, and in particular Jenny Kay, Sarah Moorghen, and Stephen Metcalfe for their excellent support through-out the year, and for compiling this report.

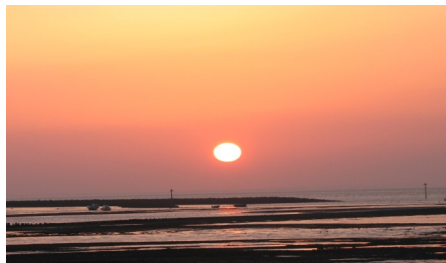
I hope members find our report on the past year both interesting and informative.

Councillor June Ashworth
Chairman, Overview and Scrutiny Committee

OVERVIEW AND SCRUTINY COMMITTEE

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

The Committee has the power to scrutinise all of the City Council functions and decisions that are not within the Terms of Reference of the Budget and Performance Panel. It also has the power to call-in any decisions that members feel have not been made in accordance with the City Council's decision-making principles.



Membership:

Councillors June Ashworth (Chairman), Alan Biddulph, Tracy Brown, Brett Cooper, Rob Devey, Charlie Edwards, Nigel Goodrich, Caroline Jackson and David Whitaker

Budget and Performance Panel

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

Membership:

Councillors Susan Sykes (Chairman), Dave Brookes (until July), Nathan Burns (from December), Sam Armstrong (until November), Tracey Brown, Kevin Frea (from December), (Andrew Gardiner (until November), Tim Hamilton-Cox, Terrie Metcalfe (until September), Jean Parr (from October), John Reynolds, Robert Redfern (from January), Peter Williamson (from December) and Phillippa Williamson (from September until November).



LONELINESS SUMMIT with

Each year the Overview and Scrutiny Committee has a meeting dedicated to health scrutiny and older peoples issues. In December this year Overview and Scrutiny Members, Councillor Pattison, Cabinet Member with Responsibility and other Members of the Council attended a Loneliness Summit organised by Democratic Services in partnership with Age UK.

The aim of the Summit is to raise awareness of loneliness in local communities and show what resources are available for people who are lonely.

A number of local organisations attended the event and set up stalls in the Ashton Hall.



The school children made pledges to help people of any age who are suffering from loneliness:-

Children of different ages from schools across the district as well as Councillors were invited to the event to take part in workshops around the topic of loneliness.



The event is the first of its kind and was a great success bringing together local organisations, schools and local Councillors as well as members of the public.

COMMUNITY SAFETY

Each year a Community Safety meeting is arranged.

Councillor Brendan Hughes, Cabinet Member with responsibility for Community Safety and Clean and Green, the Chief Officer (Environment) and The Community Safety and Safeguarding Officer and Sergeant Lindsey Brown attended the November meeting.

COMMUNITY SAFETY PARTNERSHIP

An update was given on the work undertaken by the Community Safety Partnership within the district. The priorities of the Partnership are:

- Violence against the person.
- Anti-Social Behaviour.
- Road safety.
- Domestic abuse.
- Community Cohesion (Including Hate Crime & Hate Incident).

The Partnership has allocated funding for specific projects to tackle Hate Crime which has increased since last year's Referendum to leave Europe. Also discussed was domestic violence, and CCTV.

PUBLIC SPACE PROTECTION ORDERS (PSPOs)

An update was given on the current PSPOs which are in force in the district. These are on Ridge Square, Lancaster and Lancaster City Centre. A third PSPO is being considered for Morecambe which will include Poulton, Westgate, the West End, Heysham Barrows and Happy Mount Park.



ROAD TRAFFIC ACCIDENTS

Concerns were raised over the rise in the number of casualties from road accidents, particularly child casualties. The Lancaster District is a hotspot for road accidents due to the A6 corridor into the City Centre from the South, motorbikes going to the TT's passing through the district, motorbikes heading for Kirkby Lonsdale and also the M6.

Data has been requested from the Partnership which analyses the specific locations of road accidents and those of child casualties within the district.

Also requested was an update on the Traffic Masterplan, which includes the gyratory system around Lancaster City Centre.

HATE CRIME

An update on the Hate Crime Workshop which took place in October was given. The Workshop had been very well supported by Lancashire Local Authorities and had been positively received.

UPDATE ON BETTER CARE TOGETHER

At the October meeting an update on the Better Care Together project was given. 12 Integrated Care Communities (ICCs) across the Bay Hospital's remit had been set up to bring together primary, community, social care, volunteers, third sector and community members into one single integrated team working to a common purpose. This is to improve the health and well-being of the local population.

Initiatives, such as Patient Initiated Follow Ups (PIFU) had been introduced which offered help when a condition flared up and offered the patient the choice as to whether they required a follow up appointment or not. Rheumatology was the first service to go live, Gynaecology, Paediatrics, Pain, Respiratory and Gastroenterology were also developing PIFU pathways.

Information Technology was being used to manage risk and be proactive in Integrated Care Communities (ICC) by offering online information on how to self help with integrated technology. Over 1,400 people were helped last year avoiding travel to hospital.

The Trust was one of 50 Vanguard sites in the country and consistently performs quarter on quarter, year on year, and is a high performing Vanguard.

The Trust won the 'Improving Value Through Innovative Financial Management or Procurement Award' at the prestigious Health Service Journal Value in Healthcare awards 2017.

Health and Wellbeing Update - Active Live

This has been established by the City Council, funded by Lancashire County Council and recently partnered with Integrated Care Communities.

The first group of people have been invited to take part by their GPs, as they had problems with musculoskeletal disease, followed by a group of people suffering from Diabetes. The programme received amazing feedback and the results were extremely positive, with improvements to health for all those who took part. Seven community based programmes have taken place to date in the district.

The programme will target areas of need such as obesity in schools, and inactivity in workplaces. The aim is to set up a programme, make it sustainable then move on to another group of people.

It was suggested that the City Council could promote the Active Lives programme by having a chair based exercise session before a Council meeting. This took place prior to the January Council meeting.



CATON ROAD LANCASTER - SITE VISIT

Following Storm Desmond in 2015 and the floods which effected the Sub-Station on Caton Road, and caused power outages across Lancaster, Electricity North West have taken action to deal with the effects of 100 year floods by raising all the equipment on the site.



The Chairman and Vice-Chairman of Overview and Scrutiny and the Pre-Scrutiny Champion attended a site visit in March to view the work done on the site and were impressed with the remedial work carried out so far.





HERE ARE SOME OF THE OTHER MAIN ISSUES CONSIDERED BY THE OVERVIEW AND SCRUTINY COMMITTEE THIS YEAR

PROPERTY STRATEGY

The Chief Officer (Resources) and the Senior Property Officer attended the December meeting. An update on the Property Strategy was provided.

Property Services had recently been restructured, and a hospitality team introduced to focus on income generation within the Town Halls.

The Capitals Work Programme is now in Phase 3 and focusing on the Ashton Hall, Lancaster.

A Cabinet Liaison Group was established which would examine areas one by one, undertake site visits and oversee a review of accommodation.

Issues discussed included the importance of utilising the performance space in the district and for these not to be in direct competition with other venues.

Also discussed was the Co-op building in the West End of Morecambe, accommodation space in the Storey, Lancaster and the importance of the Property Group to work jointly with the Planning Service.



DISCUSSIONS WITH CABINET MEMBERS

Throughout the year the Leader and other Cabinet Members have been invited to discuss their portfolios with the Overview and Scrutiny Committee.

Discussions have included updates on Salt Ayre Leisure Centre, Beyond the Castle, consultations on the introduction of selective licensing of landlords taking place in the West End of Morecambe, CCTV and developments in ICT.

The Leader and Cabinet Member for Finance, Revenues and Benefits and Skills also regularly attended the Budget and Performance Panel meetings.

MAIN ISSUES CONSIDERED BY BUDGET AND PERFORMANCE PANEL



CORPORATE PERFORMANCE AND FINANCIAL MONITORING

The Panel receive quarterly Corporate Financial and Performance Monitoring reports that include strategic summaries on how the City Council performs in delivering the Corporate Plan targets. It scrutinises the reports to identify any areas of concern and put forward their recommendations to Officers and Cabinet.

This year the Panel asked for further information regarding:

- ‘Pensions’ - County Council Representatives provided an in depth presentation at the November meeting.
- ‘Performance Monitoring’ (via Performance and Service



Accounts presentations of each service of the Council) — extra meetings were scheduled to accommodate the presentations from each service.

- ‘Savings and income generation ideas’ for each service.
- Updates on the financial position of Salt Ayre Leisure Centre.

Other areas have also been identified and, in some cases, briefing notes have been requested, including:

- Homelessness.
- Void Council Housing stock.

TREASURY MANAGEMENT STRATEGY

The City Council’s Treasury Management Advisor and Financial Services Manager gave presentations to the panel and views were sought on the proposed Treasury



Management Framework for 2018/19, and these were fed into Cabinet and ultimately Budget Council on 28th February 2018.

BUDGET CONSULTATION

In January 2018 the Panel held its annual Stakeholder meeting. All Councillors and budget stakeholders were invited to attend.

A presentation from the Cabinet Member with responsibility for Finance, Revenues & Benefits and Skills was provided on the City Council’s Budget and Policy Framework proposals for 2018/19.

The Panel were also provided with information regarding the budget proposals of Lancashire County Council, Lancashire Police and Crime Commissioner and the Lancashire Combined Fire Authority.

INFORMAL TASK GROUPS

The following Task Groups have been created, or are due to report back to the Committee:

- **CUSTOMER SERVICE AND FUTURE COMPLAINTS POLICY INFORMAL TASK GROUP**
- **DIGITAL LANCASTER INFORMAL TASK GROUP**
- **RESILIENCE COMMISSION INFORMAL TASK GROUP**

The following Task Groups recommendations were reported to Cabinet and Council in this municipal year:

- **LATE NIGHT ECONOMY IN THE LANCASTER DISTRICT INFORMAL TASK GROUP**



HOLDING CABINET TO ACCOUNT AND CALL-IN

HOLDING CABINET MEMBERS TO ACCOUNT

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

CALL-IN

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

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

The procedure ensures that, if necessary, decisions or proposals made by the Cabinet, a Cabinet Member, a Cabinet Committee, an Officer with delegated authority, or under joint arrangements can be thoroughly examined, amendments proposed, and full debate entered into by all Members. It is the view that call-ins are only used in exceptional circumstances. 'Exceptional Circumstances' are where members of the Overview and Scrutiny Committee have evidence which suggests that the decision in question has not been made in accordance with the principles set out in Article 13 'Decision Making' of the City Council's Constitution.

There has been one request for Call-in this municipal year, on 7th February 2018. This was an Key Officer Decision for the appointment of a constructor team for Lancaster Lower Lune (Phase 3) Flood Risk Management Scheme. The outcome of the Call-in was that Cabinet was requested to consider; (1) that the parent company guarantee be written into the contract, (2) that future reports on major contracts (over £100,000) include brief consideration of the governance and financial strength of contracting companies, (3) that the constitutional review pay specific attention to updating the contract procedure rules.

Cabinet went on to agree the recommendations of the Overview and Scrutiny Committee at its meeting held on the same evening.

APPOINTMENTS

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

OUTSIDE BODY

OVERVIEW AND SCRUTINY MEMBERSHIP

Homelessness Forum

Tracy Brown

Lancaster and Morecambe Fairtrade District Steering Group

Brett Cooper (until Oct 2017)

Caroline Jackson (from Oct 2017)

Museums Advisory Panel

June Ashworth

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

PRE-DECISION SCRUTINY

Pre-Scrutiny is the process mainly based on the study of the City Council's published 'Key Decisions' contained in the List of Forthcoming Key Decisions. With this information the Overview and Scrutiny Committee can select issues to consider before a decision is taken.

Each year the Committee appoint a Councillor to the role of Pre-Scrutiny Champion. The current Pre-Scrutiny Champion is Councillor Caroline Jackson. Councillor Jackson meets regularly with the Chairman and Vice-Chairman of the Overview and Scrutiny Committee and Budget and Performance Panel.

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

The Overview and Scrutiny Committee welcomes the opportunity to submit a response during the consultation phase of a decision and encourages this approach.

HEALTH SCRUTINY

Councillor Colin Hartley is the City Council's representative on the County Council's Health Scrutiny Committee. He is invited to attend meetings when updates are given on the Better Care Together Review of local health services and any other health issues.

ACKNOWLEDGEMENTS

The Overview and Scrutiny Committee and Budget and Performance Panel would like to thank the following for their contribution to the Scrutiny process during 2017/18:

- Cabinet Members who have appeared before Overview and Scrutiny bodies;
- Representatives from organisations, which have delivered presentations to the Committee/ Panel this year;
- Officers who have attended meetings and participated in the work of scrutiny;
- Members of the public who have attended meetings, or submitted evidence as part of the ongoing work of scrutiny;
- Training and development provided both internally and externally;
- All current members of the Democratic Services Team.

COUNCIL**11 April 2018****Audit Committee Annual Report 2017/18****Report of the Audit Committee Chairman****PURPOSE OF REPORT**

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

This report is public

1.0 Introduction

1.1 I am pleased to present my Annual Report to Council on the work of the Audit Committee during 2017/18.

1.2 The Terms of Reference of the committee are set out in Part 3, Section 8 of the Council's Constitution. The scope of its activity is summed up in the statement of purpose:

"The audit committee's purpose is to oversee and, independently of the Executive and Overview and Scrutiny function, provide the council with assurance of the adequacy of its corporate governance arrangements, including the risk management framework and the associated control environment. The committee reviews the authority's exposure to and management of risk across all financial and non-financial activity, and oversees the financial reporting process."

2.0 Audit Committee Meetings

2.1 Since the last Annual Report, which was discussed at Council on the 12 April 2017, the Audit Committee has met three times. A link to the website for further details on the reports and minutes is included here:

<https://committeeadmin.lancaster.gov.uk/ieListMeetings.aspx?CId=316&Year=0>

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

At the 28 June 2017 meeting

- External Audit plan 2016/17
- External Audit fee 2017/18
- Annual review of Internal Audit compliance with professional standards
- Internal Audit annual report and assurance statement
- Internal Audit management – collaboration with Wyre Council
- Internal Audit strategy and risk based plan

At the 13 September 2017 meeting

- The Annual Governance Statement (AGS) 2016/17
- Statement of Accounts (SOA) 2016/17 & ISA 260 report
- Internal Audit monitoring
- Local Government Ombudsman's annual review letter 2016/17
- Counter fraud annual report

At the 21 February 2018 meeting

:

- Annual report on grants claims and returns 2016/17
- External Audit plan 2017/18
- Internal Audit – Future management and delivery
- Audit Committee terms of reference
- Internal Audit Charter
- Internal Audit strategy and risk based plan 2018/19

2.3 The next Audit Committee meeting is arranged for 23 May 2018, where the following areas will be considered:

- Internal Audit annual opinion
- Annual Governance Statement
- Counter Fraud annual report
- Effectiveness of Internal Audit
- Public Sector Internal Audit Standards Peer review report

3.0 Key Activities

3.1 The three main documents considered by the Audit Committee annually are the Annual Governance Statement (AGS), the Statement of Accounts (SOA) and the report to those charged with governance (ISA 260). Each one has been considered in detail by the Committee in line with statutory deadlines.

4.0 Constitutional Matters

4.1 The Committee did not consider any constitutional matters during the year.

5.0 Conclusion

5.1 The organisation and operation of the Audit Committee is considered as part of the external auditor's annual value for money opinion. I am certain that the work of the Audit Committee, other elected members and council officers in providing effective systems of corporate governance and internal control have continued to make an important contribution to the standing and achievements of the council. I would like to thank them all again for their continued support and hard work.

Report of Co Champion for the Disabled Mel Guilding

In the last twelve months I have been very busy in the role of Co-Champion for the Disabled, regularly attending the Bay Dementia Hub which has had to move from St. John's Hospice as we became too large for this venue. We now have two venues and alternate between the Trimpell Centre in Morecambe and Lancaster Library. The attendance to the Hub seems to increase proving the need for access to services for people in the area who have Dementia and for their families to be reassured that there is help and advice for them. In September there was a Defying Dementia Day held at Lancaster University which was very interesting; although I was unable to attend any of the lectures due to my networking it was well attended and hopefully when it is again held this September more people will come.

I also regularly attend the re-named Lancashire area Macular Society. This is held on the last Tuesday of the month at Carnforth Railway station. We have regular speakers that provide help and advice for people who suffer with this condition. I also attend some of the sessions that the Macular Society hold at Brew me Sunshine in Morecambe.

Also at Brew me Sunshine I have attended the Stress groups that are held there. These are for people with stress-related problems to meet people with like-minded conditions in a relaxed situation.

I have attended the Parkinson's Society group that is held weekly at St. John's Hospice.

I've attended the Lancaster Pensioners group and helped and advised on issues that may occur for the older person in our area who may have problems due to disability.

There have been many "One Off" events that I have attended in my Champion's role which have included The Health Mela which was held at Carnforth High School in July. This was followed a couple of days later by helping to host The Duke of Lancaster's Regiment when they visited the city. I was interested to talk to them over a hotpot lunch and learn about life and was surprised to learn how many were serving from overseas.

I attended Beaumont College's Summer Fayre in July; although they have regularly had a Summer Fayre this was the first time that this event had been open to the public. It was a lovely summer's day and well attended.

I was invited to attend the opening of the new Stroke Unit at the Royal Lancaster Infirmary. It was really interesting to see the new advances that there are for stroke patients especially at the first signs of stroke. It is a real boost for the Morecambe Bay Health Authority.

Age UK in conjunction with Lancaster City Council held a Loneliness Convention in the Ashton Hall this was well supported by a number of agencies. It was open to local school children in the early afternoon and to City Councillors in the late afternoon. Some of the school children asked some very inspiring questions about loneliness and appreciated that loneliness can be suffered by all ages. From this event I met the manager of The Centre @ Halton who invited me to help them with the redesigning and siting of their new Changing Places and disabled toilet facilities. This will only be the 2nd in the Lancaster area, the other is at Conerstones in Lancaster city centre.

I regularly attend the Bus Users Group and make them aware of the problems that Disabled people have in using the bus services in the area.

As a supporter of the Guide Dog for the Blind Association I have campaigned for them on the issues of parking on pavements, street "furniture" and the problems that they are still having accessing taxis.

Along with all this there have been the constant issues of Blue Badges, P.I.P, Universal Credit and Bus Passes to try and help constituents with.

I hope that this next year will be as busy as this last year has and look forward to helping as many of the people in the area that have a wide and varied number of disabilities.

Annual Report from Veterans' Champion – 2017 – 2018

Councillor Liz Scott

13th March 2017 – Commonwealth Flag Raising Ceremony

The Commonwealth Flag Raising Ceremony was a success given that there were 30 or more representatives from the Armed Forces, British Legion, Judge Sycamore, Hindu Society, etc.

The Mayor, Councillor Robert Redfern, read out the Commonwealth Affirmation. It was a simple but effective ceremony. Later we went back to the Town Hall for tea and coffee.

7th April 2017 – Launch of the Great War and Whitehall by the Sea Exhibition

The exhibition was held at Morecambe Heritage Centre on 7th April 2017. It was well attended and a credit to all that made this happen.

Most of the artefacts are genuine items from WW1 plus some film props from the film The War Horse, along with the fascinating story of Morecambe's importance in WW1.

Most of the items were collected by Paul who managed to store and squeeze all his finds in his semi-detached home. What a credit to him for wanting to rescue and preserve the findings. It will be a great starting point for our local primary and secondary schools to learn about local history.

11th April 2017 – Meeting

I had a meeting had with the Chief Executive, Susan Parsonage, and Major Roly Sutton to discuss "Armed Forces Covenant" and to put in place in this district to help Veterans. Several recommendations will be followed and looked at.

27th April 2017 – Lecture WW1 Commemoration Series

The University of Cumbria in partnership with Lancaster Military Heritage Group and Lancaster University Department of History's 5th Lecture in WW1 Commemoration series 'The U-boat Campaign 1917' – unrestricted.

This lecture was delivered by Professor Eric Grove at the Hugh Pollard Lecture Theatre. The topic was chosen to take away from the focus of the Western Front and onto the sea.

During the war and at the end of 1916, there was a stalemate on the Western Front and both suffered heavy losses. The Royal Navy's blockade caused shortages including food in Germany.

Professor Grove's delivery was lively and engaging. There was over 60 people who attended the lecture and the Professor enjoyed answering questions at the end.

It was an excellent academic take on events during that period. The buffet was enjoyed by all.

28th April 2017 – Meeting

I had a meeting with Gemma Gardner, an ex-Armed Forces personnel.

Gemma initiated the concept of Direct Transitioning Help which is a Charity. This is to help prepare soldiers and their families' transition from Military to civilian life and enable their return to active service. So far, an outreach centre is secured in Blackpool. A centre in Bolton is being initiated and Gemma wants to put in place a centre in Lancaster to be used as a main hub.

As the Veterans Champion, I welcome this initiative and has promised Gemma that I will support, help and work with her to help our Veterans and their families.

13th May 2017 – Exhibition

I attended the opening of the new exhibition by The Right Worshipful, The Mayor of Lancaster Councillor Roger Mace.

The exhibition was called "Boomtown - from Front Line to White Lund". It marks the 100 years of the devastating explosion that was shattering and was heard as far as Manchester. This incident happened at the White Lund National Filling Factory on 1st to 3rd of October 1917. Shells made at White Lund were supplied to our local King's Own Royal Lancaster Regiment.

The process of shell-making and filling factories on war work, did bring about changes to the district in terms of employment and helped with the war effort in this region.

However, the explosions showed the bravery of so many who helped to save lives from beyond this region.

Fire Engines came from as far as Liverpool and Manchester to help.

18th May 2017 - Meeting

I held a meeting with Steve Trainor, a bus driver, who is passionate about our Armed Forces. He initiated the Poppy Scatter at Happy Mount Park and is keen to initiate light up for Poppy Week and Poppy Scatter in Morecambe on the sea. I am sign-posting Steve to Councillors and others to help him realise his vision for Armed Forces.

31st May 2017 - Meeting

A meeting was held with The Deputy Dean of the University of Cumbria to discuss how the Military Students who are studying to be Paramedics can help and support Veterans in our community.

I arranged to meet up with the Chair of Lancaster Military Heritage Group and a trustee of "First Light Trust" who is currently setting up a Centre in Lancaster to give advice and support to those suffering from physical, emotional and psychological disorders, depression, addiction and PTSD – post traumatic stress disorder. Debt counselling, homelessness are

some of the much needed support that the Veterans can tap into. A much needed resource in our district and I will support this scheme.

19th June 2017 – Flag Raising Event

The Flag Raising event was attended by the Mayor and Mayoress, Councillor Roger Mace and his wife. We also had a representative from Lord Shuttleworth's office. This year was the first since the inception of the flag raising event, that we had a Bugler from Ripley St Thomas School, Lancaster. The Bugler was accompanied by his music master. We also had two Soldiers from the Barracks to take the salute. There was representation from the Police, Fire Service, British Legion and others from the Civic list.

There were about 20 people and we were invited by the Mayor to have tea in the Town Hall.

Rev Chris Newlands attend the event and said a short prayer for all those serving and have serviced in our Military.

19th June 2017 - Meeting

I liaised to have a meeting for "First Light Trust" with the Dean of the University of Cumbria and two lecturers from the Department of Nursing, whose role is to support Veterans locally. They are setting up a "Hub" in Lancaster which hopefully will be ready by September 2017. The meeting was productive and it will also give the Military Students a lot of "hands on" work that will help with their learning.

24th June 2017 – Armed Forces Day

Our Annual Armed Forces Day event was held at Lancaster Castle. We had serving troops, service families, veterans and cadets. We also had a selection of historic military vehicle displays, military modelling exhibitions and music. The New Orleans Jazz Band entertained the locals in the centre of town.

Rev Chris Newlands conducted the hourly tours to the Regimental Chapel in the Priory Church.

Lancaster University's History Department had a stand explaining WW1 and the town's people involvement in the Great War.

The weather was dull until after lunch and the crowds also picked up. My thanks to all the members of Lancaster Military Heritage Group who worked hard to support me. My thanks to Mr Mayor and the Mayoress for coming to our event. Much thanks to our re-elected MP, Cap Smith, for attending. A huge thank you to the Duchy of Lancaster for letting us use the Castle for Armed Forces Day.

There is room for improvement to make Armed Forces Day more attractive.

Many thanks to all that bought raffle tickets for Blesma and Combat Stress.

25th June 2017 – Armed Forces Day

The Drumhead Service on the Promenade in Morecambe was excellent and a reminder as to why Armed Forces Day was a day of remembering our past Armed Forces Veterans and those that are serving.

The sun shone for Morecambe and we had a good turnout given that the Kite Festival, Mini Marathon and the Fun Fair was in situ. There were music stalls and face painting in the Winter Gardens. Mr Mayor and the Mayoress and the Lord Lieutenant's deputy also attended the Service. We sold substantive numbers of raffle tickets. There was a clear buzz for Morecambe's Armed Forces Day. My thanks to the Military Personnel and all the helpers, cadets and members of the public. A huge thanks to Tim Roberts for organising the Morecambe proceedings. Armed Forces Day in Morecambe ended with Sky Divers from Grange-over-Sands. It was excellent.

17th July 2017 – Honorary Freedom March

The Duke of Lancaster's Regiment exercised their right as Honorary Freeman to march through the City. The weather was perfect for this occasion. A Service was held at the Priory Church at 11.00 am which was attended by the Mayor and Mayoress and the Chief Executive, Susan Parsonage. The service was robust with a packed church of smart looking soldiers. After the service, the soldiers were cheered on by 160 school children from Willow Lane Primary School. Then the soldiers marched through the city centre which was packed with cheering people.

The soldiers were received at Dalton Square by the Mayor. The Regimental Band played music in the Garden of Remembrance.

After the formalities, the regiment was served lunch in the Town Hall. Each table was hosted by a Councillor, Ex-Councillors and Honorary Aldermen.

It was a good day to show respect to our serving personnel.

My thanks to the two British Legion Standards Bearers who stood on the steps of the Town Hall.

21st August 2017 – Army Veteran

I had a call from the Charity called Direct Transitioning regarding an Army Veteran, a single parent who became homeless. I met up with the Veteran and the representative from the charity at the Town Hall. The staff were very helpful and we went to Morecambe Town Hall to have an interview with the Housing Officer regarding an emergency situation.

The Veteran was given all the reassurances and support that was needed in such cases. It was reassuring to hear how our staff on the front line were knowledgeable and showed sensitivity to individual cases.

18th September 2017 – Meeting

A meeting was held with Hannah Clarke, the Advice and Information Officer for Lancashire British Legion.

Hannah is based at Fulwood Barracks. According to Hannah, she has seen a lot of Veterans who had become homeless due to “Agency Work” and the “Zero Hours” policy. This creates financial hardship which results in difficulty to pay rent and to live. She also gave me leaflets about support for Veterans by the British Legion.

It was useful to know the kind of support that is available via the British Legion.

30th September 2017 – “Boomtown – From Front Line to White Lund”

Lancaster University, Regional Heritage Centre and Department of History organised a special event at the Storey Institute, to complement the exhibition “Boomtown – From Front Line to White Lund”.

Dr Corinna Peniston-Bird from the History Department at Lancaster University gave the introduction and the overview for the day.

Steve Irwin from Blackburn Museum and Art Gallery spoke about the Impact of WW1 and spoke about local stories written by people from archive source.

The exhibition marks the centenary of the explosions at White Lund National Filling Factory during 1st to 3rd October 1917. The lecture covered the need for supplies and the shells for our front line troops. Our local King’s Own Royal Lancaster Regiment played a huge part on the front line during WW1. Lancaster and Morecambe had the railway and sea to link up for transporting supplies, hence this district was chosen to play a part to manufacture shells and the filling factories. Through this, the war work bought employment and money to the area. By June 1916, 2.9 million shells were filled.

The King and Queen visited in the summer of 1917 and were presented with a silver plated shell.

The fire quickly spread with projectiles making it worse, and created the White Lund explosions. The explosion was heard as far as Manchester, Barrow-in-Furness and beyond.

The filling factory was built in 1915 using Piric Acid. The health and safety impact on the workers were unknown and the dangers that faced them at that time was unmeasured.

Residents went up all the way to Quernmore for refuge and safety from this crisis.

23 Fire Brigades came to Lancaster to help and control the blaze. The fire burned from the Tuesday to the Thursday.

12th October 2017 – Private Albert Halton VC

A local boy, born and brought up in Warton, Private Albert Halton, was honoured with a Victoria Cross Commemorative Paving Stone. A service was held at Sparrow Park in Warton.

We were honoured by Mr Kevin Brigg, Chairman of Warton Parish Council, who spoke a few words about Albert.

The citation of Albert Halton was read by Rtd Major Shaun Laidler from the Duke of Lancaster's regiment.

Poems were read by Lewis, Millie and Lindsay from Archbishop Hutton's Primary School.

The unveiling of the Commemoration Stone was done by the Deputy Mayor of Lancaster.

The Blessing of the memorial stone was conducted by the Rev Robin Figg, Vicar of Warton.

Mr Raymond Hirst, President of the Lancaster Royal British Legion, cited the Kohima and Reville.

There were about 50 people in attendance and we finished up at the Village Hall for tea and biscuits.

All in all, Private Albert Halton, VC, was honoured for saving 12 prisoners, showing the greatest disregard to his own safety and setting a very fine example to those around him.

A most deserving Victoria Cross.

Many thanks to Lancaster City's Civic Department for putting this together.

12th November 2017 – Remembrance Sunday

Remembrance Day Service in the Garden of Remembrance saw a lot of local people who came to show their respect on this Memorial Day. The Cadets, Soldiers, Serving Personnel, Reservists, representations from different organisations came together to lay their wreaths.

The Mayor, Councillor Roger Mace, and The Mayoress, were present. The Chief Executive, Susan Parsonage, and some officers and Councillors were present to pay their respect.

Raymond Hirst, President of the Lancaster Royal British Legion read Binyon's lines followed by a two minute silence.

After this event, a service was held at Lancaster Priory. It was a lovely service filled with our military and ordinary people. The choir was superb and majestic. A poem by Rachel Mann called "The Pilgrims at Luke Copse" was read by Lieutenant Colonel Justin Tancret from the Duke of Lancaster's Regiment.

After the service, the cadets and soldiers marched through the City to the delight of our Town's people who clapped and took photographs. They went past the Town Hall where the Mayor and Mayoress plus the Standard Bearers from the British Legion and Military personnel took the salute.

The weather was sunny but cold which made this Remembrance Day Service memorable.

17th November 2017 – Christopher Homewood

A meeting was held with Chris Homewood who is the Case Officer for North Lancashire British Legion. His role is to help Veterans with welfare issues.

The meetings was interesting and we exchanged ideas and contacts to help with issues in the district relating to veterans' needs.

I took Chris to show him CVS, Lancaster and also the Homeless Drop- In Centre on Edward Street.

21st November 2017 – Elderly Veteran

Today I had an urgent call from a member of the public asking me to help with an elderly veteran who had been hospitalised.

Suffice to say, I did what I could and managed to link up with some local ex-submariners who have maintained regular visits.

Because of its sensitivity, this report is brief.

3rd December 2017 – Captain Julian Whalley, Miss Whalley's Field

Today, the Centenary event to remember Captain Julian Whalley was held at Miss Whalley's Field on Derwent Road. Captain Whalley was wounded and declared missing on the 1st December 1917 and died of his wounds in a German Field Hospital on 3rd December 1917, aged just 33. He was the only son of Colonel J. Lawson Whalley, JP, Colonel Commandant of 3 & 4 Battalions, King's Own Royal Lancaster Regiment and of Lady Ashton, and also the step son of Lord Ashton of Ryelands, Skerton.

In 1938, Miss Whalley bequeathed a sum of money to provide a recreation ground for the children residing in the Borough of Lancaster.

The Mayor, Councillor Roger Mace, and the Mayoress were in attendance. He made a speech and unveiled a beautiful piece of stone quarried in Carnforth and donated by the Aggregate Company.

The Army Cadets from the Boys Grammar School showed their presence and the Bugler played the "Last Post". A pupil from the school read Lawrence Binyon's poem called "The Fallen".

The weather was cold but dry which helped for the good turnout of people from the community.

Light refreshments were provided at the Gregson Centre.

31st January 2018 - Referral

A referral from the Navigator (Lancaster District) of Lancashire Older Veterans Service – Age UK, was made regarding an urgent request for a vulnerable older veteran to be rehoused to a ground floor flat in Lancaster. I contacted our Strategic Housing Department and they made immediate contact with the veteran to discuss housing options. I also spoke to the veteran and gave him reassurances. I am waiting for the outcome at the time of writing this report.

8th February 2018

Meeting held with Simon Denerley from Lancashire Age UK, Older Veterans Service, at the Town Hall.

We discussed the issues relating to older veterans, loneliness, disability issues and how to reach out and also to work closely with other agencies in the district like CVS for example. We shared suggestion, recommendations, ideas and contacts. We will continue the link to work effectively.

10th February 2018

I wrote a piece of notice to the Lancaster Guardian regarding WW2 Veterans, for Free Remembrance Tours. The Royal British Legion is on a mission to take all surviving WW2 Veterans back to where they served on a free Remembrance Tour during their time in the Armed Forces. The tours will take place throughout 2018 and give the Veterans at Battlefield sites, cemeteries and memorials. The Treasury is enabling these free tours to be funded by LIBOR fines. This will enable the Veterans to return with a family member and carer. Please contact Arena Tours Ltd. On 01473 660 800 to register your interest or download the registration form and send it to Remembrance Travel, c/o Arena Travel, 2 Betts Ave, Martlesham Heath, Ipswich, Suffolk, IP5 3RH.

Councillors, if you have any family or friends that qualify for this trip, please let them know. Thank you.

1st March 2018

I had a call from an ex-Veteran who was in the Duke of Lancaster's Regiment to help him with his Blue Badge which he had been waiting since January 2018. I called Lancashire County Council and stressed that the Veteran needed his Badge as a matter of urgency. We got a result because the veteran called me the following day to let me know that they had found his photo etc, etc.

5th March 2018

We had a Courtesy call from Commodore Phillip Waterhouse ADC, who is the naval Regional Commander Northern England and IOM. The meeting was held with Mr. Mayor, Cllr. Roger Mace, the Mayoress, the Chief Executive, Susan Parsonage and I in the Mayors Parlour. We talked about the role of the Sea Cadets and their input and training. He explained about 'Employer Recognition' for RN Reserves. Barrow Council has a Silver Medal for their input regarding this concept.

We talked about my role as the Veterans Champion and my limitations due to the lack of funding and support. I explained that I have chase-ups from Veterans and they can be unpredictable, sometimes having an urgency to the request, confidentiality and a quick resolution to the need. It was good to hear and learn new ideas from an experienced person.

Later on, I took the Commodore to the opening of the HUB. It was initiated by the FirstLight Trust whose aim is to support Veterans. The HUB is on Market St. L/A. The aim is to help Veterans with housing, medical treatment, sorting out debt problems, pensions and

allowances. Drug and Alcohol issues and much more. I have supported FirstLight and help to link them with the University of Cumbria for partnership. This HUB is long overdue to help our Veterans who has given much during their service in the Armed Forces.

10th March 2018

Campus in the City held their History Dept. Exhibition in St. Nicholas Arcade, L/A. The 4 exhibitions were WW1 projects on streets of Mourning, an attempt to trace the descendants of 4 women to unveil the panel of the War Memorial. They are the Butterworths, Gardeners, Prickett's and Williams's families.

An oral project on the women of Westfield War Memorial Village and also Minecraft and Deep Mapping of the Lake District.

I enjoyed my chat with Martin Purdy discussing Westfield Memorial and shared stories on evacuees from Salford. There was a good turnout of locals who enjoyed sharing stories and finding out new information about their area. These events have been much valued and welcomed by all who have attended the exhibitions.

11th March 2018

I was contacted for support for a retired Veteran with medical issues that needs support at home. I gave contact details for Lancashire Older Veterans which is managed by AGE UK, LANCASHIRE.

12th March 2018

Our Annual Fly a Flag for the Commonwealth took place in Dalton Square. The rain did not put people off. There was a reasonable turnout. We listened to the Mayor reading the Commonwealth Affirmation and watched the flag being raised. There was refreshments with the Mayor and Mayoress at the Town Hall.

COUNCIL**Canal Corridor North
11 April 2018****Report of Portfolio Holder for Regeneration and Planning****PURPOSE OF REPORT**

To update Council on the outcome of detailed due diligence work for the Canal Corridor North scheme and discussions with British Land; and to provide outline information for an alternative approach to the site that addresses the key constraints of the current scheme.

This report is public.

RECOMMENDATIONS:**That Council**

- (1) **Notes that, following detailed due diligence work and discussions with British Land, there is no viable option for the current Canal Corridor North scheme that can be recommended to Council for support.**
- (2) **Notes that, as a consequence of 1 above, the current Development Agreement with British Land will be terminated.**
- (3) **Instructs the Chief Executive to develop a new development and financial framework for the Canal Quarter based on the key principles set out in paragraph 2.3 of this report.**
- (4) **As a consequence of (3) above, instructs the Chief Executive to undertake negotiations and due diligence with British Land for their land and property holdings in the Canal Quarter.**
- (5) **Authorises the use of the Canal Corridor North Reserve to fund any reasonable costs arising from this phase of project development work.**
- (6) **Notes that Cabinet is responsible for overseeing production of the new draft development and financial framework which shall be reported to councillors when it is complete.**
- (7) **Instructs that, in addition to ongoing key stakeholder engagement, the draft development and financial framework includes a detailed plan for public engagement in line with community consultation best standards with the aim of obtaining wide public participation in plans for the Canal Quarter moving forward.**

1 INTRODUCTION

1.1 At its meeting on 31 October 2017 Council considered and approved an update report on the Canal Corridor North (CCN) project (minute 23 refers). More specifically, Council:

- supported the scheme's overall concept as representing an appropriate development solution for the site;
- approved in principle various financial 'asks' from key partners; and
- approved in principle its willingness to invest capital in the scheme to help achieve an affordable and financially sustainable outcome from the City Council's perspective.

1.2 Amongst other matters, officers were authorised to negotiate further with British Land (BL) and other key partners, and to report back on the outcome with a view to presenting Heads of Terms for Council's consideration. This report sets out the outcome of those negotiations.

1.3 Recap: Key aspects of the scheme proposals

1.4 As reported to Council in October, the key elements of the scheme provided for:

- a retail/food and beverage development with some 250,000 sq ft of high street comparison retail floorspace and 70,000 sq ft of food and drink retail incorporating one anchor (high street comparison retail) store;
- an 82 bedroom hotel;
- a new student village of around 1,000 units of student accommodation;
- an underground car park with 786 spaces; and
- a new "arts hub" building which could house the Dukes, Ludus Dance and other arts organisations.

1.5 The indicative overall cost of the scheme (excluding the student village development, to be financed by the University directly) was estimated in the region of £180M. Of this amount, external funding of £15M was to be sought.

1.6 The net investment requirement for the scheme was estimated at £125M, of which £100M was to be covered by BL, with the Council agreeing, in principle, to invest £25M.

1.7 Alongside the opportunities, the report outlined various strategic, operational and financial risks associated with the scheme and its funding strategy. To help mitigate those risks, various measures were identified as reflected in the resolutions from the Council meeting. These included:

- identifying the optimum solution regarding the development boundary for the scheme, and the extent to which the Council's assets should be included;

- identifying the most cost-effective car-parking design solution to meet expected capacity needs and to improve financial viability for the Council in the context of wider car parking and transport strategy;
- identifying the most appropriate arts hub offer, design solution and operating model with the aim of the facility as a whole being financially viable (i.e. to negate the need for ongoing revenue support in the medium to longer term), in context of the wider cultural offer in the district;
- developing any further capital financing options (based on PWLB borrowing) to enable the Council to take a longer term stake in the car park and/or the arts hub, if appropriate in support of the above; and
- developing the most appropriate governance structures for delivering the project, whilst protecting the Council's interests.

1.8 **Summary of actions and negotiations since October**

- 1.9 Various work streams were established and progressed with the aim of establishing a financially viable scheme that would be acceptable to the key parties. This was in light of the funding/viability gap that would arise, should external grant funding not be forthcoming.
- 1.10 The work streams included exploring many options regarding scheme layout and content, in keeping with the overall approved concept. Despite the work undertaken, it has not proved possible to identify any design solutions that would address (or help substantially with) the external grant funding risks attached to the scheme.
- 1.11 A draft funding strategy was also being developed, through which the three key parties would seek to work collaboratively, with the aim of addressing the external grant funding challenges. Whilst various potential sources of funding were identified, it has not proved possible to establish any firm openings through which funds might be secured, in the period since October 2017.
- 1.12 Through that work stream, it became apparent that should there be an overall funding/viability gap, BL's expectation was that the Council would be required to underwrite it. Through further discussions, it was ascertained from BL that the Council would be required to take on this ask, if the project was to progress.
- 1.13 In terms of the potential size of the gap, the external funding exposure already amounted to £15M, and through refinement of the scheme development appraisal, most recent indications were that the gap could well be around £20M.
- 1.14 With this in mind, officers' advice is that the Council should not take on this level of risk – it would expose the Council to unacceptable financial risk and potentially undermine the Council's financial stability and sustainability.
- 1.15 In addition, members will be aware that state aid issues regarding external contributions remained outstanding back in October and these have not yet been resolved; adding a further £15-£20M public funding into the scheme would inevitably increase that risk.

- 1.16 Discussions with British Land have been open and constructive. However, whilst the council has been seeking to reduce risks, there are key elements of the existing scheme upon which British Land, operating as a private sector developer, could not compromise.
- 1.17 In summary terms, the financial and legal risk when combined make it inevitable that the BL proposal cannot be recommended to Council.
- 1.18 Council is therefore recommended to note the outcome of the due diligence work and discussions with British Land and the requirement to terminate the current development agreement. Whilst in regeneration terms, this may appear disappointing, it presents an opportunity to move into a new stage of the scheme's evolution and this is developed further in the following section.

2 A NEW CANAL QUARTER – A WAY FORWARD

- 2.1 Irrespective of the position with British Land, the Canal Corridor North area remains in need of comprehensive regeneration and presents a continued opportunity to transform this tired area into an attractive, economically vibrant quarter of Lancaster.
- 2.2 The work undertaken in the last few years has provided invaluable information and an excellent foundation for promoting a new development that will be more viable and better meet the changing needs of residents and potential customers.
- 2.3 It is recommended that the following key principles are adopted to guide a new scheme for what might better be known as the "Lancaster Canal Quarter". The new scheme should:
- Provide significant and wide-ranging economic benefits without exposing the city council to unacceptable levels of financial risk;
 - Have less reliance on additional retail floor space, thereby instilling confidence in the future of the existing city centre shopping area;
 - Find new uses for historic buildings and capitalise on the site's proximity to the Lancaster Canal;
 - Include more residential accommodation and cater for a variety of different occupiers;
 - Facilitate an increase in Lancaster University's presence in the city centre;
 - Provide more business space especially for Lancaster's thriving digital sector;
 - Deliver an arts hub that achieves the goal of making Lancaster the North West's primary cultural centre outside of the main conurbations;
 - Take advantage of the latest in green technology to make the site as self-sustainable as possible: and
 - Rationalise car parking and encourage sustainable travel to and through the area especially to the existing city centre.

- 2.4 These principles are consistent with current and emerging planning policy set out in the Local Plan and could provide a much more viable and sustainable scheme capable of being delivered within a reasonable timescale.
- 2.5 It is worth noting that a new development framework for Lancaster Canal Quarter, which is led by the Council, offers some important advantages. These include having more flexibility to introduce different and more viable uses, having the ability to phase development to allow more profitable uses to be built early and reduce ongoing costs and the ability to mitigate revenue implications in terms of things like rental and car parking income.
- 2.6 A key early question which the Council needs to consider is the amount of control and influence it wants to have in terms of the future development of the Canal Quarter. This is important because if the Council wishes to maximise this opportunity, it will need to give early consideration to acquiring the remaining land and property interests in the area. Ending the current BL agreement provides an opportunity to significantly increase the Council's landholding and British Land have indicated that they are willing to give the Council first call on their interests.
- 2.7 If the Council wishes to explore this opportunity, officers will need authority to discuss terms with British Land with a view to reporting any potential deal back to the Council for future consideration / approval.
- 2.8 It is recommended that officers undertake further work to ascertain values and deal with British Land in relation to their land and property holdings to develop proposed alternatives to Council in the near future based on the principles included in this report. Any reasonable costs associated with this can be met by the continued use of the existing Canal Corridor North reserve. Cabinet will oversee the creation of the development and financial framework which full council will then consider.

3 **CONSULTATION**

- 3.1 Developing a new approach for a new Canal Quarter provides an ideal opportunity for the Council to involve all stakeholders from an early stage. A consultation plan will be an important element in the new delivery framework setting out how best to do this both within and outside the Council.
- 3.2 This will involve maintaining dialogue with existing key stakeholders in the immediate short term. In addition, the new draft development and financial framework should include as a key element a detailed plan / proposal for public engagement in line with community consultation best standards with the aim of obtaining the widest possible participation in plans for the Canal Quarter moving forward

4 **OPTIONS AND OPTIONS ANALYSIS (INCLUDING RISK ANALYSIS)**

- 4.1 In terms of the approach from this point forward, the options are simply:
- **Do nothing, which would leave a significant city centre site without any development proposal, or**
 - **Support the broad principles included in this report for the Canal Quarter and begin development of new masterplan for the site, with further more**

detailed decisions to be made as part of the Council's decision making processes.

5 CONCLUSION

- 5.1 Since Council on 31st October 2017, detailed due diligence work has been undertaken and discussions / negotiations with BL have progressed. It is clear at this stage that it is not possible that the British land scheme can be recommended to Council for support.
- 5.2 As a result, this report now recommends that the necessary actions are put in place to terminate the current agreement with BL and that instead the Council leads the process of developing a new framework for the Canal Quarter.

RELATIONSHIP TO POLICY FRAMEWORK

The Canal Corridor North Site is a long-standing allocation within the Lancaster Local Plan and is identified via Policies ER4 and ER5 of the Lancaster District Core Strategy (adopted in 2008) and the emerging Policy SG5 of the Strategic Policies & Land Allocations DPD, which is at an advanced stage and is expected to be Submitted to the Government in May 2018. Both adopted and emerging policy for the Canal Corridor Site recognise its potential for a sustainable extension to the current city centre to facilitate growth for a range of uses, including retail, leisure, residential, cultural and wider commercial uses which will seek to retain Lancaster City Centre's role and function both within the district but also sub-regionally serving the residents of both North Lancashire and South Cumbria.

CONCLUSION OF IMPACT ASSESSMENT

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

None

LEGAL AND GOVERNANCE IMPLICATIONS

This report complies with the Council resolution for an updated report on this proposal. This report concludes the existing work stream and negotiations with British Land. The necessary arrangements will be put in place to ensure termination of the current Development Agreement.

Council is advised the policy objectives and financial controls of any future proposals will be set out in a future report to Council.

In this respect, it should be noted that a new approach with much greater Council leadership and control will require different and more streamlined governance and decision making arrangements. The future report to Council will consider options for this aspect of project delivery.

FINANCIAL IMPLICATIONS

Regarding the outcome of the negotiations with British Land, there are no other specific financial implications to consider. The outcome removes significant financial risks attached to that particular scheme.

Regarding future scheme development for the area, the financial implications for proposed way forward would need to be appraised and considered as part of business case development, including comprehensive options appraisal, to inform future decision-making.

In strategic terms, Council will appreciate that the current budget strategy was structured to facilitate CCN decision-making regarding the BL scheme and therefore, in light of any new way forward, the budget strategy will be reviewed for Member's consideration in due course. In any event, there is the need to undertake a mid-year review of the budget and Medium Term Financial Strategy, not least to address future regulatory requirements of the updated Treasury and Prudential Borrowing Codes of Practice as well as related statutory guidance.

Council should note that whilst other aspects of future scheme development may rest with Cabinet, decisions regarding updating the budget framework (including borrowing, treasury management and capital strategy) to facilitate any major scheme proposals would still rest with Council.

In terms of due diligence costs, from 2016/17 a total of £288K has been incurred; of this £188K relates to 2017/18 (this later figures compares with the £72K reported back in October). The bulk of these costs are in connection with commercial advice (£194K) and legal advice (£71K). Of the total expenditure, the £188K incurred in this year will be financed from the £400K earmarked reserve, created specifically for that purpose.

Authority is now sought to use that reserve to finance further due diligence works to inform future master planning and decision-making. In the immediate term, existing consultants would continue to be commissioned, ahead of a new procurement exercise being undertaken.

Regarding the £300K Arts Council development funding awarded last year, none of this has been utilised to date. Subject to the decisions of Members, discussions will take place with the Arts Council, to ascertain whether the funds can be retained and if so, to ensure that any future use of the grant is in accordance with any new terms and conditions to be attached.

OTHER RESOURCE IMPLICATIONS

Human Resources / Information Services / Property / Open Spaces:

Referred to in the report as appropriate.

SECTION 151 OFFICER'S COMMENTS

The section 151 Officer has contributed to the drafting of this report.

MONITORING OFFICER'S COMMENTS

The closure of the negotiations by mutual consent removes the risks attached to the previous proposals. Any new proposals will be assessed for compliance and legality at the appropriate time after they have been formulated.

BACKGROUND PAPERS

Previous Council reports

Contact Officer: David Lawson

Telephone: 01524 582331

E-mail: dlawson@lancaster.gov.uk

COUNCIL

Audit Committee Terms of Reference 11 April 2018

Report of the Audit Committee

PURPOSE OF REPORT

To seek Council's approval to revised terms of reference for the Audit Committee.

This report is public

RECOMMENDATIONS

- (1) **That the Audit Committee's Terms of Reference, is amended by the inserting after 8.22 a new 8.23 as set out below, and to renumber the existing 8.23 as 8.24**
- (2) **"8.23 - To undertake the annual review of the council's use of the Regulation of Investigatory Powers Act 2000 (RIPA), ensuring compliance with the Code of Practice "**

1.0 Background

- 1.1 Article 14.01 states the Monitoring Officer and the Audit Committee will monitor and review the operation of the Constitution to ensure the aims and principles of the constitution are given full effect.
- 1.2 On 21 February 2018, the Audit Committee considered a proposal to amend its terms of reference to reflect a change to their current responsibilities. The details of the change, and why it is necessary, is set out in the original report to the Audit Committee, appended to this report (Appendix A). After consideration of the change, the Committee resolved:
 - That the proposed revision of the Audit Committee's Terms of Reference be accepted and recommended to full Council for adoption.

- 2.0 That the terms of reference be reviewed later in the municipal year following the publication of CIPFA's Audit Committee's: Practical Guidance for Local Authorities and Police

3.0 Proposed Revision

- 3.1 A copy of the revised TOR is attached at Appendix B. There was only one proposed change to the Audit Committee's Terms of Reference in relation to the Committee undertaking the annual review of the Council's use of the Regulation of Investigatory Powers Act (RIPA) 2000.

4.0 Conclusion

- 4.1 The Council is asked to approve the proposed revision to the terms of reference for the Audit Committee as detailed in the attached appendix.

CONCLUSION OF IMPACT ASSESSMENT
(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

Not applicable

FINANCIAL IMPLICATIONS

None directly arising from this report

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

None directly arising from this report

MONITORING OFFICER'S COMMENTS

This amendment is to Part 3 of the Constitution 'Responsibility for Functions'. The Audit Committee Terms of Reference which are set out in Part 3 Section 8 of the Constitution which are excluded from amendment by Article 14.02 (a) (ii) which specifically excludes constitutional amendments to Part 3, which is restated in Part 3 section 10.6.

Therefore this matter must be approved by full Council under Article 14.02.

Changes to the Constitution may only be approved after hearing recommendations on a proposal from the Monitoring Officer and/or the Audit Committee. This report is a recommendation from the Audit Committee which is supported by the Monitoring Officer.

BACKGROUND PAPERS

Contact Officer: Joanne Billington
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E-mail: jbillington@lancaster.gov.uk
Ref:

AUDIT COMMITTEE

21 February 2018

Audit Committee Terms of Reference

Report of Internal Audit & Assurance Manager

PURPOSE OF REPORT

Annual Review of Audit Committee's Terms of Reference

This report is public

RECOMMENDATIONS

- (1) That the proposed revision of the Audit Committee's Terms of Reference be accepted and recommended to full Council for adoption.
- (2) That the terms of reference be reviewed later in the municipal year following the publication of CIPFA's Audit Committee's: Practical Guidance for Local Authorities and Police (2017 Edition).

5.0 Background

- 5.1 Audit Committees are a key component of corporate governance. Their overall purpose being to provide those charged with governance, independent assurance on the adequacy of the risk management framework, the internal control environment and the integrity of the financial reporting and annual governance process.
- 5.2 In 2013, CIPFA issued practical guidance for Audit Committees and provided local authorities with a suggested terms of reference setting out the purpose and the core functions required. The terms of reference state that 'The purpose of an Audit Committee is to provide those charged with governance independent assurance on the adequacy of the risk management framework, the internal control environment and the integrity of the financial reporting and annual governance processes'.

6.0 Proposed Revision

- 6.1 Since its last review in 2015, there is only one proposed change to the Audit Committee's terms of reference (paragraph 8.23) in relation to the Committee undertaking the annual review of the council's use of the Regulation of Investigatory Powers Act (RIPA) 2000. CIPFA are in the process of reviewing current Audit Committee guidance, which will be published later in the year. The amended terms of reference is attached as Appendix A.

7.0 Details of Consultation

- 7.1 None specifically regarding this report.

8.0 Options and Options Analysis (including risk assessment)

- 8.1 The options available are to accept the proposed revisions to the terms of reference for recommendation to Full Council, or recommend alternative wording if necessary.

8.2 In addition, to agree that the terms of reference be reviewed later in the municipal year following the publication of CIPFA guidance, or wait until the next review in February 2019.

CONCLUSION OF IMPACT ASSESSMENT

(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

Not applicable

FINANCIAL IMPLICATIONS

None directly arising from this report

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

None directly arising from this report

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments

BACKGROUND PAPERS

Contact Officer: Joanne Billington
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Ref:

Audit Committee Terms of Reference – Current Revision**SECTION 8 – AUDIT COMMITTEE**

Composition: 7 Members of the Council on a PR basis, Chairman and Members of the Committee appointed by Council annually. The Chairman must not be a member of Cabinet or Overview and Scrutiny. Changes can be made by Council during the course of the year.

Terms of Reference

- 8.1 To review all matters relating to Internal and External Audit. It will have the right of access to all the information it considers necessary and can consult directly with Internal and External Auditors.
- 8.2 To monitor arrangements for discharging the Council's responsibilities for efficient and effective financial and operational resource management. In pursuing this aim, it will consider:-
 - the soundness, adequacy and application of controls;
 - compliance with policies, procedures and statutory requirements;
 - arrangements for safeguarding the Council's assets and interests;
 - the integrity and reliability of management information and financial records;
 - the economic, efficient and effective use of resources.
- 8.3 To approve a Statement of Purpose for the Audit Committee.
- 8.5 To approve Internal Audit plans.
- 8.6 To monitor Internal Audit's progress with the annual Audit Plan, evaluating the effectiveness of Internal Audit and the use of audit resources and approving adjustments to the Audit Plan.
- 8.7 To receive and review the findings of both Internal and External Audit examinations and to ensure that management takes appropriate action to implement agreed recommendations and to remedy any internal accounting, organisational or operational control weaknesses identified.
- 8.8 To receive the Internal Audit Annual Report and annual controls assurance statement.
- 8.9 To review internal audit's compliance with public sector internal auditing standards or guidance, in accordance with the Accounts and Audit Regulations 2015.
- 8.10 To review and advise full Council on arrangements relating to the appointment of the Council's external auditor under the provisions of the Local Audit and Accountability Act 2014.
- 8.11 To receive and comment upon the External Auditor's Annual Plan, considering the scope and depth of external audit work and to ensure it gives value for money.
- 8.12 To monitor the External Auditor's progress with the Annual Plan.
- 8.13 To receive all scheduled outputs from the External Auditor's work, including the annual Audit Letter.
- 8.14 To review and comment upon liaison arrangements between Internal and External Audit with a view to optimising the effective deployment of audit resources.
- 8.15 To evaluate the adequacy and effectiveness of the Council's financial and operational policies and procedures including financial and accounting management through discussions with the External Auditors, Internal Auditors and appropriate officers.

- 8.16 To consider and endorse amendments to the Council's Financial Regulations and Contract Procedure Rules and, on behalf of full Council, give any instructions to the Section 151 Officer as may be appropriate.
- 8.17 To approve the annual Statement of Accounts on behalf of full Council in accordance with the Accounts and Audit Regulations 2015.
- 8.18 To monitor the effective development and operation of risk management and corporate governance by considering the effectiveness of the Council's adopted local Code of Governance. Also to oversee the production of the authority's annual Governance Statement in accordance with the Accounts and Audit Regulations 2015 and recommend its adoption.
- 8.19 To prepare an Annual Report to full Council setting out the committee's work and performance during the year and to refer to Council any matters it shall see fit.
- 8.20 To review any issue referred to it by the Chief Executive or any Council body.
- 8.21 To consider any matters referred to it by the Monitoring Officer in accordance with Overview and Scrutiny Procedure Rule 12.
- 8.22 With the Monitoring Officer to monitor and review the operation of the Constitution to ensure the aims and principles of the Constitution are given full effect.
- 8.23 To undertake the annual review of the council's use of the Regulation of Investigatory Powers Act 2000 (RIPA), ensuring compliance with the Code of Practice.
- 8.24 With the exception of those parts of the Constitution which are assigned specifically to the Council Business Committee, to consider and propose to Council any other amendments to the Constitution as necessary.

NOTICE OF MOTION

Proposed by Cllr. Frea. Seconded by Cllr. Clifford.

This Council acknowledges;

- the historic commitments made at the 2015 United Nations Climate Change Conference in Paris toward the future of renewable energy;
- our responsibility to help secure an environmentally sustainable future for our residents and in relation to the global effects of anthropogenic climate change.

This Council subsequently notes that;

- despite the Paris Agreement placing no binding commitments upon Local Government institutions, we as a Council can still play our part in the global movement towards a sustainable energy future;
- additional benefits of the development of green industries include the potential for create well-paid, high-skilled employment locally, regionally and nationally;
- the UK100 Agreement pledge outlines the ambition for the UK regions to exceed the Paris Climate targets through achieving 100% 'clean energy' usage by 2050.

In light of this, this Council, therefore, resolves to;

- match the ambitions of the UK100 Agreement by pledging to achieve 100% clean energy across Lancaster City Council's Council's full range of functions by 2050.
- work in partnership with our residents and business community to deliver against the commitments made nationally and internationally at the 2015 Paris Summit;
- turn these commitments into reality through developing a 'route map' to a sustainable future, working together with the business, educational and residential communities of Lancaster and Morecambe as part of an integrated approach to a shared sustainable future.

OFFICER COMMENTS

Information on the UK100 Agreement is widely available. Many Councils have already 'signed' up to it. It reads that the intention is to articulate the Council's support rather than 'sign up'. If it is the latter then any cost of joining would obviously need to be considered. Either way, it is entirely appropriate for Lancaster City Council to consider this. Clearly a decision to do so will then require appropriate supporting policies, plans, budgets etc. The long term timeframe allows appropriate planning to take place.

MONITORING OFFICER COMMENT

There is no legal barrier to prevent Lancaster City Council, if it so wishes, to agree this proposal.

DEPUTY SECTION 151 OFFICER COMMENTS

It is unclear from the current proposal if there are any initial, or ongoing costs associated in entering any agreement with UK100, or if the Council making a general statement of intent in support of UK100's aims. Any longer term financial implications resulting from entering into any agreement would need to be considered as part of the normal Council budget framework, which would allow for due consideration by Members.

COUNCIL**Reducing Plastic Bottles/Disposable Cups
Working Party – Update****11th April 2018****Report of Chief Officer (Environment)****PURPOSE OF REPORT**

To provide an update of the work undertaken so far.

This report is public

RECOMMENDATIONS

- (1) That Council notes the work of the Reducing Plastic Bottles/ Disposable Cups Working Group to date
- (2) That Council approves the location of drinking water fountains in Williamson Park and Happy Mount Park, using existing budgets.
- (3) That Council thanks the local businesses and Lancaster University Staff who have contributed to the work of the group via the Low Carbon Innovation Forum.

(1) INTRODUCTION

- 1.1 In the September 2017 a motion was introduced into full council on the issue of plastic bottle waste.

The motion was passed as follows:

“Resolved unanimously:-

Council notes the amount of plastic that ends up in landfill and in our oceans, and is a growing hazard to marine life. Every year millions of single use plastic bottles, nationally are disposed and estimated only 7% are recycled. Council also notes the fact that 2.5 billion coffee cups are thrown away every year in the UK – 10,000 in just 2 minutes.

To protect the environment and in furtherance of our Clean and Green Places priority under the Corporate Plan, Council resolves to:

- (1) Ask officers to refer back to the 2007 Overview and Scrutiny report about pollution in Morecambe Bay.
- (2) Promote public awareness of the issue and take steps to reduce plastic bottle use. This could include our partner agencies in primary health care, and local education.
- (3) Request officers to prepare a report on the practicalities and costs of installing drinking water fountains at key city centre locations in Morecambe and Lancaster.
- (4) Support a scheme where our local food and drinks outlets provide refills or free drinking water.
- (5) Investigate the viability of the City Council launching a promotional Lancaster refillable water container to sell at tourist outlets.
- (6) Work with businesses and other organisations to promote the use of reusable coffee cups including investigating the viability of a Lancaster district reusable cup, and encouraging businesses to use genuinely recyclable or eco-friendly cups.
- (7) Establish a working party to oversee this motion, comprised of Councillors, representatives from the retail sector, and officers, as appropriate.”

Council 28 February 2018 further resolved-

“the addition of a budget of £30,000 to be used to implement the recommendations of the working group set up to reduce the use of plastic bottles and disposable cups, with the budget being financed from the Budget Support Reserve and its allocation being delegated to the Chief Officer (Environment) in consultation with the relevant Cabinet Member.”

(2) WORKING GROUP UPDATE

- 2.2 Since September 2017 the Councillor led working party has been regularly meeting to consider how to best deliver the intended aims of the motion.
- 2.3 In parallel the issue of plastic waste has been highlighted in the national and local media thus helping raise awareness of the issue.
- 2.4 At its first meeting the working group asked officers to seek advice from Lancaster University as to what support could be given. From this, the Low Carbon Innovation Forum (comprising representatives from a number of Lancashire based SMEs) were requested to consider the problem and make recommendations to the Council.
- 2.5 What was apparent from the work of the forum was that –
 - The scale of the problem is much bigger than people realised (as demonstrated by a visit to the Middleton transfer station to see a

morning's worth of collected plastic waste).

- The problem is so big addressing it effectively requires intervention at global, national, local and individual levels.
- There are many examples of good practice already in place.

2.6 The main finding from the forum was that the problem is such a massive one, global / national solutions will take time to realise. In order to avoid being overwhelmed it is best to work on the principle of controlling what you can. Therefore the group considered the extent to which inroads could be made at a local level.

2.7 Lancaster City Council's role in this was considered to be pivotal. The forum drew the conclusion that what was best provided from the City Council was leadership, influencing, drawing in partners, coordination etc.

2.8 The forum pointed to numerous examples of local businesses and organisations who already had identified the problem and were working well to address it.

2.9 Based on this the Council could usefully provide the following -

- Setting of ambitions for the District. Token efforts have a negative effect. Aiming to be a national example in this regard is very realistic and can be done within existing resources.
- Raising awareness of the issue and seeking buy in/ positive contribution from other partners- County Council, United Utilities, Lancaster University, MPs, local media, Chamber, BIDs
- Development of an ambitious but clear and straightforward strategy for reducing single use plastics in the District. For the strategy to ring true it needs to be combined with lots of practical and visible actions
- Set an example in its own operations. Eg procurement policy for Council café operations, policies for events on public land
- Provide public land for infrastructure (eg drinking water fountains) using its influence to get funding for this from other stakeholders.
- Communicate the message of what we are seeking to achieve and how it is being achieved
- Use its influence, networks, community leadership etc to build on existing good practice in the District and engage with schools, community groups, individuals.

(3) CURRENT ACTIVITIES

3.1 **Strategy / Planning / Communication** - Having considered this the working group is currently developing a very ambitious but straightforward strategy/ action plan, which will be reported to a future Council meeting. This will also include plans to communicate, engage and educate. The strategy will look at what the Council can do directly but also and more importantly how it can use its role to influence others- eg scheme where businesses provide free water, promotion innovative ideas from the District.

3.2 **Practical Actions** - The group recognises the importance of quick wins. Drinking water fountains have been used in many other places as a visible and easy way of drawing attention to the issue and creating a practical means of providing drinking water in public spaces. Ironically the Council already

provides drinking water for pets in some of its parks. Suitable locations have already been identified in Williamson and Happy Mount Park. Besides reducing plastics this will impact positively on other Council priorities like health and wellbeing and helps contribute to the delivery of parks business plans and applications for accreditation (eg Green Flag). Part of the plan will be to put in further place drinking water fountains on public land. Officers are currently identifying potential sites in Lancaster city centre, Morecambe town centre and Carnforth town centre.

- 3.3 **Setting an Example-** Williamson Park café is already promoting the use of reusable cups and procuring café products that are bio degradable. The learning from this will help inform future policy for all our operations which will be recommended at a later date.
- 3.4 **Engaging and influencing key stakeholders-** will be key to delivering the strategy. Different stakeholders will require different approaches. Consideration is being given to who the key stakeholders are and how best to engage with them.
- 3.5 **Support from all Elected Members-** The group is keen to harness the ideas, networks and connections that all Elected Members have.

(4) PROPOSAL DETAILS

- 4.1 That at this stage Council approves the location of suitable drinking water fountains in Williamson Park and Happy Mount Park, funded from within existing public realm budgets.

(5) DETAILS OF CONSULTATION

- 5.1 As outlined in the report

<p>RELATIONSHIP TO POLICY FRAMEWORK</p> <p>As outlined in the report this initiative contributes to the priorities of ‘clean and green’ and ‘health and wellbeing’.</p>
<p>CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing):</p> <p>As outlined in the report</p>
<p>LEGAL IMPLICATIONS</p> <p>Legal Services have been consulted and have no further comments.</p>
<p>FINANCIAL IMPLICATIONS</p> <p>The total cost of installing fountains at Williamson Park and Happy Mount Park is estimated at</p>

£7,200 and this amount can be managed within existing Public Realm budgets. However, some reprofiling of planned works maybe required to accommodate this request.

The ongoing associated revenue costs (water supply and various safety checks) are expected to be minimal and can also be managed through existing utility budgets.

As detailed in the report, Council agreed to provide £30,000 to be used to implement the recommendations of the working group as they develop. Further decisions are still to be taken and the associated financial implications will be considered as expenditure is planned.

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

As outlined in the report

DEPUTY SECTION 151 OFFICER'S COMMENTS

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

MONITORING OFFICER'S COMMENTS

None

BACKGROUND PAPERS

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CABINET

6.00 P.M.

20TH MARCH 2018

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

Officers in attendance:-

Susan Parsonage	Chief Executive
Kieran Keane	Assistant Chief Executive
Mark Davies	Chief Officer (Environment)
Suzanne Lodge	Chief Officer (Health and Housing)
Paul Thompson	Accountancy Manager
Anne Marie Harrison	Economic Development Manager
David Brown	Interim Head of Legal and Democratic Services and Monitoring Officer
Dave Rigby	Interim HR and OD Manager
Liz Bateson	Principal Democratic Support Officer

80 MINUTES

The minutes of the meetings held on Wednesday 7th and Tuesday 13th February 2018 were approved as correct records.

81 ITEMS OF URGENT BUSINESS AUTHORISED BY THE LEADER

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

82 DECLARATIONS OF INTEREST

No declarations were made at this point.

83 PUBLIC SPEAKING

Members were advised that there had been a request to speak at the meeting from a member of the public in accordance with Cabinet's agreed procedure, as set out in Cabinet Procedure Rule 2.7, with regard to the report on the Implementation of Additional and Selective Licensing (Minute 84 refers). Mr Hemingway addressed Cabinet in support of the proposal to trial an alternative approach to additional and selective licensing.

The Chairman advised the meeting of a revision to the order of the agenda for the convenience of the public speaker.

84 REVIEW OF THE CONSULTATION ON THE IMPLEMENTATION OF ADDITIONAL AND SELECTIVE LICENSING IN A DEFINED AREA OF THE WEST END OF MORECAMBE

(Cabinet Member with Special Responsibility Councillor Warriner)

Cabinet received a report from the Chief Officer (Health & Housing) to review the outcome of the public consultation on the introduction of licensing in a defined area in the West End of Morecambe and make a decision on an enforcement approach.

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

	Option 1:	Option 2:	Option 3:
	Do Nothing	Use TCA funds to introduce a trial scheme of intelligence led, targeted approach to enforcement in a defined area of the West End of Morecambe	Introduce a licensing scheme in a defined area of the West End of Morecambe
Advantages	<p>The council operates a minimum service to meet its statutory obligation.</p> <p>No additional costs</p>	<p>Intelligence gathering will identify the majority of private rented properties.</p> <p>Not restricted by licensing legislation</p> <p>Targets the bad landlords not the good ones.</p> <p>Avoids risk of additional costs being passed onto tenants</p> <p>Avoids risk of stigmatising the area</p> <p>Consistent with enforcement outside the defined boundary where a landlord owns properties elsewhere in the district.</p> <p>Takes into account the feedback from the consultation</p> <p>Takes into account new enforcement powers including banning orders and</p>	<p>Intelligence gathering will identify all privately rented properties.</p> <p>The need for a licence holder will identify a responsible person for each property.</p> <p>All licence holders will have to meet a fit and proper person test</p> <p>A properly administered licensing scheme should be cost neutral to the council but deliver positive benefits to the housing stock and local area.</p> <p>Residents, potential residents and investors will be reassured of the council's commitment to making improvements to the private rented sector.</p>

		<p>rent repayments orders and civil penalties.</p> <p>Builds links and collaboration with responsible landlords</p> <p>Potential for increased goodwill from landlords</p> <p>Cost neutral as funded from TCA</p> <p>No risks of costs from challenge and judicial review</p> <p>It would complement existing regeneration schemes.</p> <p>If this approach doesn't work, it is a clear indication that licensing is needed.</p>	<p>A licensing scheme would complement existing regeneration programmes.</p>
Disadvantages	<p>The council is not taking advantage of all statutory tools available to it to improve conditions in the private rented sector.</p> <p>The council is not maximising the funding offered by the TCA grant.</p> <p>Investors interested in Morecambe may not be reassured of the council's commitment to improvement of the area as a whole.</p> <p>Problems continue to increase.</p>	<p>Requires alternative resourcing, as no license fees</p> <p>No mandatory requirement to identify a responsible person.</p> <p>No mandatory requirement to be a fit and proper person to be a landlord.</p> <p>No mandatory requirement to register.</p>	<p>The scheme is restricted to one area. The boundary is not flexible.</p> <p>Licensing is restricted to five years.</p> <p>Large bureaucratic burden of legal paperwork.</p> <p>Targets all landlords irrespective of their history of compliance, so time will be spent licensing good landlords.</p>
Risks	<p>Failure to meet the corporate priority of improvements to the private rental sector.</p>	<p>Relies on collaboration with good landlords.</p>	<p>Restrictions on the use of fee income: enforcement requirements are</p>

	<p>Failure to meet outcomes for TCA grant.</p> <p>Issues escalate and there is no additional resource to tackle them.</p>	<p>No register of landlords.</p> <p>Level of enforcement is difficult to predict and could result in an additional cost burden to the Council, although this could happen anyway.</p>	<p>difficult to predict and could result in additional cost burden to the Council.</p> <p>Landlord and other opposition could make it difficult to deliver the scheme and to therefore meet objectives.</p> <p>Problems identified in the proposal could displace elsewhere with no specific resource available to address this.</p> <p>Complaints from landlords about increased regulation.</p> <p>The possibility of rent rises with additional costs being passed on to tenants.</p> <p>Increase in homelessness as some tenants become 'too risky'.</p> <p>Stigmatisation of the area.</p> <p>Discouragement of investment in the defined area.</p> <p>Costs to defend a scheme if faced with judicial review</p>
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The Officer Preferred Option was Option 2: use TCA funds to introduce a trial scheme of intelligence led, targeted approach to enforcement in a defined area of the West End of Morecambe.

The conclusion from the public consultation on the introduction of licensing welcomed the fact that the council were looking to introduce an initiative to address some of the underlying issues with the private rented sector in the West End. It was not clear that there was support for the introduction of a licensing scheme, however, a number of significant risks were identified.

To take account of the outcome of the consultation and address some of these risks, it is recommended that a targeted enforcement approach be introduced in the West End of Morecambe for a defined period of time. This approach would aim to build a sustainable, collaborative approach with responsible landlords, while targeting those who don't co-operate. It would avoid the risk of additional costs from licensing being passed on to tenants and avoid the high volume paperwork required to administer a licensing scheme. It would offer a different approach to improving conditions in an area by targeting rogue landlords, so it is likely to be supported by good and well intentioned landlords and would complement the work of the newly established anti-social behaviour team and the approach being developed by work on the Transformation Challenge Award. Targets will be developed to assess the impact of this approach to be fed into an evaluation in 18 months. If this approach were to fail, it would be a clear indication and build a stronger case that the council should pursue licensing in the future.

Councillor Warriner proposed, seconded by Councillor Hanson:-

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

Councillors then voted:-

Resolved unanimously:

- (1) That the outcome of the public consultation on the possible introduction of licensing in a defined area in the West End of Morecambe be noted.
- (2) That, based on the feedback from the consultation, Cabinet agree to trial an alternative approach to additional and selective licensing as outlined in the report, which involves targeted enforcement of those landlords who are failing to meet and maintain standards.
- (3) That approval be given to the designation of the area referred to in the report, and defined in the map set out in Appendix 1 to the report, as being subject to the targeted enforcement programme.
- (4) That the trial referred to in (3) be implemented for a period of not more than 18 months (using existing Transformational Challenge Award grant) with a report back to Cabinet following this. This would include an evaluation of the alternative approach to enable Cabinet to consider its' effectiveness and whether there was still a case for considering the introduction of additional and selective licensing.

Officer responsible for effecting the decision:

Chief Officer (Health & Housing)

Reasons for making the decision:

Improvements in the private rented sector and housing renewal in the West End of Morecambe were identified as priorities in the 2016 -2020 Corporate Plan to support positive improvements in the health and wellbeing of residents in the district. An alternative approach to licensing by using an intelligence led targeted approach to enforcement will address some of the concerns and risks identified by the consultation

while delivering the same objectives.

85 CHANGES TO COUNCIL HOUSING TENANCY AGREEMENT

(Cabinet Member with Special Responsibility Councillor Warriner)

Cabinet received a report from the Chief Officer (Health & Housing) which sought Cabinet approval to make changes to the Council Housing Tenancy Agreement relating to secure and introductory tenants

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

	Option 1: Do nothing – continue with the existing tenancy agreement	Option 2: Cabinet approves the proposal to revise the tenancy agreement
Advantages	Simplicity of continuation. Marginal cost savings	The tenancy agreement is updated to ensure that it meets current standards and requirements, and it fit for purpose. The tenancy agreement remains an effective management tool.
Disadvantages	The existing tenancy agreement does not reflect current standards and requirements.	Marginal costs of implementation.
Risks	The tenancy agreement will not be wholly fit for purpose as an effective management tool.	The Office of Fair Trading publication on unfair terms in tenancy agreements has been referred to throughout this process. This approach will help minimise risk relating to the robustness of the content of the new agreement.

The Officer preferred option is Option 2 for the reasons set out above. The need has been identified for the Council to review its tenancy agreement to ensure that the agreement remains fit for purpose and can be used as an effective management tool. The agreement has also been updated to ensure that it meets tenant expectations in terms of clarity and understanding.

Councillor Warriner proposed, seconded by Councillor Pattison:-

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

Councillors then voted:-

Resolved unanimously:

- (1) That the proposed changes to the Tenancy Agreement be approved.
- (2) That the Principal Housing Manager be authorised to consult with tenants regarding the proposed changes to the Tenancy Agreement, and to serve the necessary preliminary notice of variation.
- (3) That a further report be brought to Members following the completion of the consultation process.

Officer responsible for effecting the decision:

Chief Officer (Health & Housing)

Reasons for making the decision:

The decision is consistent with the City Council's Corporate Plan, supporting the Council's objectives to deliver value for money, customer focussed services and support sustainable communities.

86 REVIEW OF HOUSING ALLOCATION POLICY

(Cabinet Member with Special Responsibility Councillor Warriner)

Cabinet received a report from the Chief Officer (Health & Housing) to request approval of the revised Housing Allocation Policy.

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

	Option 1: Do not approve the revised Housing Allocation Policy.	Option 2: Approve the revised Housing Allocation Policy.
Advantages	No notable advantages.	Compliant with current legislation and good practice. Reduce homelessness and will give young people and people fleeing domestic abuse from outside the District the opportunity to apply to the housing register.
Disadvantages	Not able to carry out our statutory duties to prevent homelessness and assist those who fall outside the current local connection criteria, for example, Lancashire Care leavers and those fleeing violence from other areas not being able to apply to the housing register. Increased statutory homeless applications.	Increase in applications from other Districts or Counties which will increase the administration of applications and potentially reduce the number of available properties.

Risks	Increased complaints and legal challenge.	The revised allocation policy has been reviewed in line with current up to date guidance to avoid risks associated with legal challenge.
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As described in the report, the officer preferred option is Option 2 to approve the revised Housing Allocation Policy see (Appendix 1).

Adoption of the revised Housing Allocation Policy will ensure the policy is “fit for purpose” for those in the greatest housing need. Ensuring we are compliant with current law and guidance relating to the impending Homeless Reduction Act new duties from April 2018. The revised Policy will also ensure that residents who apply to the council for housing will continue to be treated fairly and in accordance with the law. The proposals provide clarity that applicants falling within the statutory reasonable preference groups will have access to the housing register whilst continuing to recognise good practice.

Councillor Hanson proposed a revision to the local connection criteria and officer advice was sought to ensure that the amendment would be lawful.

Following on from clarification from the Chief Officer (Health & Housing) and the Interim Head of Legal and Democratic Services that the amendment if suitably worded was lawful and unlikely to have a major impact on housing allocations, Councillor Hanson proposed, seconded by Councillor Pattison:

“That the Changes to the Local Connection Criteria (exceptions) be revised to include individuals who were born and lived in the area continuously for a minimum of fifteen years.”

The amendment was agreed unanimously. Councillors then voted on the original recommendation, as revised:-

Resolved unanimously:

- (1) That the Changes to the Local Connection Criteria (exceptions) be revised to include individuals who were born and lived in the area continuously for a minimum of fifteen years.
- (2) That the revised Housing Allocation Policy, as amended to include (1) above, be approved.

Officer responsible for effecting the decision:

Chief Officer (Health & Housing)

Reasons for making the decision:

The allocation of social housing directly contributes to the Health & Wellbeing corporate priority by improving access to good quality affordable housing. Officers will be able to monitor the impact of the revision to the Local Connection Criteria (exceptions) and if necessary re-visit the decision if it proves to have too profound an effect on housing allocations.

87 2017-18 PERFORMANCE MONITORING QUARTER 3**(Cabinet Member with Special Responsibility Councillor Blamire)**

Cabinet received a report from the Chief Executive to report on the overall performance of key indicators for October - December 2017 (Quarter 3).

As the report was primarily for noting and comments, no options were provided.

Councillor Blamire proposed, seconded by Councillor Clifford:-

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

Councillors then voted:-

Resolved unanimously:

(1) That the performance of key indicators at the end of Quarter 3, 2017-18, be noted.

Officer responsible for effecting the decision:

Chief Executive

Reasons for making the decision:

The City Council's Performance Management Framework requires regular reporting of operational, as well as financial performance.

Chairman

(The meeting ended at 6.30 p.m.)

**Any queries regarding these Minutes, please contact
Liz Bateson, Democratic Services - telephone (01524) 582047 or email
ebateson@lancaster.gov.uk**

MINUTES PUBLISHED ON TUESDAY 27TH MARCH, 2018.

**EFFECTIVE DATE FOR IMPLEMENTING THE DECISIONS CONTAINED IN THESE MINUTES:
FRIDAY 6TH APRIL, 2018.**