



LANCASTER
CITY COUNCIL

Promoting City, Coast & Countryside

COUNCIL MEETING

**Wednesday, 29 January 2020 -
6.00 p.m.
Morecambe Town Hall**

Lancaster City Council welcomes members of the public to attend meetings. However, space in the public gallery is limited to 30 seats due to Fire Regulations. The seats are allocated on a first come, first served basis and no standing is permitted. If you require support in accessing the building, please contact Democratic Services on 01524 582132, or email democracy@lancaster.gov.uk

Kieran Keane,
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, 29 January 2020 commencing at 6.00 p.m. for the following purposes:

1. **APOLOGIES FOR ABSENCE** (Pages 5 - 7)

To receive apologies from Councillors and consider a report of the Democratic Services Manager regarding Councillor Mumford.

2. **MINUTES**

To receive as a correct record the Minutes of the Meeting of the City Council held on 18 December 2019 (previously circulated).

3. **DECLARATIONS OF INTEREST**

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

Councillors 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, Councillors 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, Councillors 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** (Pages 8 - 11)

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.

Professor Imogen Tyler FacSS has registered to speak on Item 10, Mellishaw Traveller Site – Future Arrangements on behalf of the Morecambe Bay Poverty Truth Commission. A copy of the text of her address is included with this agenda.

8. **LEADER'S REPORT** (Pages 12 - 13)

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

ITEMS DEFERRED FROM THE LAST COUNCIL MEETING

9. **COMMITTEE TIMETABLE 2020/2021** (Pages 14 - 17)

Report of the Democratic Services Manager

REPORTS REFERRED FROM CABINET, COMMITTEES OR OVERVIEW AND SCRUTINY

10. **MELLISHAW TRAVELLER SITE - FUTURE ARRANGEMENTS** (Pages 18 - 23)

Report of the Director of Communities and Environment

11. **BUDGET AND POLICY FRAMEWORK UPDATE 2020/21 TO 2023/24** (Pages 24 - 72)

Report of Cabinet

12. **COUNCIL PLAN: STRATEGIC PRIORITIES UPDATE** (Pages 73 - 77)

Report of Cabinet

13. **COUNCILLOR DARREN CLIFFORD** (Pages 78 - 80)

Report of the Standards Committee

OTHER BUSINESS

14. **ALLOCATION OF SEATS TO POLITICAL GROUPS** (Pages 81 - 84)

Report of the Chief Executive

15. **EXECUTIVE FUNCTIONS - SCHEME OF DELEGATION** (Pages 85 - 86)

Report of the Director of Corporate Services

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

Group Administrators to report any changes to Committee Membership.

17. **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.

18. **MINUTES OF CABINET** (Pages 87 - 92)

To receive the minutes of the meeting of Cabinet held on 3 December 2019 (copy attached).



.....
Chief Executive

Town Hall,
Dalton Square,
LANCASTER,
LA1 1PJ

Published on Tuesday 21 January 2020.

COUNCIL**Councillor Michael Mumford****29 January 2020****Report of the Democratic Services Manager****PURPOSE OF REPORT**

To enable Council to consider approving Councillor Mumford's non-attendance at Council meetings for a periods of six months due to ill health.

This report is public

RECOMMENDATIONS

- (1) The Council is asked to approve Councillor Mumford's non-attendance at meetings of the authority due to ill health for a six month period up to 19 August 2020 pursuant to Section 85 (1) of the Local Government Act 1972.

1.0 Introduction

- 1.1 Section 85 (1) of the Local Government Act 1972 requires a member of a Local Authority to attend at least one meeting of that Authority within a six month consecutive period, in order to avoid being disqualified as a Councillor. This requirement can be waived and the time limit extended if any failure to attend was due to a reason approved by the Authority, in advance of the six month period expiring.
- 1.2 Unfortunately, due to a serious illness Councillor Michael Mumford, Kellet Ward, has not been able to attend any Council or Committee meetings since the Planning Regulatory Committee on 19 August 2019. A formal request has therefore been made for an extension to the six month rule to be approved in his respect.

2.0 Background

- 2.1 Section 85 (1) of the Local Government Act 1972 states that "if a member of a Local Authority fails, throughout a period of six consecutive months from the date of their last attendance, to attend any meeting of the Authority they will, unless the failure was due to some good reason approved by the Authority before the expiry of that period, cease to be a member of the Authority." Attendance can be at any committee or sub-committee, or any joint committee, joint board or other body where the functions of the Authority

are discharged or who were appointed to advise the Authority on any matter relating to the discharge of their functions.

- 2.2 Councillor Mumford has not been able to attend any Council or Committee meetings since the Planning Regulatory meeting on 19 August 2019, due to a hospital admission and serious illness. The Democratic Services Manager has received a request for the Council to consider approving an extension to the usual six month attendance rule enabling him to remain in office until he is able to resume normal duties.
- 2.3 Council can only consider approval of any reasons for non-attendance before the end of the relevant six month period, which will be 19 February 2020. Councillor Mumford has confirmed that he will not be able to attend Council meetings for the foreseeable future and so this request has been submitted to approve an extension of the usual six month rule.
- 2.4 Councillor Mumford was elected to the Council in May 2019 and represents Kellet ward. In addition to full Council he also serves as a member of Council Business Committee and Planning Regulatory Committee. He is also a council representative on the Crook O'Lune Advisory Committee and Relate Lancashire – Lancaster District.

3.0 Proposal

- 3.1 Section 85 (1) of the Local Government Act 1972 enables a Local Authority to approve the reason(s) for non-attendance of a Member at any meeting of the Authority throughout a period of six consecutive months, provided that approval is given by the Authority before the expiry of the six month period.
- 3.2 This is the final Council meeting at which approval could be sought for an extension of the time limit. If approval to any extension is not therefore agreed at this meeting Councillor Mumford would, under Section 85 (1) of the Local Government Act 1972 be disqualified after 19 February 2020 from office as a councillor.
- 3.3 Once any councillor loses office, through failure to attend for the six month period, the disqualification cannot be overcome by the councillor subsequently resuming attendance nor can retrospective approval of the Council be sought for an extension in time.

4.0 Conclusion

- 4.1 The Council is asked to approve Councillor Mumford's non-attendance at meetings of the authority due to ill health for a six month period up to 19 August 2020 pursuant to Section 85 (1) of the Local Government Act 1972.

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

LEGAL IMPLICATIONS

These are set out in the report.

FINANCIAL IMPLICATIONS

There are no financial implications as a result of this report.

OTHER RESOURCE IMPLICATIONS

None.

SECTION 151 OFFICER'S COMMENTS

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

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no comments.

BACKGROUND PAPERS

None

Contact Officer: Debbie Chambers
Telephone: 01524 582057
E-mail: dchambers@lancaster.gov.uk
Ref:

This statement is submitted on behalf of Morecambe Bay Poverty Truth Commission (MBPTC)ⁱ in support of the proposal before Lancaster City Council to take ownership of Mellishaw Park Gypsy and Traveller site and to make the necessary investment to improve the site (so that it meets the conditions laid out in the Mobile Homes Act (1983)).

I am a Professor of Sociology at Lancaster University with expertise in the health and social inequalities that affect the lives of Gypsies and Travellers in Britain. I am also a civic commissioner on *Morecambe Bay Poverty Truth Commission*. I have been asked to speak on behalf of MBPTC, and on behalf of two members of the Mellishaw community who are part of the local commission.ⁱⁱ

Mellishaw Park has existed as a residential site for Gypsy and Traveller families since 1982, before which it was a stopping site (for as long as anybody can remember). It has 19 hard-standing pitches for static caravans. About 80 people currently live at Mellishaw, including around 30 children and many elderly people. Several residents have chronic physical and mental health problems. Many families have lived there for decades, some for the entirety of their lives.

The community at Mellishaw are Irish Travellers. They are not Irish, but have Irish ancestry. Irish Travellers have formed a distinct ethnic group in the British Isles for about 400 years. Estimates suggest about 15,000 Irish Travellers live in the UK (of a total 300,000 Gypsy, Roma and Traveller population). The Mellishaw Travellers are as "local" as anybody else who are residents of our local area. The provisions of the Equality Act (2010) mean that, in theory, they are legally protected against discrimination.

In 2019, the UK Government's cross-party 'Women and Equalities Commission' examined the inequalities faced by GRT communities.ⁱⁱⁱ In its own submission the Government accepted that, 'Gypsies, Travellers and Roma are among the most disadvantaged people in the country and have poor outcomes in key areas such as health and education'.^{iv} There is a growing body of evidence about the health inequalities effecting GRT communities. For example, the rate of suicides among Traveller women is significantly higher than the general population, and life expectancy is low for both women and men, with one third of Travellers dying before the age of 59. Health inequalities are more pronounced in deprived areas and are worsening. A 2019 study undertaken by Leeds City Council revealed that GRT people in Leeds have an average life expectancy of 50 years of age, compared to the settled population of around 78 years.^v With these shocking mortality statistics in mind, the MBPTC has worked with the Morecambe Bay Clinical Commissioning Group (CCG) to set up a Traveller health group to address the health needs of the Mellishaw community.

Other key problems include:

- lack of access to secure accommodation
- lack of secure or well-paid employment
- discrimination or lack of access to criminal justice and legal services.

Prejudice against GRT communities is widespread.^{vi} Racism towards GRT people is not only higher than towards any other minority group, but is markedly more aggressive, and is considered by many to be socially justified. It is estimated that 90% of Gypsy and Traveller children have suffered racial abuse. Fortunately, the children at Mellishaw are very settled in primary school (they all attend St Joseph's in Heysham) and do not experience racism at school.

In March 2019, Kate Green, chair of the All-Party Parliamentary Group on Gypsies, Travellers and Roma described the 'offensive and derogatory language' currently being used 'to describe these groups in public life and in the media', including by the politicians who are supposed to represent them.^{vii} While the Public Sector Equality Duty 'is clear that public bodies have a duty to have due

regard to advancing equality and fostering good relations between protected groups', there remains 'a conspicuous lack of due regard for the needs of the Gypsy, Roma and Traveller communities'.^{viii} They are 'poorly served by policy-makers and public services', and their voices are rarely included in decision-making.^{ix} Exclusion has got worse with austerity cuts. Decisions to defund specialist services designed to meet the needs of these communities aren't greeted with the same kinds of public outcry which meet cuts to other groups.

Since Lancashire County Council's proposal to sell Mellishaw, this community has been living under the shadow of eviction. Pretty much everything of value which the families own is invested in their static caravans on the site. They have nowhere to move their homes to if, for example, they are required to leave when the site is sold to a private land-owner and they are forced out. This is a reasonable fear; recent evidence shows that when local authorities have sold sites to private landlords, families have been forced off due to steep increases in rent, or additional and unrealistic terms and conditions. In some cases, previously council-run GRT sites have become park homes, housing elderly tenants from the wider community, with Traveller families forced onto the road leading to an increase in unauthorised encampments.

Mellishaw residents have told me that uncertainty about their future has created significant stress, worsening health problems. As an elderly lady, who suffers from early-stage dementia stated to me on a recent visit to Mellishaw, '*they are going to turn me out. Where will I go?*' She has lived on the site for over 30 years and tells me that she is '*too old to survive a life by the side of the road*'. This lady is currently cared for by her adult daughter and grandchildren who live in a neighbouring caravan.

Another Traveller member of MBPTC notes:

We were given a plot on Mellishaw ten years ago...and before that we were living on the side of the road...I pray that we do not end up back on the side of the road. That kind of life is hard now. We were evicted and moved on all the time and getting water and electricity – things that settled people take for granted – was hard. It was hard to get your children into school. In winter it was even harder.

We also don't want to be put off here and forced to move into [bricks and mortar] housing.... We don't want to live in a house. We would rather go back on the side of the road than move to a house. We feel stressed and closed in in a house. It's not our culture.^x

Travellers forced to move into bricks-and-mortar housing suffer from depression, isolation, and worsening health. There is also a severe national shortage of official sites, which has led to an increase in the number of unauthorised caravan sites. Our own local Gypsy and Traveller Accommodation Needs Assessment reveals a need for further pitches. Since the 1980s, two thirds of traditional, informal stopping sites for Travellers have been closed. Further, proposals by the current Government aim to give police new powers to confiscate vehicles and mobile homes from 'anyone whom they suspect to be trespassing on land with the purpose of residing on it'.^{xi}

GRT communities are facing a more hostile environment than ever before. However, there are signs of more progressive approaches being adopted elsewhere; in 2019, the Scottish Government launched a £3m action plan to tackle the discrimination and challenges faced by GRT communities, boosting resources for local authorities to improve accommodation and sites.^{xii} As the Scottish Equalities Minister stated, it is important that these communities feel 'safe and respected and know they are valued members of Scotland's diverse cultural heritage.'^{xiii}

MBPTC would like to see a similar progressive approach adopted here. Our area is home to one of the largest settled Irish Traveller Communities in the UK, and Lancaster City Council has an opportunity to signal that this community is included in local planning, echoing the Eden Project's motto that, 'Inclusive communities are better communities'.

The families at Mellishaw need the support of their City Council. At present very small amounts of public money are spent on serving this self-sufficient part of our local community. Furthermore, re-housing a community full of children, elderly and sick people, would certainly outweigh the costs of allowing them to remain living on this small of piece of land, even with the improvements which have to be made. The Mellishaw community are simply asking that they be treated in the same way as other residents in council-run or owned accommodation.

One of the Mellishaw community asked me to relay these words to you: *'We are the same as you, human like you. Please listen, please save our homes and help us make a better future for our children'*.

Thank you for listening.

ⁱ MBPTC is composed of around a dozen people who have or are experiencing poverty, as well as a similar number of civic decision-makers, including local representatives from groups such as the police force, the fire service, local schools, GPs, United Utilities, Stagecoach, DWP, Food Bank, Citizens Advice, extending to members of the City Council (politicians and civil servants). We believe that people with lived experiences of poverty should have a voice and agency in decision-making, and that small-scale local change can improve lives.

ⁱⁱ Representatives from the Mellishaw community are active members of the MBPTC. Those of you who attended the MBPTC launch event at Lancaster City Hall in July 2018 may remember women and children from Mellishaw speaking about poor living conditions on the site.

ⁱⁱⁱ Tackling inequalities faced by Gypsy, Roma and Traveller communities: Government and Ofsted response to the Committee's Seventh Report of Session 2017–19, Women and Equalities Committee, 2019 <https://publications.parliament.uk/pa/cm201719/cmselect/cmwomeq/2411/2411.pdf>

^{iv} Tackling inequalities faced by Gypsy, Roma and Traveller communities: Government and Ofsted response to the Committee's Seventh Report of Session 2017–19, Women and Equalities Committee, 2019 <https://publications.parliament.uk/pa/cm201719/cmselect/cmwomeq/2411/2411.pdf>

^v Liz Bailey, 2019, Health Needs Assessment of Gypsies, Travellers and Roma Groups in Leeds 2019, <https://observatory.leeds.gov.uk/wp-content/uploads/2019/06/GTR-HNA-post-consultation-June-2019.pdf>

^{vi} Developing a national barometer of prejudice and discrimination in Britain, Equality and Human Rights Commission, 2018, <https://www.equalityhumanrights.com/sites/default/files/national-barometer-of-prejudice-and-discrimination-in-britain.pdf>

^{vii} Kate Green, 2019, <https://www.politicshome.com/news/uk/social-affairs/house/house-magazine/103895/kate-green-discrimination-and-abuse-against>

^{viii} Tackling inequalities faced by Gypsy, Roma and Traveller communities: Government and Ofsted response to the Committee's Seventh Report of Session 2017–19, Women and Equalities Committee, 2019 <https://publications.parliament.uk/pa/cm201719/cmselect/cmwomeq/2411/2411.pdf>

^{ix} Tackling inequalities faced by Gypsy, Roma and Traveller communities: Government and Ofsted response to the Committee's Seventh Report of Session 2017–19, Women and Equalities Committee, 2019 <https://publications.parliament.uk/pa/cm201719/cmselect/cmwomeq/2411/2411.pdf>

^x 'Lancashire Travellers worried about losing homes as council set to consult on site sell-off' *Traveller Times*, 2019 <https://www.travellerstimes.org.uk/news/2019/02/lancashire-travellers-worried-about-losing-homes-council-set-consult-site-sell>

^{xi} Strengthening police powers to tackle unauthorised encampments, Home Office, 2019 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/844954/Unauthorised_Encampments_-_consultation_paper.pdf

^{xii} Improving Gypsy/Traveller lives, Scottish Government, 2019 <https://www.gov.scot/news/improving-gypsytraveller-lives/>

^{xiii} Improving Gypsy/Traveller lives, Scottish Government, 2019 <https://www.gov.scot/news/improving-gypsytraveller-lives/>



Leader's Report 29 January 2020

Report of the Leader of the Council

PURPOSE OF REPORT

To present the Leader's report to Council.

This report is public.

RECOMMENDATION

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 18 December 2019. The minutes of the Cabinet meeting held on 14 January 2020 were not available at the time of publication of the agenda and will be tabled at the February Council meeting.

2.0 Decisions required to be taken urgently

There are no decisions to report since the last Leader's Report on 18 December 2019.

3.0 Leader's Comments

Happy New Year! I hope everyone managed something of a break over Christmas and is ready for what is shaping up to be an exciting year for our district & the council.

Budget

Thanks to all the officers & councillors across parties who are contributing to the budget process. I'm aware this cross-party engagement through the budget process is new but I do hope it provides the opportunity for all councillors who want to contribute to do so, and maybe even lead to a shorter council budget meeting. On that note, if anyone is still secretly nursing a budget proposal, please do ask the appropriate officers for help in costing it and ensure Cllr Whitehead is aware of

it as soon as possible. The later in the budget process we get, the harder it is to include new things.

Capital strategy & borrowing

Thanks also to everyone involved in the capital strategy briefings in recent weeks as both presenters and attendees and the work of the cross-party capital strategy group. As government funding for councils continues to reduce and be uncertain, the need to generate new revenue streams continues to increase in importance. Further, whether we want to build a solar farm or grow our council housing stock, it most likely involves borrowing and therefore it is important that every councillor understands the decisions we are taking, and that as a council we are clear when we are investing to generate an income, and when we are making a decision to subsidise a project important to the district.

Community engagement

Four thousand (4000) letters have gone out to households inviting them to express interest in being part of the climate emergency people's jury, and so far we have had a very good response rate.

After a hiatus for the pre-election period, the advisory groups are meeting again. Since council last met there have been meetings of the community wealth building partnership, and the culture, heritage, arts & leisure advisory group, with meetings of the climate emergency advisory, well-being advisory group happening this week. I would encourage all councillors to be part of these conversations. They are important ways to shape the council's work in these areas and to hear from residents and organisations who have relevant expertise. It would also be very useful if all councillors could help to connect residents and organisations to the conversations that most interest them.

4.0 Key Decisions

The following Key Decision was taken by Cabinet on 3 December 2019:

- (1) Sale of Cable/Wood Street Car Park, Lancaster

The following Key Decisions were taken by Cabinet on 14 January 2020:

- (1) Priorities Update
- (2) Morecambe Winter Gardens
- (3) Investment Proposals

Background Papers

Cabinet agenda and minutes of the meeting held on 18 December 2019.

COUNCIL**Committee Timetable 2020/2021****29 January 2020****Report of the Democratic Services Manager****PURPOSE OF REPORT**

To consider a timetable of committee meetings for the 2020/21 municipal year.

This report is public.

RECOMMENDATIONS

(1) **That Members consider the revised proposed timetable of meetings, times and venues for the 2020/21 municipal year as set out within the report and appendices.**

(2) **That a final schedule of meetings be agreed.**

1.0 Background and Introduction

1.1 Rule 2.2 of the Council Procedure Rules in the Constitution states that “at an Ordinary meeting preceding the Annual Meeting the Council will approve a programme of Ordinary meetings for the next municipal year.” A report was put to Council in December 2019, however members were dissatisfied with some aspects of the timetable and it was resolved:

That consideration of the draft Committee timetable for 2020/2021 be deferred and that Councillors provide feedback on the draft timetable to the Democratic Services Manager in order that a revised timetable taking into account any issues raised by Members could be presented at the Council meeting in January 2020.

2.0 Updated Proposal Details

2.1 Members have submitted some comments which have been incorporated into revised proposals for the timetable. These are provided in the appendices to this report, with the draft timetable at Appendix B.

2.2 In summary, the revisions which reflect comments received are:

- The date of Christmas Council has been moved from 23 December 2020 to 16 December 2020.
- The JCC and Personnel meetings which clashed with a Cabinet meeting on 8 December 2020 have been moved to 24 November 2020.
- A scheduled member briefing has been removed on 7 January 2021 to allow for flexibility around timing of budget briefings for members

- The Standards Committee meeting scheduled for 25 June 2020 has been moved to 9 July 2020.
- The Council meeting scheduled for 19 August 2020 has been changed to 29 July 2020 and this has had a consequential effect on an earlier Council meeting as well. The one scheduled for 8 July 2020 has been moved to 24 June 2020.
- The Cabinet meetings for 23 June and 4 August 2020 have been brought forward to 9 June and 14 July 2020 respectively to fit with Council meetings. This is to allow any Budget and Policy issues, which Cabinet may be required to refer to Council for decision, to be dealt with in a timely manner.
- Regarding meetings times (Appendix A) it is suggested that the Annual Business Council meeting start at 6pm (like other Council meetings at Morecambe Town Hall) rather than 6.30pm as this has often caused confusion.

3.0 Conclusion

- 3.1 Members are asked to consider this report and appendices and agree a timetable of meeting dates, times, and venues for the 2020/21 municipal year at this meeting.

<p>CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing) None.</p>	
<p>LEGAL IMPLICATIONS It is a legal requirement that the City Council publishes its timetable of meetings by the commencement of each Municipal Year. Amendments can be made throughout the year provided at least 5 days' notice is given.</p>	
<p>FINANCIAL IMPLICATIONS There are no additional financial implications for the proposed draft timetable. The costs of the meetings will be met from existing budgets.</p>	
<p>OTHER RESOURCE IMPLICATIONS, such as Human Resources; Information Services; Property; Open Spaces: None.</p>	
<p>SECTION 151 OFFICER'S COMMENTS The Section 151 Officer has been consulted and has no further comments.</p>	
<p>MONITORING OFFICER'S COMMENTS The Section 151 Officer has been consulted and has no further comments.</p>	
<p>BACKGROUND PAPERS None.</p>	<p>Contact Officer: Debbie Chambers Telephone: 01524 582057 E-mail: dchambers@lancaster.gov.uk Ref:</p>

Meeting Start Times/Venues/Number of meetings 2020/21

Appendix A

Meeting	Venue(s)	Start Time	Number of meetings
Annual Council (Ceremonial)	Ashton Hall, LTH	12 noon	1
Annual Council (Business)	MTH	6.00pm	1
Council	MTH	6.00pm	8
Council Business Committee	MTH	6.00pm	3
Cabinet	Alternating between LTH/MTH	6.00pm	9
Overview and Scrutiny Committee	MTH	6.00pm	9
Budget and Performance Panel	LTH The stakeholder meeting in January 2018 to be held in MTH commencing at 6.00pm.	6.10pm	5
Licensing Committee	LTH	1.00pm	8
Planning Regulatory Committee	LTH	10.30am	13
Personnel Committee*	LTH	6.10pm, 'or at the rise of JCC, whichever is the later'.	2
JCC	LTH	5.00pm. Chairman to use their discretion regarding an earlier start for JCC depending on the amount of business to be considered.	2
Audit Committee	LTH	6.10pm	4
Standards Committee*	LTH	6.10pm	2

Notes:

(LTH = Lancaster Town Hall)

(MTH = Morecambe Town Hall)

The Appeals Committee is convened as and when necessary at LTH with no set day or time.

*These Committees may begin earlier in the day if additional meetings are convened to hear specific cases.

DRAFT COMMITTEE TIMETABLE 2020/2021

APPENDIX B

	May 2020	June	July	August	September	October	November	December	January 2021	February	March	April	May	
Mon		1 Planning								1 Planning	1 Planning			Mon
Tue		2			1			1 Planning Site Visit		2-Budget & Perf Panel - MTH	2 Cabinet LTH			Tue
Wed		3	1 Overview & Scrutiny Committee		2			2		3	3			Wed
Thu		4 Licensing	2 Licensing Member Briefing		3 Member Briefing	1 Member Briefing		3		4 Licensing Member Briefing	4 Council Business Committee	1 Member Briefing		Thu
Fri	1	5	3		4	2		4	1 Bank Holiday	5	5	2 Bank Holiday		Fri
Sat	2	6	4	1	5	3		5	2	6	6	3	1	Sat
Sun	3	7	5	2	6	4	1	6	3	7	7	4	2	Sun
Mon	4	8	6	3	7 Planning Site Visit	5 Planning Site Visit	2 Planning Site Visit	7 Planning	4	8	8 Commonwealth Flag Raising	5 Bank Holiday	3 Bank Holiday	Mon
Tue	5	9 Cabinet MTH	7 Budget and Performance Panel	4	8	6	3	8 Cabinet MTH	5 Planning	9 Cabinet MTH	9	6	4	Tue
Wed	6	10 Audit	8	5 Overview and Scrutiny	9	7	4	9 Overview and Scrutiny Committee	6	10	10 Overview and Scrutiny Committee	7	5	Wed
Thu	7 PCC ELECTIONS	11	9 Standards	6	10	8 Licensing	5 Member Briefing	10	7 Licensing	11 Overview and Scrutiny Committee	11 Member Briefing	8	6 CC ELECTIONS	Thu
Fri	8 Bank Holiday	12	10	7	11	9	6	11	8	12	12	9	7	Fri
Sat	9	13	11 Freeman's Court	8	12	10	7	12	9	13	13	10	8	Sat
Sun	10	14	12	9	13	11	8 Remembrance Sunday	13	10	14	14	11	9	Sun
Mon	11	15 Planning Site Visit	13 Planning Site Visit	10 Planning Site Visit	14 Planning	12 Planning	9 Planning	14	11	15	15	12	10	Mon
Tue	12	16	14 Cabinet LTH	11	15 Cabinet MTH	13	10 Budget and Performance Panel	15	12	16	16 Budget and Performance Panel	13 Cabinet MTH	11	Tue
Wed	13	17	15	12	16 Overview and Scrutiny Committee	14	11 Council	16 Council	13	17 Audit	17 Council	14	12	Wed
Thu	14	18 Council Bus Com	16	13	17	15	12	17	14 Standards	18	18 Licensing	15	13	Thu
Fri	15 Annual Council	19	17	14	18	16	13	18	15	19	19	16	14 Annual Council	Fri
Sat	16	20	18	15	19	17	14	19	16	20	20	17	15	Sat
Sun	17 Mayor's Sunday	21	19	16	20	18	15	20	17	21	21	18	16 Mayor's Sunday	Sun
Mon	18 Business Council	22 Planning Armed Forces Day Flag Raising	20 Planning	17 Planning	21	19	16	21 Planning Site Visit	18	22 Planning Site Visit	22 Planning Site Visit	19 Planning Site Visit	17 Business Council	Mon
Tue	19	23	21 JCC Personnel	18 Budget and Performance Panel	22	20	17	22	19 Cabinet LTH	23	23	20	18	Tue
Wed	20	24 Council	22 Audit	19	23	21	18	23	20 Overview and Scrutiny Committee	24 Budget Council	24	21 Overview and Scrutiny	19	Wed
Thu	21	25	23	20	24	22	19 Licensing	24	21	25	25	22	20	Thu
Fri	22	26	24	21	25	23	20	25 Bank Holiday	22	26	26	23	21	Fri
Sat	23	27	25	22	26	24	21	26	23	27	27	24	22	Sat
Sun	24	28	26	23	27	25	22	27	24	28	28	25	23	Sun
Mon	25 Bank Holiday	29	27	24	28	26	23	28 Bank Holiday	25 Planning Site Visit		29 Planning	26 Planning	24	Mon
Tue	26 Planning Site Visit	30	28	25	29 Budget and Performance Panel	27 Cabinet LTH	24 JCC Personnel	29	26		30	27	25	Tue
Wed	27		29 Council	26	30 Council	28 Overview and Scrutiny Committee	25 Audit	30	27 Council		31	28 Council	26	Wed
Thu	28		30	27 Licensing		29 Council Business Committee	26	31	28			29	27	Thu
Fri	29		31	28		30	27		29			30	28	Fri
Sat	30			29		31	28		30				29	Sat
Sun	31			30			29		31				30	Sun
Mon				31 Bank Holiday			30						31 Bank Holiday	Mon
Tue														Tue

COUNCIL**Mellishaw Traveller Site – Future Arrangements
29 January 2020****Report of Director for Communities and the Environment****PURPOSE OF REPORT**

To consider whether to approve the transfer of Mellishaw Traveller site from Lancashire County Council to Lancaster City Council for a nominal fee.

This report is public.

RECOMMENDATIONS

- (1) **That Council determines whether to approve the transfer of ownership and subsequent management of Mellishaw Traveller site from Lancashire County Council to the City Council for a nominal fee.**
- (2) **That if the decision to transfer is approved, the transfer takes place as soon as possible.**
- (3) **If approved, that delegation is given to the Director for Communities and the Environment in conjunction with the Cabinet Member for Housing to procure the necessary capital improvements provided they stay within the approved budget.**

1.0 Introduction

- 1.1 Mellishaw Traveller Site is a Gypsy and Traveller site with nineteen pitches. It is owned by Lancashire County Council and has been managed by Lancaster City Council since 1982. There are families who have lived on the site since it was developed, although it was originally designed as a transit site. It is fully occupied with either touring caravans or static caravans on the plots.
- 1.2 Following a consultation exercise, Lancashire County Council agreed to declare the Traveller site surplus to the County Council's needs as part of their budget saving proposals (together with their sites in Accrington & Preston). This decision was taken at their Cabinet meeting on 5th September 2019.
- 1.3 Lancashire County Council can provide such sites (under s.24 Caravan Sites & Control of Development Act 1960), but no longer have a statutory duty to do so.
- 1.4 Similarly, District Councils do not have any statutory duty to provide Traveller sites. However, we are required to consider the needs to people residing in or who wish to reside on sites where caravans can be stationed. As the Planning Authority, we need to consider Planning Policy for Traveller sites in conjunction with the National Planning Policy Framework and must assess the need for sites, identify land for sites and increase Traveller sites in appropriate locations.

- 1.5 During their consultation, the County Council confirmed that, if the sites were to be transferred, any sales would be subject to a condition that the sites could only be used as Traveller sites.
- 1.6 The general view from the consultation (particularly from residents) was that Lancashire County Council should retain the site, and that selling it could result in residents losing their homes, families being split up, and that a new landlord could have a negative impact. Those responding raised concerns that they may become homeless or forced to live on the road. The primary concerns were around the use of intimidation, threats, violence and bullying by new potential owners resulting in residents being forced to leave.
- 1.7 During the consultation stage, the City Council submitted a response saying "*Lancaster City Council is keen to explore possible solutions with County which will result in a positive outcome for the residents and both Councils as we recognise the potential distress and upset that major change and uncertainty could have on the residents of Mellishaw. Our officers have started a dialogue with Lancashire County Council officers and wish to continue this over the coming weeks and months with a view to investigating whether there is a way the City Council could look to take ownership and either manage directly or in partnership with a social housing provider.*"
- 1.8 During Lancashire County Council's Cabinet meeting, the Leader of County said he was aware of Lancaster City Council's wish to secure a positive outcome for the residents of Mellishaw and to engage with the County Council to potentially take on the ownership of the site. He said he welcomed this and wished to continue this dialogue as soon as possible. In addition, County have stated that the disposal is to save on revenue costs, not to seek a capital receipt for the site. As such, the sale of the site to the City Council would be for a nominal fee.
- 1.9 At Lancaster City Council's Cabinet meeting on 5th November 2019, Members considered a report detailing the situation with Mellishaw and improvement works required to bring it up to an acceptable standard along with associated running costs. It was resolved to support the transfer in principle and to refer to Full Council when greater detail regarding costings was forthcoming.

2.0 Proposal Details

- 2.1 Since the Cabinet meeting, officers have sought further information/clarification about the potential running costs of the site by exploring the costs at two other comparable sites in Lancashire (Blackpool and Blackburn).
- 2.2 In the light of this, the financial estimates have been updated, particularly in relation to future years' ongoing repair and maintenance costs, electricity costs and to a lesser degree, staffing costs. In addition, future rental income estimates have been projected in line with the assumed percentage increase for council housing tenants.
- 2.3 The effect of these latest projections is shown in the financial implications but essentially means the annual revenue costs for the site in future years (after improvement works have been carried out) would be cost neutral.
- 2.4 The last major refurbishment of the site was in 2004/5 and the site is in need of major reinvestment to modernise it. Because the site was designed as a transit site initially, the sewerage and electricity infrastructure are not fit for purpose and are in need of renewal. Repairs have been carried out over the last few years, but no real improvement works.

- 2.5 Lancaster City Council commissioned an independent condition survey in July 2019 to provide an objective, professional opinion to indicate the types of works required to bring the site up to a suitable standard and the possible cost of the works.
- 2.6 In summary, the survey revealed that the site needs major works to the utility blocks (which have a constant issue of damp), site electrics (which need upgrading to increase the load), mains drainage connection and a number of other more minor repairs.
- 2.7 The utility blocks are in such a poor state that the only realistic options are either to demolish and rebuild the individual blocks to current standards or to demolish and provide one central amenity block for all residents. Although the latter is the cheaper option, officers would not recommend this option as we would want our residents to have modern, dignified, accessible facilities for their homes. This is in line with current best practice design guidance.
- 2.8 The works required would need to be included in a more detailed plan, with specifications and costings, and we would want the residents to be fully involved in the design and layout. Therefore, the costs at present are only a 'best estimate' and are in the region of a capital cost of £1.2m which is to be phased over a 4 year period and funded from the revenue reserves.
- 2.9 With regard to day to day revenue costs, the current arrangement is that the City Council manage the site and collect rent and service charges (circa £70k) on behalf of Lancashire County Council, who in turn subsidise the net cost of the account in full. If the City Council took ownership of the site, this arrangement would then cease and the management would be transferred to the City Council, together with the net cost of the operation. Again, based on best estimates of staffing requirements and maintenance costs, the annual future revenue costs are likely to be £36,700 in 2020/21, and cost neutral thereafter. However, these projections may need to be revisited if maintenance or staffing costs turn out to be higher than expected.
- 2.10 Although taking on the site would result in increased costs for the Council, if the site was sold to a private owner, it is possible that the Council would incur some costs in rehoming residents should they become homeless. Experience elsewhere in the country has shown this is a real possibility.
- 2.11 The Council could therefore be faced with the possibility of up to 19 families becoming homeless at about the same time with the consequential impact on Council resources in terms of temporary accommodation costs and rehousing to more permanent homes. The district has a shortage of affordable housing for those who require it and specifically has a lack of suitable available accommodation for Travellers. In addition, homelessness has financial impacts on other agencies such as NHS, Police, DWP and the voluntary sector. It is widely accepted that preventing homelessness is preferable to rehousing both in financial and health and wellbeing terms especially as many people threatened with homelessness are vulnerable. Although it is difficult to estimate what the financial cost to the Council would be if we were faced with assisting homeless Travellers from Mellishaw, the homeless charity, Shelter have estimated the general costs of homelessness to the economy. They report that evidence shows that people who experience homelessness for three months or longer cost on average £4,298 per person to NHS services, £2,099 per person for mental health services and £11,991 per person in contact with the criminal justice system. Council may wish to consider this in their decision making.

- 2.12 The site is currently managed within the Council Housing Service, but is a general fund function and is not covered by the Housing Revenue Account. The proposal would be to continue to manage the site within the Housing Service. However, it is recognised that there may be other organisations with more specialist skills relating to Traveller site management and, thus, officers are exploring the option of a Housing Association partner managing the site in the future.
- 2.13 Lancashire County Council have served 12 months' notice on the City Council to terminate the management agreement dated 10th December 1996. This agreement terminates on 31st March 2020.
- 2.14 However, the County Council have indicated that, if the City Council is minded to take on the site, they would welcome a transfer as soon as possible and in advance of 31st March 2020. This would provide them with the certainty of a new owner in place, which would mean they would not need to offer the site for sale on the open market. Therefore, the County Council's preference would be for a transfer date as soon as possible.
- 2.15 County have agreed to draw up the Heads of Terms for our agreement in due course.
- 2.16 There may be opportunities in the future to consider expansion of the site or reconfiguration to increase capacity and this may attract Homes England funding (although this cannot be guaranteed). This could be explored further as part of the improvements to the site if it was financially beneficial. Officers have made contact with Homes England recently to try and ascertain if there is any funding available now or in the near future for upgrading Traveller sites with poor existing facilities.

3.0 Details of Consultation

- 3.1 Lancashire County Council consulted widely on the proposal for them to dispose of the site and the main concerns from residents are included earlier in this report. Officers have had some quite in-depth contact with Travellers as part of the Poverty and Truth Commission. Although only representing a couple of families, they have reported that there is strong support for the City Council to take ownership of the site
- 3.2 Since the Cabinet decision, officers have received feedback from some of the Travellers that they welcomed the in principle support from Cabinet and wish to feedback to Council that they very much want the City Council to take ownership of the site.

4.0 Conclusion

- 4.1 Council is asked to consider the information contained in this report in order to make a decision as to whether to take over the ownership of Mellishaw Traveller site from Lancashire County Council.

RELATIONSHIP TO POLICY FRAMEWORK

There are links to Healthy and Happy Communities in relation to reducing health inequalities, preventing homelessness and providing access to quality housing.

Links to the Housing Strategy and Local Plan in relation to provision of pitches for Travellers.

The decision is to be made by Full Council as the funding requirement is currently not budgeted for and a decision is sought before the 20/21 budget is to be agreed.

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

A decision to take on the ownership of the site will have a positive impact on meeting the housing needs of the Traveller community. Additional investment will provide modern, safe and welcoming facilities

LEGAL IMPLICATIONS

Legal Services will be instructed in relation to any transfer of land to the City Council. This should include conveyancing checks on acquisition to protect the Council in the usual way.

FINANCIAL IMPLICATIONS

As detailed in the report, initial estimates for the required capital works are in the region of £1.2M which would be phased over a 4 year period and funded from the revenue reserves.

With regard to day to day revenue costs the current arrangement is that the Council manage the site and collect rent on behalf of Lancashire County Council (LCC) who in turn subsidise the net cost of the account in full. This arrangement would then cease and the management transferred to the Council together including the net cost of the operation. The estimated future revenue costs are as follows:-

GENERAL FUND REVENUE	20/21	21/22	22/23	23/24
	Estimate	Estimate	Estimate	Estimate
Employee Costs	28,500	23,000	23,600	24,200
Premises R&M	50,000	20,000	20,600	21,200
Utility Costs	26,400	27,100	27,900	28,700
Miscellaneous Costs	3,300	3,300	3,300	3,300
Rent & Service Charge Income	-71,500	-73,400	-75,400	-77,400
Additional Revenue Requirement	36,700	0	0	0

It should be noted that the repairs and maintenance figure included in the table above is purely speculative at this juncture and therefore the additional revenue requirement is subject to change.

The operation of Traveller sites is a general fund function and as such these amounts have not been included in any current future budget projections and therefore consequently place a further burden on local council taxpayers (growth).

As the timing is outside that of the budget and policy framework, the decision to proceed with this proposal would require referral to and approval of Full Council.

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

Property

Lancashire County Council have provided draft Heads of Terms but no negotiations have taken place. The draft Heads of Terms include the following clawback provision, '*should any additional planning consent be granted other than for the direct benefit to the development /*

enhancement of the site for use as a GRT site during a period of 999 years from completion of the sale then the County Council will be entitled to 75% of the enhanced land value attributed to the benefit of such consent. Should the Council's position on the site change in the future such a provision would make a return on any investment made in the site unlikely. Another concern is the site boundary indicated in the draft Heads of Terms as it includes areas of adopted highway and incorporates a lease to Electricity North West and these issues will require further investigation.

Human Resources

The City Council employs a member of staff for the Traveller site. If the City Council takes ownership of the site, some additional staffing capacity would be required and this has been taken into account in the financial implications. If the City Council didn't take on the site, there may be human resource implications which would be covered by TUPE legislation.

SECTION 151 OFFICER'S COMMENTS

In considering the proposal, Members are advised to note that although local authorities have the power to provide such sites, as a non-statutory function there is no legal duty placed on this Council to do so.

Financial information from neighbouring Councils with experience in managing such sites has been used when considering the financial implications. However, these costs remain estimates and the true costs will only be known if the site falls under the Council's control and the relevant improvement works have been completed.

In this regard, Members should satisfy themselves that the proposal represents Value for Money in its use of the Council's resources, recognising initial capital investment to be funded from the Council's revenue reserves, as well as annual revenue costs and any future commitments when reflected against its stated outcomes and priorities.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has no further comments on the report.

BACKGROUND PAPERS

Lancaster City Council Cabinet report – Mellishaw Traveller Site- Future Arrangements 5th November 2019.

Lancashire County Council Cabinet minutes 5th September 2019

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Ref: CL10

COUNCIL

**Budget and Policy Framework Update 2020/21 to 2023/24
29 January 2020**

Report of Cabinet

PURPOSE OF REPORT

To update Council and gain its feedback on the latest position regarding the development of the budget and policy framework for 2020/21 to 2023/24 and in that context, to seek approval of the level of council tax increase for 2020/21 and for Cabinet’s proposed revenue budget for 2020/21.

This report is public.

RECOMMENDATIONS OF COUNCILLOR WHITEHEAD:

1. **That Council approves a City council tax increase of £5 for 2020/21, together with a year on year target of the maximum allowable under the Governments local referendum thresholds for future years.**
2. **That Council considers the proposed revenue budget for 2020/21 as set out in section 4 of this report.**

1 INTRODUCTION

- 1.1 Under the Constitution, Cabinet has responsibility for developing corporate planning proposals and a balanced budget for Council’s consideration.
- 1.2 This report seeks a final decision on council tax increases and feedback on Cabinet’s proposed balanced revenue budget for 2020/21.
- 1.3 The Cabinet meeting on 5 November considered updated estimates with respect to government funding and council tax and the corresponding impact on the revenue budget gap as well as a timetable for completing the budget for 2020/21 and the Medium Term Financial Strategy for 2020/21 to 2024/25. Since that report the Government has released the Provisional Local Government Finance Settlement and a number of informal meetings have been held between officers and members to consider specific revenue budget proposals for 2020/21. Cabinet agreed a proposed balanced revenue budget for recommendation to Council at its 14 January 2020 meeting.

1.4 This report sets out:

- An update to the estimates in respect of Council funding including Revenues Support Grant, Retained Business Rates, New Homes Bonus following on from the release of the provisional local government finance settlement and the corresponding impact on the budget gap. (Section 2)
- Consideration of options for setting the Council's element of the council tax for 2020/21. (Section 3)
- A summary of the proposed balanced revenue budget for 2020/21. (Section 4)
- An update on the work undertaken in respect of the capital programme for 2020/21 and a longer term Capital Strategy. (Section 5)
- An update on the development of a Medium Term Financial Strategy which will secure the long term financial resilience of the authority and identify resources to meet the Council's ambitions for the next five years. (Section 6)

2 FUNDING UPDATE

2.1 The Council's net revenue expenditure is funded from the following sources:

- Settlement Funding Assessment which is divided into Revenue Support Grant and Localised Business Rates
- New Homes Bonus
- Council Tax

2.2 The Government released the provisional local government finance settlement on 20 December 2019. Next year, 2020/21, is a one year settlement following on from the four year settlement for 2016/17 to 2019/20 and preceding the Government's 'Fair Funding' review and a likely 4 year settlement which will cover 2021/22 to 2024/25. A summary of the provisional settlement for Lancaster City Council is provided in table one below.

Table One – Provisional Settlement allocations for Lancaster City Council

	Provisional Settlement	LCC Forecast	Difference
Revenue Support Grant	202,944	203,086	142
Retained Rates	5,736,762	5,740,750	3,988
Settlement Funding Assessment			
New Homes Bonus	1,501,981	1,502,012	31
Total Government Funding	7,441,687	7,445,848	4,161

2.3 As table one shows, the provisional settlement allocates £4k fewer resources than anticipated and this effectively slightly increases the gap for the 2020/21 revenue budget, from that reported to 5 November Cabinet.

2.4 The Government is currently undertaking a Fair Funding review which will look at how Government Funding is distributed from 2021/22 onwards. It is expected that whilst local government as a whole might expect a 'cash flat' settlement, the prioritisation of social care pressures will result in a decrease in funding to district

councils from 2021/22 onwards and this has been reflected in the Medium Term Financial Strategy.

3 COUNCIL TAX

3.1 As part of the provisional finance settlement, the Government published its referendum criteria for council tax. District councils will be permitted to raise their council tax by 1.99% or £5, whichever is higher, without reference to a referendum. Table two below considers the following two options for council tax:

- Option one – an annual 1.99% or £5 increase in council tax (whichever is higher) – for Lancaster City Council, this will be £5 in each of the next four years
- Option two – no increase in council tax

Table Two – Impact of council tax options: 2020/21 to 2023/24

Year	Taxbase (% Annual Increase)	Option One: Annual increase of £5 in Council Tax		Option Two: No annual increase in Council Tax		Additional Income from £5 increase
		Band D	Income	Band D	Income	
2019/20	41,400 (0.49%)	226.95	9,395,679	226.95	9,395,679	0
2020/21	41,700 (0.72%)	231.95	9,672,315	226.95	9,463,815	208,500
2021/22	42,117 (1.00%)	236.95	9,979,623	226.95	9,558,453	421,170
2022/23	42,538 (1.00%)	241.95	10,292,110	226.95	9,654,038	638,072
2023/24	42,963 (1.00%)	246.95	10,609,849	226.95	9,750,453	859,260

3.2 The budget proposals have assumed an increase of £5 in council tax. This will raise an additional £277k. If there was no increase in council tax, income would increase by £68k due to additional properties; the £5 increase resulting in a further £209k in income (shown in the final column above). The table above also shows the difference, in terms of income, between a £5 tax increase and no increase which, over four years, amounts to an additional £859k in income if option one, an annual £5 increase, is adopted.

3.3 Taxbase growth of 0.72% in 2020/21 is lower than the 1% which was forecast in the MTFS. The proposed increase of £5 is lower than the 2.99% forecast in the MTFS and is a result of the Government reducing the referendum threshold on district council tax from 3% to 2%. Taken together, these two impacts result in council tax income being £101,061 lower than forecast in the MTFS.

3.4 **The recommendation arising from this report is that the Council agree a £5 increase (option one) to the level of the 2020/21 Band D council tax for the Lancaster City Council element.** It is also recommended that option one is selected for the purposes of completing estimates in the Medium Term Financial Strategy.

4 BUDGET PROPOSALS

- 4.1 The 5 November Cabinet report set the approach for considering proposals for a balanced revenue budget for 2020/21. Since the report, a number of informal meetings were held with the Cabinet to develop proposals. Additionally, emerging proposals and detailed information on growth bids and savings plans have been shared with all Councilors.
- 4.2 Proposals for closing the budget gap are shown in table three below and are provided in more detail in appendix one.

Table Three Cabinet's Draft Revenue Budget Proposals – 2020/21

	Sub-total £'000	Total £'000
Budget Gap for 2020/21 reported to Cabinet 5 November		213
Lower than estimated Council Taxbase	16	
Lower than estimated Government Funding	4	
	<hr/>	20
Inescapable cost pressures	646	
Savings/income identified by the budget process	(511)	
Triennial review of pensions	(1,121)	
	<hr/>	(986)
Growth Bids – revenue budget	429	
Growth Bids – funded from reserves	2,478	
Net funding from reserves	(2,154)	
	<hr/>	753
Current Budget Gap		<hr/> 0 <hr/>

- 4.3 The proposals set out in the table above produce a balanced revenue budget for 2020/21, which forms part of the recommendations of this report and will form part of the Budget and MTFS report to the Budget Council Meeting on 26 February 2020.
- 4.4 A significant amount of growth bids will be funded from reserves. The Reserves Strategy requires all proposals for reserves funding to be subject to further scrutiny prior to the release of funds. This scrutiny will seek to ensure that specific effective plans are in place for the use of reserves and that clarity exists in respect of outcomes which will be achieved in respect of the proposals.

5 CAPITAL PROGRAMME

- 5.1 Capital bids have been considered as part of the annual budget process and the revenue budget proposals in the previous section include, where applicable, capital funding costs (known as Minimum Revenue Provision) for those bids where it is anticipated that there will be a net revenue cost.
- 5.2 There are a number of significant capital bids which cover major upcoming corporate priority projects which will be put forward for the capital programme. These ambitious schemes, which cover economic development, regeneration, housing development and meeting the climate emergency will, require significant borrowing but will

generate property income as well as business rates and council tax growth to cover capital costs and also contribute to the Council’s longer term revenue budget position.

- 5.3 It is proposed to undertake some informal sessions with Cabinet in order to more closely consider the capital programme for 2020/21 to 2023/24 and a Capital Strategy to cover this period and beyond prior to bringing specific recommendations to the February Cabinet ahead of the Budget Setting Council on 26 February 2020.

6. MEDIUM TERM FINANCIAL STRATEGY

- 6.1 A revised Medium Term Financial Strategy will be considered at the Budget Setting Council. The revision of the MTFs will be important and timely in order to provide sound financial planning processes to underpin the new Council’s ambitions. Key considerations of the MTFs include:

- Consideration of the medium term outlook, taking account of the impact of decisions made to balance the 2020/21 budget alongside forecasts for future funding. Table four shows current estimates of the budget gap following on from the proposals to balance the 2020/21 budget.

Table Four – Medium Term Budget Gaps – 2020/21 to 2023/24

	2020/21	2021/22	2022/23	2023/24
Estimated Budget Gap (£’000s)	0	1,662	1,466	1,520

The gap is structural in nature and reflects anticipated changes in Government funding arising from the Fair Funding review which will be implemented from 2021/22.

- Taking account of the above, the MTFs will seek to balance a positive outlook in supporting Council ambitions with the requirement to secure long term financial resilience of the organisation. Continued focus on the Funding the Future Strategy and associated plans will ensure that the Council can seek returns from capital investment and new ways of working whilst managing risk and promoting good governance.
 - The Funding the Future Strategy incorporates a commitment to zero based budgeting and this has been used in this budget process and will be further considered by the Financial Resilience Group alongside ongoing work to embed the Council’s new priorities during 2020/21.
 - Incorporation of recent CIPFA guidance in respect of Capital Strategies and prudential borrowing so that the Council is able to pursue ambitious projects which deliver economic prosperity and housing growth which also contribute to the Council’s financial resilience and carbon reduction targets.
 - A thorough review of the Reserves Strategy to ensure adequate level of reserves are maintained which balance longer financial sustainability with the deployment of surplus reserves towards Council ambitions.
- 6.2 A full update on the Housing Revenue Account budget and financial outlook will be considered alongside the revenue budget including options to ensure that the service’s 30-year business plan is viable and that its ongoing budget is balanced,

whilst delivering value for money to tenants. This update will be reported to the 11 February 2020 Cabinet.

7 DETAILS OF CONSULTATION

- 7.1 As in previous years, the usual high level consultation with relevant stakeholders on the budget will be undertaken prior to Budget Council in February. More specific consultation may be required depending on the budget savings options being considered. Consultation on council housing matters will be undertaken through the District Wide Tenants' Forum.

8 OPTIONS AND OPTIONS ANALYSIS (INCLUDING RISK ASSESSMENT)

- 8.1 Options are very much dependent on Council's views regarding spending priorities balanced against council tax levels.
- In respect of the proposed 2020/21 revenue budget (set out in section 4 of the report and Appendix 1), the recommendation reflects the culmination of work completed to date, and so no alternative options are put forward.
 - In respect of council tax, the main options are set out at section 3 of the report.
 - In respect of the Capital Programme (section 5 of this report) and MTFs (section 6 of this report), Council is requested to give feedback and no final decisions are sought at this stage.
- 8.2 In terms of the actual budget position, the Cabinet recommendations produce a balanced revenue budget for 2020/21. The Cabinet proposal was considered by Budget Scrutiny Panel on 21 January 2019 and any feedback from this event considered prior to the agreement of a final budget proposal for Budget Council on 26 February 2020.
- 8.3 Depending on the nature of any alternative proposals put forward by Council, Officers may need additional time to assess them fully prior to detailed consideration by Members. This is to ensure that relevant considerations are taken into account, to support informed and lawful decision-making.

RELATIONSHIP TO POLICY FRAMEWORK

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

CONCLUSION OF IMPACT ASSESSMENT

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

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

FINANCIAL IMPLICATIONS

As set out in the report.

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has authored this report.

LEGAL IMPLICATIONS

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

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no comments to add.

BACKGROUND PAPERS

Cabinet reports on budget proposals on 3 December 2019 and 14 January 2020

Medium Term Financial Strategy 2020/21 – 2023/24

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Appendix One – Cabinet’s Revenue Budget Proposals – 2020/21

	Sub- total	Total
Original Budget Gap		213
Taxbase lower than forecast	16	
Difference between forecast and LG Settlement	4	20
Triennial pensions review		(1,121)
Inescapable cost pressures		646
Savings / Additional Income Identified		(511)
Job Evaluation (current estimate subject to finalisation)		217
Communities and Environment		
Energy Management including Solar Phase 1	36	
Salt Ayre Boiler Replacement	10	
Two Electric Refuse Vehicles	46	
Electric Fleet Replacement Programme	31	
Pool Cars	18	
Salt Ayre Leisure Centre	(4)	
Mellishaw Park	37	
Customer Services Software	23	197
Economic Growth and Regeneration		
Development Management	20	
Local Plan	96	
Building Control	119	
Prosperity, Skills and Wealth Building	131	
Regeneration	(92)	
Heritage Action	3	
Property Investment	(383)	(107)
Corporate Services		
Staff Development	50	
Member Training	11	
Digital Strategy	54	115
Office of Chief Executive		
VCSE Miscellaneous Grants		6
Gap taking account of the above		(324)
Use of Reserves		
Job Evaluation	293	
Digital Strategy	90	
Culture Strategy and Provision	113	
Economic Prosperity Plan	40	
Economic Development	110	
Housing Feasibility _ Stock Survey and Housing Co.	107	
Committee System Investigation	30	
Energy Management Hardware and Software	50	
Revenue Contribution to Capital: Mellishaw Park	240	
CE Recruitment Costs	30	
Planning Policy: Local Plan	592	
Canal Quarter	124	
Heysham Gateway	279	
Bailrigg Garden Village/Morecambe High Streets	280	
Housing Feasibility Invest to Save	100	
Total Use of Reserves		2,478
Net Funding from reserves		(2,154)

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 1

Directorate: CORPORATE SERVICES

Proposal : JOB EVALUATION

PROPOSAL DETAILS

After the last job evaluation exercise in 2010, it was agreed that a review would take place two years later, and this unfortunately did not take place. In 2018, the Council took the decision to progress with this piece of work for a variety of reasons; an opportunity to procure a more modern and commercial method of evaluation with a better fit for our organisation and its ambitions, a chance to review the pay and grading of all roles, and support with recruitment, retention and development of staff.

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
General Fund Increases (a)	510,617	584,787	688,185	704,841
General Fund Decreases (b)	(293,104)	(146,552)	(73,276)	(0)
Total (a + b + c)	217,513	438,235	614,909	704,841

APPLICATION OF RESERVES

	RESERVE	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Protection Payments	Restructuring	293,104	146,552	73,276	0
Total		293,104	146,552	73,276	0

COUNCIL OUTCOMES

A Sustainable District	
An Inclusive and Prosperous Local Economy	
Healthy & Happy Communities	
A Co-operative Kind and Responsible Council	Contributes to staff engagement, retention, recruitment of future talent and development of future talent for critical roles

CROSS CUTTING THEMES

Climate Emergency	
Community Wealth Building	
Community Engagement	

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 1

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Staff engagement	Engagement Surveys	Regularly throughout 2020
Staff retention	HR data, showing decrease in leavers, good attrition through development opportunities rather than negative attrition based on pay and being able to recruit into critical roles	Ongoing
Staff development	New pay scale incorporates development/progression points for staff to be able to develop in to. HR and payroll data will measure this.	Ongoing

Directorate: COMMUNITIES & THE ENVIRONMENT

Proposal : ENERGY INCLUDING SOLAR PHASE 1

PROPOSAL DETAILS

To develop a solar farm to provide most of the Salt Ayre Leisure Centre's electricity.

The project requires 6 acres of land to build a 1-megawatt (MW) farm with a 1MW battery. The electricity produced from this would be fed directly to Salt Ayre Leisure Centre (SALC) via a direct wire. 1MW (including a battery) would mean that SALC's electricity requirements would be met by the solar farm, except for in the darkest months.

Following achievement of land certainty, the installation would also require a planning application.

The project is combined with the purchase of an energy management system to reduce overall energy usage across the Council.

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
MRP on Solar Farm	35,800	35,800	35,800	35,800
Electricity savings at Salt Ayre	0	(122,920)	(122,920)	(122,920)
5% Council wide energy savings	0	(7,065)	(7,255)	(7,400)
Total	35,800	(94,185)	(94,375)	(94,520)

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
1 MW Solar Farm	715,000	0	0	0
Total	715,000	0	0	0

APPLICATION OF RESERVES

	RESERVE	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Energy Management Hardware and Software	TBC	50,000	0	0	0
Total		50,000	0	0	0

COUNCIL PRIORITIES	
A Sustainable District	The project is environmentally sustainable. It will a) generate renewable energy b) reduce the amount of energy used
An Inclusive and Prosperous Local Economy	The project will show that the Council is setting an example of contributing to the resilience of the local economy by generating renewable energy.
Healthy & Happy Communities	This project will reduce CO2 emissions and show a positive lead in terms of dealing with the climate change emergency. Failing to deal with this will have far reaching consequences for our communities.
A Co-operative Kind and Responsible Council	Tackling the climate change emergency shows the Council to be responsible

CROSS CUTTING THEMES	
Climate Emergency	This project has been developed to help address the climate emergency
Community Wealth Building	Renewable energy will be generated locally and power a local community facility.
Community Engagement	The climate change emergency was declared as a result of engagement with the community.

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Reduced CO2 emissions	Amount of renewable energy produced	260 tonnes / year
Reduced energy bills	Budget	£130,000 / year

Directorate: COMMUNITIES & THE ENVIRONMENT

Proposal : SALT AYRE BOILER REPLACEMENT

PROPOSAL DETAILS

To replace major plant and boiler / hot water system at Salt Ayre Leisure Centre that is past expected life expectancy. The system services the staff offices, café, reception area, soft play, Xheight, sports hall, The Spa / Hub, toilets and showers with heating and hot water.

Given the declared climate emergency, this growth bid also includes indicative fees for an energy expert to identify alternative, renewable, more sustainable options. The expert will also be able to assess and advise on the other plant and M & E systems at the leisure centre to decrease carbon emissions and reduce energy consumption / costs.

A like for like replacements system using more modern equipment is circa £270,000.

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
Energy Consultants	10,000	0	0	0
MRP	0	10,800	10,800	10,800
15% reduction in gas	0	(12,435)	(12,945)	(13,425)
Total	10,000	(1,635)	(2,145)	(2,625)

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Replacement Boilers/ Hot Water System	300,000	0	0	0
Total	300,000	0	0	0

COUNCIL OUTCOMES

A Sustainable District	Contributing to reducing Salt Ayre's carbon footprint by saving circa 15% on energy costs
An Inclusive and Prosperous Local Economy	Using contractors that continue to strengthen the local supplier network
Healthy & Happy Communities	By ensuring there is no reduction in service provision for the 700,000+ visits per year by closing the facility due to plant failure
A Co-operative Kind and Responsible Council	Commissioning the work and demonstrating value for money

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 3

CROSS CUTTING THEMES	
Climate Emergency	A reduction in gas consumption by having more modern, energy efficient boilers.
Community Wealth Building	Using local suppliers / tradesmen to complete the project
Community Engagement	

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Reduced gas usage	Gas usage	15% reduction
Reduced CO2 emissions	CO2 emissions	25 tonne / yr

Directorate: **COMMUNITIES & THE ENVIRONMENT**

Proposal : **TWO ELECTRIC REFUSE VEHICLES**

PROPOSAL DETAILS

In 20/21 the City Council is due to replace six refuse collection vehicles (RCVs), within the already budgeted vehicle replacement programme. In line with the council's ambition to be carbon neutral by 2030, significant work has taken place to identify suitable electric alternatives to fossil fuelled vehicles.

This proposal is to replace two of the six RCVs due for replacement in 20/21 with electric alternatives that will operate inside Lancaster's Air Quality Management area.

The business case has been based on information from another Council who have placed orders for a significant amount of the same electric vehicles, following an extensive trial.

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
MRP on two electric lorries	57,142	57,142	57,142	57,142
Electric Charging Infrastructure	5,000	0	0	0
Increase in electricity usage	15,000	15,000	15,000	15,000
Fuel Savings	(9,000)	(29,000)	(29,000)	(29,000)
R&M Savings	(500)	(900)	(1,400)	(1,500)
Vehicle License Savings	(1,305)	(1,305)	(1,305)	(1,305)
Total	46,337	40,937	40,437	40,337

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Two Electric Refuse Collections Vehicles	400,000	0	0	0
Total	400,000	0	0	0

COUNCIL OUTCOMES

A Sustainable District	Reducing emissions will contribute to the council's actions to address climate change which will in turn contribute to sustainability of the District.
An Inclusive and Prosperous Local Economy	
Healthy & Happy Communities	The proposal could generate a tailpipe emission saving of up to 74 t(CO ₂ e), contributing to air quality improvements linked to the council's climate emergency.
A Co-operative Kind and Responsible Council	Tackling climate change is the responsible thing to do considering the severity of the situation.

CROSS CUTTING THEMES	
Climate Emergency	Taking steps to address the emergency of climate change is a priority for the Council
Community Wealth Building	
Community Engagement	Leading by example is good way to demonstrate to our residents that we care about the climate change emergency and are taking positive steps to address it. This is critical to gain the support from our communities to act as well.

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Reduced emissions	CO2 -Reduction in diesel usage -Reduced CO2	28000 litre/yr 74 tonnes /yr

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No:5

Directorate: **COMMUNITIES & THE ENVIRONMENT**Proposal : **ELECTRIC FLEET REPLACEMENT PROGRAMME**

PROPOSAL DETAILS

The city council has 162 vehicles in the fleet which are replaced on a scheduled basis. The agreed replacement capital budget assumes vehicles will be replaced as like for like.

Vehicles vary from refuse collection vehicles to tractors, sweepers and panel vans. It is estimated that the fleet generates over 40% of the council's overall emissions. In line with the climate emergency and the council's ambition to be carbon neutral by 2030, time has been spent reviewing which vehicles can be converted to electric in 20/21.

Given the available vehicles on the market, proposals have been developed to replace 21 vehicles with electric alternatives, 14 of which are within the council's repairs and maintenance service.

At this stage the net cost of converting from diesel to electric is higher than provided for. Expected revenue savings from the conversion have been factored in to the '*Revenue Implications of Capital Investment*' for 20/21. Figures have been split between the general fund and the housing revenue account.

Future year programmes including 21/22 and beyond will require annual review as the market for electric vehicles continually advances and new vehicles, meeting the council's requirements arrive.

REVENUE REQUIREMENTS

GENERAL FUND	2020/21 £	2021/22 £	2022/23 £	2023/24 £
MRP on Fleet Replacement	35,640	35,640	35,640	35640
Depreciation recharge to HRA	0	(21,561)	(21,561)	(21,561)
Electricity costs	500	500	500	500
Fuel savings	(2,800)	(2,800)	(2,800)	(2,800)
R&M savings	(900)	(900)	(900)	(900)
Vehicle Licence savings	(1,260)	(1,260)	(1,260)	(1,260)
Total	31,180	9,619	9,619	9,619

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
General Fund	373,200	0	0	0
Total	373,200	0	0	0

COUNCIL PRIORITIES

A Sustainable District	Reducing emissions will contribute to the council's actions to address climate change which will in turn contribute to sustainability of the District.
An Inclusive and Prosperous Local Economy	
Healthy & Happy Communities	The proposal could generate tailpipe emission savings, contributing to air quality improvements linked to the council's climate emergency.
A Co-operative Kind and Responsible Council	Tackling climate change is the responsible thing to do considering the severity of the situation.

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No:5

CROSS CUTTING THEMES	
Climate Emergency	Taking steps to address the emergency of climate change is a priority for the Council
Community Wealth Building	
Community Engagement	Leading by example is good way to demonstrate to our residents that we care about the climate change emergency and are taking positive steps to address it. This is critical to gain the support from our communities to act as well.

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Reduction in diesel used	Monitoring of fuel usage	10,000litres / year
Reduction in CO2 emissions	Based on reduction in fuel usage	4.5 tonnes /year

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 6

Directorate: **COMMUNITIES & THE ENVIRONMENT**Proposal : **POOL CARS**

PROPOSAL DETAILS

In 2018/19, 154 city council employees claimed the casual mileage allowance. Approximately 105,000 business miles were driven during this period, producing an estimated 31 t(CO₂e) of greenhouse gases. The cost to the council for the mileage claims was £47,144.

This proposal focusses on redirecting funds from mileage allowance to fund an additional ten electric pool cars. Managing pool car schemes in a way that they are easy to book, and access (eg users have programmed electronic cards to access vehicles) ensures take up. Therefore, it is proposed that we partner with an existing car club. In the future this will allow for extension of the scheme to other users and the potential to generate some income.

Based on data from 18/19, it is anticipated that by moving to an electric pool car fleet and encouraging staff to move away from using their own vehicles, up to 30 t (CO₂e) could be saved each year.

The project also helps raise the profile of the council by evidencing our commitment to be carbon neutral by 2030

Pool cars used via a car club scheme, such as [Co-Wheels](#), provide the council with an opportunity to offer private use of the pool cars to employees, residents and other partners (*i.e.* NHS,), discussions on this are taking place. This is a way of reducing the number of cars locally, helping to reduce emissions and provide transportation to those that don't need / cannot afford a car of their own. This option will be developed out after the project has developed internally and the level of spare capacity identified (likely to be evenings / weekends etc).

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
MRP on Pool Cars	19,130	19,130	19,130	19,130
Co-Wheel service fee	11,700	12,000	12,300	12,600
Maintenance	7,000	7,200	7,400	7,600
Electricity	3,000	3,100	3,200	3,300
Existing Mileage Payments (including HRA)	(23,600)	(45,200)	(46,300)	(47,600)
EVCP maintenance	500	500	500	500
RFID cards	600	0	0	0
Total	18,330	(3,270)	(3,770)	(4,470)

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Pool Cars	150,000	0	0	0
Telemetry	11,300	0	0	0
Electric vehicle charging point (EVCP)	45,000	0	0	0
Total	206,300	0	0	0

COUNCIL PRIORITIES	
A Sustainable District	Reducing emissions will contribute to the council's actions to address climate change which will in turn contribute to sustainability of the District.
An Inclusive and Prosperous Local Economy	
Healthy & Happy Communities	The proposal could generate a saving of up to 30 t(CO ₂ e) savings generated through the fleet (grey fleet in this instance) thus contributing to air quality improvements.
A Co-operative Kind and Responsible Council	Tackling climate change is the responsible thing to do considering the severity of the situation

CROSS CUTTING THEMES	
Climate Emergency	Taking steps to address the emergency of climate change is a priority for the Council
Community Wealth Building	
Community Engagement	Leading by example is good way to demonstrate to our residents that we care about the climate change emergency and are taking positive steps to address it. We will eventually be able to offer use of the cars to residents on a pay per go basis

PERFORMANCE OUTCOMES			
Outcome	CO2	Performance Measure	Target
Reduced emissions		Via reduction in mileage from private vehicles and better planning of service delivery	31tonnes /yr

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 7

Directorate: COMMUNITIES & THE ENVIRONMENT

Proposal : SALT AYRE LEISURE CENTRE

PROPOSAL DETAILS

This proposal sets out potential savings from Salt Ayre moving to a Local Authority Trading Company, revises income levels expected from the different activity areas of the gym and costs the detailed 10 yr asset management plan for the Centre. The plan includes estimated costs for all areas of the facility (internal and external)

The costs highlighted on this template are for the next 5 years.

By maintaining in a planned way, the Council will be able to ensure that Salt Ayre continues to maintain an excellent standard of Leisure centre provision and moves to a position of reducing subsidy.

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
MRP on Maintenance Programme	33,200	96,100	130,200	130,200
Revise Spa Income	76,700	0	0	0
LATC implementation	(70,000)	(140,000)	(140,000)	(140,000)
Additional Income	(44,229)	(70,023)	(98,344)	(125,555)
Total	(4,329)	(113,923)	(108,144)	(135,355)

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
SALC Asset Renewals	647,600	1,108,800	511,000	124,300
Total	647,600	1,108,800	511,000	124,300

APPLICATION OF RESERVES

	RESERVE	2020/21 £	2021/22 £	2022/23 £	2023/24 £
SALC Asset Renewals	Renewals	(150,000)	(150,000)	(150,000)	(124,300)
Total		(150,000)	(150,000)	(150,000)	(124,300)

COUNCIL OUTCOMES

A Sustainable District	Any refurbishment and replacement of equipment, plant etc will consider the environmental impact / CO2 emissions etc to ensure
An Inclusive and Prosperous Local Economy	Using contractors that help to continue to strengthen the local supplier network. Ensuring salt Ayre is part of the visitor offer by maintaining a cutting edge offer.
Healthy & Happy Communities	By ensuring there is no reduction in service provision for the 700,000+ visits per year by closing the facility due to plant / building fabric failure
A Co-operative Kind and Responsible Council	Commissioning the work and demonstrating value for money. Investing, upskilling and retaining staff

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 7

CROSS CUTTING THEMES	
Climate Emergency	The priority for the council is to reduce the carbon footprint of Salt Ayre Leisure Centre, The council's largest energy user. During the replacement / renewals process consideration will be given the climate emergency agenda
Community Wealth Building	Protecting the asset ensure that local people are retained in employment, local suppliers are engaged and the facility remains a valuable community asset
Community Engagement	Salt Ayre engages with thousands of people and has become a place for people to belong, reducing social isolation, improving health & wellbeing (reducing costs to the NHS), teaching life skills and creating a community Hub.

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Subsidy reduces	Budget -costs and income	Zero subsidy or better by 2024

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 8

Directorate: **COMMUNITIES & THE ENVIRONMENT**

Proposal : **MELLISHAW PARK**

PROPOSAL DETAILS

Following the decision of Cabinet on 5th November 2019 to support in principle the transfer of Mellishaw Traveller site from LCC to the city council, this proposal considers the implications of this and will be considered at Council on 29th January 2020.

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
Employee costs	27,800	23,000	23,600	24,200
Premises R&M	50,000	20,000	20,600	21,200
Utilities	27,100	27,900	28,700	29,500
Misc costs	3,300	3,300	3,300	3,300
Rent and service charge income	(71,500)	(73,400)	(75,400)	(77,400)
Total	36,700	800	800	800

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
5 Year Phasing of Capital Works	240,000	240,000	240,000	240,000
Total	240,000	240,000	240,000	240,000

APPLICATION OF RESERVES

	RESERVE	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Revenue Contribution to Capital Outlay	Revenue - TBC	(240,000)	(240,000)	(240,000)	(240,000)
Total		(240,000)	(240,000)	(240,000)	(240,000)

COUNCIL PRIORITIES	
A Sustainable District	The refurbishment of facilities on the site will contribute to carbon reduction with more efficient heating, electric and drainage improvement works. Investment in the site will mean the site is sustainable in terms of good quality Gypsy and Traveller provision for the next 30+ years.
An Inclusive and Prosperous Local Economy	
Healthy & Happy Communities	Reduction in health inequalities, preventing homelessness and providing access to quality housing.
A Co-operative Kind and Responsible Council	Improving the security, safety and wellbeing of one of our most vulnerable and marginalised groups would demonstrate that we are a kind and responsible council.

CROSS CUTTING THEMES	
Climate Emergency	The refurbishment of facilities on the site will contribute to carbon reduction with more efficient heating, electric and drainage improvement works
Community Wealth Building	
Community Engagement	Having ownership of the site gives the council a great opportunity to engage with the residents on Mellishaw. We intend to involve them fully in the upgrade of facilities to get what the residents want and need and therefore secure pride in a new environment.

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Satisfied residents	Via annual tenant survey	TBC
Suitable site for Traveller community	Condition survey/ number of units	TBC

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 9

Directorate: COMMUNITIES & THE ENVIRONMENT

Proposal : CUSTOMER SERVICES SOFTWARE

PROPOSAL DETAILS

Replacement of outdated customer contact system

REVENUE REQUIREMENTS

GENERAL FUND	2020/21 £	2021/22 £	2022/23 £	2023/24 £
MRP on Capital Investment	23,000	40,000	40,000	40,000
Total	23,000	40,000	40,000	40,000

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Purchase of Software and Modules	115,000	85,000	0	0
Total	115,000	85,000	0	0

COUNCIL PRIORITIES

A Sustainable District	Improving experience of people when contacting the Council by providing a more efficient system which staff can respond to queries in a more responsive manner
An Inclusive and Prosperous Local Economy	Providing a more responsive service which enables citizens and businesses to have efficient interaction with the Council.
Healthy & Happy Communities	A resident first approach which reduces dissatisfaction with the Council by offering a more responsive service in keeping with expected levels of technology.
A Co-operative Kind and Responsible Council	Providing innovative ways of working linked to improved digital offer whilst maintaining an approachable service to customers.

CROSS CUTTING THEMES

Climate Emergency	Improved interactions with citizens helping towards taking CS to the community and reducing number of journeys made to visit Town Halls.
Community Wealth Building	
Community Engagement	Essential element to maintaining productive dialogue with citizens and enabling an improved customer interactive service (including improving quality of service).

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 9

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Improved Council reputation with citizens	Positive comments reflecting good service delivery (e.g. NPS).	To be set
Improved morale of staff	Staff surveys and feedback	Qualitative measure
Efficiencies created	Savings against resources	Financial amount to be set by project team (expected 5 - 10% efficiencies in year one)
Improved access to services	Customer preferred method of contacting Council.	Reduced telephone calls / individual personal transactions

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 10

Directorate: ECONOMIC GROWTH & REGENERATION

Proposal : DEVELOPMENT MANAGEMENT

PROPOSAL DETAILS

The proposal is threefold within this Team.

- (i) To re-launch the Council's pre-application service, including revised chargeable services.
- (ii) To provide a more consistent planning enforcement service, commensurate with a remodelled structure (no additional staff).
- (iii) That a permanent, senior resource is recruited to the DM Team to resolve capacity issues regarding the provision of strategic pre-application advice and the determination of major, strategic planning applications that are likely to be submitted as a consequence of Local Plan adoption.

In respect of (i), a review of the pre-application offer of the Council is overdue, and will also allow for more efficient recovery of costs associated with providing this service. In respect of (ii), this remains the only area of the Team which fails to have a clear career-focused structure, and this hinders current decision-making due to the absence of any Team Leader role. With regard to (iii), the lack of resource has seriously affected pre-application responses in particular, leading to lower-than-anticipated levels of fee income and the current excellent performance in terms of determining planning applications is now consistently propped up by the 'extension of time' regime, which is dependent upon developers' goodwill.

REVENUE REQUIREMENTS

GENERAL FUND	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Additional Staff Capacity	44,900	48,700	52,500	57,100
Pre-application income fee target increase*	(25,000)	(25,000)	(25,000)	(25,000)
Total	19,900	23,700	27,500	32,100

COUNCIL PRIORITIES

A Sustainable District	Decision-taking (Development Management) activity is based upon the principles of sustainable development that are enshrined within the National Planning Policy Framework (NPPF). This includes ensuring that policies and decisions ensure that future development can make effective use of land and prudent use of natural resources, help biodiversity, minimise waste and pollution, mitigate to climate change and move to a low carbon economy
An Inclusive and Prosperous Local Economy	One of the 3 overarching objective of sustainable development is the Economic Objective - identifying whether planning and development proposals will support growth, infrastructure provision, innovation and improved productivity (again, as defined by the NPPF).
Healthy & Happy Communities	Our decision-taking must, as stated in the NPPF, support strong, vibrant and healthy communities; to foster a well-designed and safe built environment; to deliver accessible services and open spaces that support local communities' health, social and cultural wellbeing.
A Co-operative Kind and Responsible Council	This Team acts responsibly by considering all of the above three overarching objectives contained within the NPPF during all stages of their work.

CROSS CUTTING THEMES	
Climate Emergency	National planning policy is clear that planning has a key role to play in minimising vulnerability and providing resilience to the impacts of climate change, including coastal change, flood risk, drought, water supply and changes to biodiversity and landscape. The decisions of the Development Management Team especially during the pre-application (Advice) stages, are critical to ensuring that the district can transition to a low-carbon future and mitigate against the impacts of climate change, including flood risk.
Community Wealth Building	Our Teams consider community wealth building as a material planning consideration. An example of this is the introduction of Employment and Skills Plans as a validation requirement for a number of major development proposals. This ensures developers have to provide opportunities for upskilling of the local workforce and provision of the right education, skills and inspiration to enable them to get jobs.
Community Engagement	This Team engages with its' citizens through the statutory planning process, which includes national consultation and publicity arrangements during decision-taking.

OUTCOMES		
Outcome	Performance Measure	Target
Determination of planning applications in accordance with national performance thresholds (speed of decision)	Rolling two-year assessment undertaken by Government – Majors to be determined within 13 weeks (16 weeks in relation to Environmental Impact Assessment development) and 8 weeks in all non-major cases	60% majors within time and 70% for non-majors
Determination of planning applications in accordance with national performance thresholds (quality of decision)	As above – although two-year period differs (April 2017-March 2019, compared to October 2017-Sept 2019 for speed of decision)	No more than 10% of total decisions made on major and non-major development shall be overturned at appeal.
Pre-application advice – speed of advice provided	No statutory measures, but will be useful to introduce local performance targets as part of remodelling of the pre-application offer	To be agreed

Directorate: ECONOMIC GROWTH & REGENERATION

Proposal : PLANNING POLICY & LOCAL PLAN

PROPOSAL DETAILS

The proposal is twofold within this Team.

- (i) To progress, implement and monitor the emerging Local Plan for the District, and to budget for the work that is being undertaken as part of the Local Plan Review.
- (ii) That as part of the Local Plan Review, to recruit the two temporary (5-year) Climate Change Officers who will work on the climate change mitigation and adaptation measures that are established by the Local Plan Review Group. Previous informal support from Cabinet to proceed with recruitment.
- (iii) That a permanent, senior resource is recruited to the Team to resolve capacity issues and help deliver overdue policy initiatives (some of which are listed below).

In respect of (i), an adopted Local Plan is a necessity to guard against inappropriate development and 'planning by appeal'. The Local Plan Review has already commenced in terms of scoping the initial options. Compliance with the timeline provided to Cabinet is dependent upon (ii) above, as stated earlier in the summer at the emergency meetings with Cabinet. (iii) provides the permanent resource necessary within this Team to oversee major planning policy initiatives that are linked to the work on the Local Plan, including controlling residential conversions of properties to houses in multiple occupation (usually student units); future proposals to re-assess Article 4 Direction Areas within the Conservation Team; and a total review of the Council's Tree Policy (adopted in 2010) with a focus on climate change mitigation. In addition it is anticipated that the Canal Quarter project will move from a regeneration-based framework to Supplementary Planning Documentation in 2020. The Policy Team will also be directly involved in the anticipated launch of the Rail Strategy and the work that is likely to emerge from the County Council's Movement Strategy (aimed at reducing car use through Lancaster City Centre and advantaging modal shift towards public transport). Work on the Bailrigg Development Plan Document will also be taken forward.

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
Staff Resources	95,900	102,100	107,900	114,800
Total	95,900	102,100	107,900	114,800

APPLICATION OF RESERVES

	RESERVE	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Planning Policy & Local Plan: Commissioning Advice	TBC	591,000	0	0	0
Total		591,000	0	0	0

COUNCIL PRIORITIES	
A Sustainable District	One of the objectives of the Local Plan is to ensure that development makes an overall positive contribution to the delivery of sustainable communities, the economy and the environment
An Inclusive and Prosperous Local Economy	The revised Local Plan aims to support the draft Economic Growth Plan which sets out how to create a prosperous and dynamic local economy that enables ambitious local companies to grow, attracting new investment and supporting economic development in a sustainable and inclusive way. We want to balance growth with improvements to quality of life securing investment in our town centres and villages to create high quality housing and attractive public realm and green space. Policies in the Local Plan will look to address this
Healthy & Happy Communities	Within national planning policy, guidance is provided on how health should be considered by the planning system and embedded into the Local Plan. It is clear that as part of delivering on the social dimension of sustainable development that the Local Plan has a role in supporting and developing strong, vibrant and healthy communities.
A Co-operative Kind and Responsible Council	Community engagement is integral to the development of the Local Plan. The Statement of Community Involvement (SCI) sets out how and when we will engage with the community and other key stakeholders when we prepare and revise Local Plan documents.

CROSS CUTTING THEMES	
Climate Emergency	National planning policy is clear that planning has a key role to play in minimising vulnerability and providing resilience to the impacts of climate change, including coastal change, flood risk, drought, water supply and changes to biodiversity and landscape. It will be essential that appropriate planning policies are put in place in the new revised local plan to meet these challenges.
Community Wealth Building	Effective community wealth building requires rethinking present policies to generate local equity and community-owned initiatives and through the course of the development of the revised Local Plan the service will address this.
Community Engagement	Community engagement is integral to the development of the Local Plan. The Statement of Community Involvement (SCI) sets out how and when we will engage with the community and other key stakeholders when we prepare and revise Local Plan documents

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Receipt of the Inspector's Report and subsequent adoption of the Local Plan	Formal adoption of the Local Plan, allowing the next stages of the Local Plan Review to proceed.	Formal adoption by Late-Spring 2020.
Continued Review of the Local Plan in response to the declared Climate Emergency	There has been a positive start to this work and the timetable provided to Members in summer is currently being adhered to.	Formal adoption of the reviewed Local Plan by 2022 as previously presented to Cabinet.
Delivery of all other policy initiatives (HMO, Tree Policy, Article 4 Direction, etc)	Progression of all other policy initiatives unimpeded by the Local Plan Review.	No fixed target as yet.

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 12

Directorate: ECONOMIC GROWTH & REGENERATION

Proposal : BUILDING CONTROL

PROPOSAL DETAILS

This is a proposal to remodel the current Building Control Service to ensure it has sufficient levels of cover for all statutory functions (e.g. dangerous buildings call-out; enforcement of building regulations, and the operation of a modern and customer-focused building control plan-checking and site inspections service)

The Service currently has 1 Building Control Officer on its' establishment. Attempts to recruit to vacant posts over the last 3 years have resulted in no qualified candidates. As a consequence the Council has been supported by Urban Vision during the last 3 years in the delivery of its statutory building control functions. Urban Vision will cease to exist as a contracting-out organisation in January 2020, and as such a similar (temporary) arrangement has been agreed with Capita until October 2020, to ensure that the Council can meet its statutory functions. This is increasingly important given the likely recommendations of the Grenfell Inquiry, which is due to enter into Phase 2 Hearings in January 2020

REVENUE REQUIREMENTS

	2020/21	2021/22	2022/23	2023/24
GENERAL FUND	£	£	£	£
Staffing Capacity	169,100	110,200	118,200	126,700
Income	(50,000)	(55,000)	(60,000)	(70,000)
Total	119,100	55,200	58,200	56,700

COUNCIL PRIORITIES

A Sustainable District	The building regulations are at the forefront of the energy efficiency of buildings (both new build and retrofitting existing buildings). Enforcing compliance with the building regulations is the responsibility of this Team
An Inclusive and Prosperous Local Economy	Ensuring safe and compliant buildings saves money for homeowners and businesses in the longer term.
Healthy & Happy Communities	Ensuring safe and compliant buildings that are capable of being lived in efficiently, and at low-cost (fuel/heating/cooling) is an important indicator of a healthy/happy community.
A Co-operative Kind and Responsible Council	This Team provides statutory functions in terms of ensuring building safety. It seeks to do so by working collaboratively with its' customers, but using enforcement powers where necessary.

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Ref No: 12

CROSS CUTTING THEMES	
Climate Emergency	The building regulations are at the forefront of the energy efficiency of buildings (both new build and retrofitting existing buildings), which are critical to addressing the climate emergency. Whatever the changes to national legislation, enforcing compliance with the building regulations remains the responsibility of this Team.
Community Wealth Building	Building regulations cannot insist on local supply chains (unlike planning), but the impacts of its' regulatory regimes is to provide economic and environmentally sustainable buildings.
Citizen Engagement	Only insofar as working with users of the building control service, including complainants regarding dangerous buildings/enforcement matters.

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
The Team can respond appropriately and quickly to dangerous buildings call-outs	To ensure that all reports of dangerous buildings are visited within 24 hours	80%
The Team can compete effectively (given improved capacity) to win plan-checking and site inspection work from private sector competitors	To have a market share of 40% after the first 18 months, rising in future years (late performance measures to be agreed)	40% market share for local authority building control

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Ref No: 13

Directorate: ECONOMIC GROWTH & REGENERATION

Proposal : PROSPERITY SKILLS WEALTH BUILDING

PROPOSAL DETAILS

The overall proposal is primarily to invest in a range of core economic development activities. Over the last three years good progress has been made in terms of re-establishing core economic development services. Activities have primarily been funded from the Economic Growth Reserve allowing some ongoing activities and some projects to be delivered. For core services that are needed year on year, annual budgeting would allow for better forward planning, longer term joint working with partners, and the ability to adapt services in line with needs and opportunities and a more agile approach to new opportunities. Areas include the following

- Economic Prosperity Plan
- Research and Intelligence
- Business engagement and support
- Skills
- Future High Streets
- Lancaster & South Cumbria City Region
- Economic promotions, communications and engagement

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
Staff Resources	40,000	41,000	42,000	43,000
Future High Streets Fund (delivery capacity) (if successful)	76,000	76,000	76,000	76,000
Growth Lancashire	15,000	15,000	15,000	15,000
Total	131,000	132,000	133,000	133,000

APPLICATION OF RESERVES

	RESERVE	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Economic Prosperity Plan	TBC	40,000	0	0	0
Total		40,000	0	0	0

COUNCIL PRIORITIES

A Sustainable District	Promoting green and sustainable business practices, supporting businesses to undertake environmental audit and deliver actions plans, working with the Responsible Business Network to broadcast good practice
An Inclusive and Prosperous Local Economy	Working with businesses and partner organisations to encourage local spend, supporting local, independent and social businesses to develop and prosper, working with businesses and partners to create more and better jobs and to create skills, opportunities and prospects for local people
Healthy & Happy Communities	Access to skills and employment. Improved prospects, fair pay and conditions. Improved health and well-being and quality of life - culture, leisure, environment and participation in community and business life.
A Co-operative Kind and Responsible Council	Close working and joint service delivery with partners, businesses and communities. Promoting ethical, responsible, sustainable business practices e.g. Responsible Business Network. Supporting

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

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	and enabling communities to create and deliver improvements that matter to them.
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CROSS CUTTING THEMES

Climate Emergency	Helping businesses to reduce carbon through a range of business support activities, marketing and promotion, best practice, encouraging local supply chain growth and job creation in accessible locations, reducing travel.
Community Wealth Building	Supporting and encouraging local businesses and community enterprises to create local jobs and wealth. Promoting "buy local" for businesses, partner organisations and community groups. Enable access to ethical finance for community initiatives that could deliver local wealth and social value. Use of Council assets to create local wealth and support local community groups and enterprises.
Community Engagement	Ongoing communications and promotion to inform, engage and involve, improve quality of life, wellbeing, social cohesion and tackle isolation. Active support for local groups and enterprises and access to skills development opportunities.

PERFORMANCE OUTCOMES

Outcome	Performance Measure	Target
A sustainable District Carbon reduction	Businesses / organisations engaging in carbon reduction measures Carbon reduction impact of economic initiatives	To be confirmed
An inclusive and prosperous local economy Local business confidence and resilience Community wealth generated More and better jobs Improved skills and prospects Average pay	Businesses engaging with the Council Number of local businesses and community enterprises accessing business support Number of businesses and enterprises participating in the Responsible Business Network Business start ups supported by the council Business accessing funding and ethical finance Supply chain wealth generated by local businesses Increased business survival and success rates Community business space created	To be confirmed
Healthy and happy communities Resident satisfaction Health and well being Skills levels Jobs created	Individuals benefitting from skills development as a result of council supported initiatives Number of education training or taking part sessions Jobs created/ skilled and highly skilled jobs created in local business supported by the council Increased engagement between education and business (supported by the Council) Volunteers taking part in Council supported activities Digital engagement with the council	To be confirmed
A cooperative, kind and responsible Council Engaged communities, businesses and audiences Resident satisfaction	Community groups engaging with the Council's economic services Volunteers taking part in Council supported activities Digital engagement with the council	To be confirmed

Directorate: ECONOMIC GROWTH & REGENERATION

Proposal : REGENERATION

PROPOSAL DETAILS

The proposal is made up of three main elements

- i) Staff Capacity. Increase in officer capacity within the regeneration and engineering teams to resource regeneration projects in Lancaster, Morecambe and Heysham.
- ii) The High Streets Heritage Action Zone budget The High Streets Heritage Action Zone (HSHAZ) programme is a nationwide initiative designed to secure lasting improvements to our historic high streets for the communities that use them. The programme is funded by the Ministry of Housing, Communities and Local Government and run by Historic England. The Lancaster High Streets Heritage Action Zone (HSHAZ) will deliver heritage-led regeneration to shape a sustainable future for an area to the north-east of the city centre.
- iii) Regeneration Development Reserve. Establishing a reserve to taking forward the next stages of work on key regeneration project areas including:
- a) Canal Quarter – Exploring all constraints and options, ensuring a viable detailed masterplan is developed, securing outline planning permission and taking forward land assembly
 - b) Heysham Gateway – Lancaster West Stage 2 Project Development – constraints and options, viable masterplan development, outline planning permission, securing delivery strategy and undertaking necessary mitigation / infrastructure work to secure viable development platform for the site
 - c) Bailrigg Garden Village – Development and feasibility funding to facilitate development providing co-funding for Homes England and MHCLG funding where required.
 - d) Morecambe Town Centre – Development and feasibility funding to facilitate development and re-structuring of the town centre in line. Includes the re-purposing of capital budget for Morecambe Area Action Plan budget to finance project design work for public realm work required to complement Eden North project. Feasibility testing for options relating to affordable housing and social economy space in Morecambe

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
Regeneration Team	52,300	75,000	86,000	93,400
Engineering Team	36,000	38,300	40,700	43,200
Contribution to salary costs from major projects	(100,800)	(25,000)	0	0
Identified reduction in annual re- active spending plan for Engineering teams R & M Budgets	(80,000)	(80,000)	(80,000)	(80,000)
Total	(92,500)	8,300	46,700	56,600

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Morecambe Town Centre	200,000	0	0	0
Total	200,000	0	0	0

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Ref No: 14

APPLICATION OF RESERVES					
	RESERVE	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Economic Development	TBC	110,000	110,000	110,000	85,000
Regeneration Feasibility					
- Canal Quarter	Invest to Save	123,900	150,000	0	0
- Heysham Gateway	Invest to Save	278,700	34,500	0	0
- Bailrigg Garden Village / Morecambe High Streets	Invest to Save	280,000	250,000	250,000	250,000
-Housing Feasibility	Invest to Save	100,000	0	0	0
Total		892,600	544,500	360,000	335,000

COUNCIL PRIORITIES	
A Sustainable District	Walking, cycle paths, habitats/biodiversity improved. Historic contamination mitigated. Holistic approach to place, encompassing historic references, landscape and townscape influences, mixing of uses, physical and social connections, design quality and innovation. Recognised heritage assets preserved and enhanced. Incorporating sustainable approaches to buildings; energy transport; green and blue infrastructure; lifestyle and smart city technology; adaptability and resilience.
An Inclusive and Prosperous Local Economy	Bringing forward development and infrastructure platform options to create a modern, sustainable employment space. Mix of uses and the opportunity for investment to support local jobs. Supporting a retail offer which encourages footfall, vibrancy and amenity
Healthy & Happy Communities	Walking, cycle paths, habitats/biodiversity improved. Historic contamination mitigated. Enhancing the physical and mental health of the community by encouraging active lifestyles through good design and good access to local services and facilities. The local community be involved in aspects of the design and delivery of programmes, helping to engage the local community and change perceptions of the area.
A Co-operative Kind and Responsible Council	Potential to use infrastructure to secure benefit under the council's approach to implementing a project under the Government's Local Full Fibre Network funding stream. Setting overall development parameters and potentially undertaking direct development to secure the best results for the district

CROSS CUTTING THEMES	
Climate Emergency	Approaches to traffic and parking which complements the district's overarching sustainable travel and living objectives. A drive to increase low or zero carbon on-site energy generation through a local area heating/power network, smart energy technologies, and supporting bio-diversity. In developments It will include favouring sustainable transport modes, electric car charging points, a drive to increase low or zero carbon on-site energy generation, smart energy technologies, green roofs and walls where possible to support bio-diversity. The re-use of buildings and flagship retro-fit of historic buildings will be prioritised and encouraged. Statutory functions such as providing and maintain flood defences contributes to resilience to climate change
Community Wealth Building	Adherence to the council's Employment and Skills SPD to ensure that all development proposals secure additional benefits in terms of skills and employment training in built environment professions during implementation/construction. Some upcoming project to include capacity building opportunities as part of a programme, including heritage skills training and cultural events
Community Engagement	Programmes of consultation and engagement running alongside the strategic development approach and process of delivering outline planning applications.

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Derelict / brownfield land improved for development and new sustainable uses.	Area of land brought forward for development and sustainable uses	TBC
Public / Private investment generated	Amount of public and private investment	TBC
New / refurbished commercial floorspace	The project includes opportunity for a range of business that should be accommodated in new build floorspace.	TBC
Increased employment	Number of full time equivalent jobs generated / safeguarded	TBC
Improved recreational / bio-diversity space.	New public open space	TBC
Increased numbers of dwellings	Number of units of market, affordable and social housing	TBC
Historic buildings brought back into use		TBC
New public open space	New public open space	TBC
Delivery of urban regeneration and corporate projects accelerated with stronger community engagement and better placemaking.	No direct measures	TBC
Publicity and events generate new interest in the area, changing perceptions and creating reasons to visit		TBC

Directorate: ECONOMIC GROWTH & REGENERATION

Proposal : HERITAGE ACTION

PROPOSAL DETAILS

The overall proposal is to invest in a range of ambitious cultural and heritage related developments, building on the district's strengths, assets and opportunities. These are designed to improve quality of life and health and well being for residents; increase economic prosperity and skills; generate additional income that will contribute to the cost effectiveness of services; lead to increased business rates and council tax income for the council. The district is recognised for the distinctiveness, quality and the potential of its arts, culture and heritage offer and there is the opportunity to seek significant external funding to contribute to some of the developments proposed.

Proposals would include areas such as

- Develop a Culture & Heritage Strategy
- Cultural Compact
- City of Culture
- Develop our existing event & exhibition spaces to national standards
- Develop an arts and museums exhibitions and events programme of regional, national and international standing
- Developing arts festivals & events
- Morecambe Winter Gardens
- Major Festivals
- Cultural promotion, communications and audience development

REVENUE REQUIREMENTS

	2020/21	2021/22	2022/23	2023/24
GENERAL FUND	£	£	£	£
MRP	2,600	9,600	28,800	33,000
Total	2,600	9,600	28,800	33,000

CAPITAL REQUIREMENTS

	2020/21	2021/22	2022/23	2023/24
	£	£	£	£
City Council Contribution to High Streets Heritage Action Zone budget	131,800	348,000	961,900	208,400
Museums Redevelopment	0	140,000	101,000	400,000
Winter Gardens Loan	103,000	0	0	0
Winter Gardens Repayment	(13,000)	(13,000)	(13,000)	(13,000)
Total	221,800	475,000	1,049,900	595,400

APPLICATION OF RESERVES

	RESERVE	2020/21	2021/22	2022/23	2023/24
		£	£	£	£
Culture Strategy	TBC	113,695	72,390	52,390	52,390
Total		113,695	72,390	52,390	52,390

COUNCIL PRIORITIES	
A Sustainable District	Local access to culture and heritage. Work with partners, creative producers and deliverers to reduce carbon footprint of cultural venues and activities and to encourage use of local services and supplies.
An Inclusive and Prosperous Local Economy	Generate significant economic impact, including the local night-time and visitor economy. Makes the District a good place for people to live, work and for businesses to thrive. Supports skills development and employment for local people. Supports local businesses and suppliers, Attracts external funding
Healthy & Happy Communities	Quality of Life and Health and Well Being. Attracts a significant number of local residents of all ages and abilities, Brings people together, builds and supports diverse communities Creates employment and volunteering opportunities
A Co-operative Kind and Responsible Council	Work with local communities, organisations and groups to meet their needs. High and growing levels of engagement and participation. Accessible venues and events. Programmes that appeal to all groups.

CROSS CUTTING THEMES	
Climate Emergency	Provide and coordinate a cultural programme that attracts a significant number of local residents who would have to travel further to access this if they were not provided locally. Work with partners to reduce carbon footprint of cultural venues and activities. We will proactively through our cultural programming educate and inform our communities about the urgent issues surrounding climate change, renewable energy and recycling, as we focus on achieving carbon neutral status by 2030.
Community Wealth Building	Supports Skills development and employment of local people Supports local businesses and suppliers Supports local arts and cultural organisations, individuals and freelance artists Links with Council's business support, skills and wealthbuilding activities
Community Engagement	Work with local communities, organisations and groups to meet their needs and promote community engagement through participation and promotional activity.

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PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
A sustainable District Carbon reduction	Organisations reducing carbon supported by council interventions Carbon reduction impact of green economic and cultural initiatives	To be confirmed
An inclusive and prosperous and local economy Visitor numbers and spend More and better jobs Cultural businesses/enterprises supported External funding brought into the district (supported by the council)	Visitor numbers to Council supported festivals, events and facilities Economic impact of Council supported festivals, events and facilities Visitor enquiries Income generated for the council from cultural activities Local businesses supported External funding brought into the district to support district wide priorities Local jobs created as a result of the council's support	To be confirmed
Healthy and happy communities Improved skills and prospects Health and well being Increased and more diverse audiences	Individuals benefitting from skills development as a result of council supported initiatives Number of education, training or taking part sessions Health and well being benefits as a result of council supported activities Workers benefitting from environmental improvements Satisfaction with council supported cultural services	To be confirmed
A cooperative kind and responsible council Resident satisfaction Engaged communities, businesses and audiences	Volunteers taking part in Council supported activities Volunteer hours Businesses and community groups engaging with the council Increased numbers of young people attending council supported events and facilities Improved accessibility to council supported events and facilities Increased access to council supported events and facilities for hard to reach groups	To be confirmed

Directorate: ECONOMIC GROWTH & REGENERATION

Proposal : PROPERTY INVESTMENT

PROPOSAL DETAILS

The Council is currently managing a structural revenue deficit of £2M due to reducing government grant from the central funding settlement. This funding will have all but ceased by 2020 and the Council must now identify how the gap in its finances will be filled.

During 2019/20 the Council has been assembling a pipeline of property acquisitions using its access to capital resources. These property acquisitions will generate long term revenue income for the Council and, once on costs, have been deducted will contribute a net reduction in the scale of the overall revenue deficit.

The bid also includes the procurement and implementation of a digital estate management system to capture LCC's current and future asset portfolio.

Property investment acquisitions will look to create a diverse portfolio of investments which generate a broad range of rental returns. This may include industrial, offices, hotels, commercial and leisure uses. This will spread the risk across market sectors minimising the Council's exposure to weaker areas of the national and local economies.

The digital estate management system will allow LCC to better manage its properties, arrange and monitor lease arrangements and ensure that reviews are undertaken on a suitable basis. It will join up database information held by several service areas within the directorate to provide a clearer overall picture of assets.

The Council's acquisition of commercial investments will support the districts economy and assist with wider regeneration outcomes.

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
Initial Funding the Future target over 4 years	(400,000)	(800,000)	(1,200,000)	(1,600,000)
Management Software	18,000	1,000	1,000	1,000
Reductions in rents and voids	30,600	30,600	30,600	30,600
Rent reviews	(31,860)	(63,720)	(95,580)	(127,440)
Total	(383,260)	(832,120)	(1,263,980)	(1,695,840)

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Property Investment	10,500,000	10,500,000	0	0
Total	10,500,000	10,500,000	0	0

COUNCIL PRIORITIES	
A Sustainable District	As a significant investor across the district, Lancaster City Council has the capacity to influence wider regeneration aspirations for strengthening its economy through strategic property acquisitions. All proposals acquisitions will be expected to incorporate sustainable approaches to buildings; energy transport; green and blue infrastructure; lifestyle and smart city technology; adaptability and resilience
An Inclusive and Prosperous Local Economy	The Council will acquire property across a number of commercial sectors and combine a range of uses and supporting new opportunities and bring support local jobs and training.
Healthy & Happy Communities	Property acquisitions will enhance the management of local communities' access to local services and facilities, all of which should be accessible by walking, cycling and public transport.
A Co-operative Kind and Responsible Council	The implementation of a digital estate management system as part of the bid will provide a more accountable record of contact with tenants and will help promote positive and regular contact with existing and potential tenants.

CROSS CUTTING THEMES	
Climate Emergency	All proposals acquisitions will be expected to incorporate sustainable approaches to buildings; energy transport; green and blue infrastructure; lifestyle and smart city technology; adaptability and resilience. The estate management software will help to identify properties requiring maintenance and scheduled improvements and identify changes needed to properties in response to the Climate Emergency
Community Wealth Building	Through the Council's Property Investment Strategy the Council will look to acquire a range of properties including premises to assist local businesses. Adherence to the council's Employment and Skills SPD will ensure that all development proposals secure additional benefits in terms of skills and employment training in built environment professions during implementation/construction. The opportunity exists for the council to utilise its property assets to secure wider objectives in terms of supporting community activity and service delivery.
Community Engagement	Central record and systems to maintain information about properties and contact with tenants implemented throughout the future design and implementation phases.

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Decrease in Council structural deficit		TBC
Increase in number of regeneration project outcomes achieved as part of investment strategy		TBC
All existing Council assets captured as one dataset		TBC
Improved customer experience for new and existing tenants		

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Directorate: CORPORATE SERVICES

Proposal : STAFF DEVELOPMENT

PROPOSAL DETAILS

Currently LCC does not have any successful people development strategies or toolkits in place to upskill, develop and enhance workforce capability and this is detrimental to the future success of delivering on our ambitions through people and transformation.

By providing a framework for talent management, training and succession planning, it will be an enabler to develop home grown talent to be able to deliver on future initiatives and projects to make LCC successful in achieving its ambitions. It will be an enabler for upskilling and developing staff in to roles which the council needs to be able to deliver on key projects and deliverables with the people we have today in an efficient and effective optimised way. It will significantly improve employee engagement by making people feel that they have something to offer and can continue to add value to the organisation through their own self development and valued contribution now and in the future. It will also contribute to delivery of the health and wellbeing strategy, in particular mental health

A new Talent & OD team will lead the delivery of training, people development and opportunities for technical and leadership capability enhancement in the form of new L&D programmes and initiatives

Every employee in the council will have the opportunity to enhance and develop in their current and future roles and have access to health and wellbeing training.

This is a request for additional funding, within LCC there are existing training budgets which will be consolidated

REVENUE REQUIREMENTS

GENERAL FUND	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Additional Budget	50,000	40,000	30,000	10,000
Total	50,000	40,000	30,000	10,000

COUNCIL PRIORITIES

A Sustainable District	
An Inclusive and Prosperous Local Economy	
Healthy & Happy Communities	
A Co-operative Kind and Responsible Council	Health and wellbeing and staff development for all council employees

CROSS CUTTING THEMES

Climate Emergency	
Community Wealth Building	
Community Engagement	

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PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Enhanced strategic workforce capabilities	Monitoring of skills and development training on Learning Pool	Throughout 2020 and beyond
Home grown talent, less negative attrition and retention of good staff	HR data and metrics, plus engagement surveys to demonstrate the success of the framework and people development	Throughout 2020 and beyond
Investors in People award	Award for improvement on recommendations that have been actioned and embedded and recognised as a great employer of choice	End of 2020/start of 2021
Improved health & wellbeing	Reduction in sickness absences cases	End of 2020

Directorate: CORPORATE SERVICES

Proposal : MEMBER DEVELOPMENT

PROPOSAL DETAILS

The proposal is for an increase in the budget for member development, which includes Members' attendance at conferences and seminars. This is in response to a request from Council Business Committee, when considering a report on Members attendance at Conferences and Training Courses in October 2019. The Committee noted that there was a need for a 'realistic budget' which could address the needs identified, these being support for all councillors who need it with ICT and topic based courses for decision makers.

This would allow Councillors, in particular those holding key roles such as Cabinet Members and Committee Chairs, to increase their knowledge of their focus areas. In turn, this should lead to better-informed decision making and more effective community leadership.

The relevant resolutions made by the Committee on October 31st 2019 are:

- 1) That there be a two tier level of amounts that can be spent on events (depending on role) of up to £500 for Chairs of Committees or Cabinet members, and up to £300 for all other Members;
- (2) That a Training Request form be created, with applications to be forwarded via group leaders to the Democratic Services Manager;
- (3) That the conference/seminar evaluation form be expanded – especially under the 'relevance / objectives met' heading, with room to write details rather than being just a tick box, and it be linked to the objectives expected from the application / Training Request form (e.g. what benefits to Council / taxpayers have been achieved by attending this course / conference, and spending this money?).

REVENUE REQUIREMENTS

GENERAL FUND	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Additional Budget	11,000	8,000	6,000	15,000
Total	11,000	8,000	6,000	15,000

COUNCIL PRIORITIES

A Sustainable District	All priorities are affected if well-informed decisions are taken by Councillors who know their subject area well and know the current issues. The conference/seminar evaluation form has been expanded so that Councillors are asked to assess the relevance of the course they have attended to the Council priorities.
An Inclusive and Prosperous Local Economy	As above
Healthy & Happy Communities	As above
A Co-operative Kind and Responsible Council	As above

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 18

CROSS CUTTING THEMES	
Climate Emergency	As above
Community Wealth Building	As above
Community Engagement	As above

PERFORMANCE OUTCOMES		
Outcome	Performance Measure	Target
Increased Councillor satisfaction/ Benefit to the Council/ Value for money.	Councillors attending any conference or seminar must fill in an evaluation form. This will assess the benefit they have received from the course and will be submitted to Council Business Committee.	Members will not be sent on any annual conferences which are judged not to be of benefit or poor value for money.

Directorate: CORPORATE SERVICES

Proposal : DIGITAL STRATEGY

PROPOSAL DETAILS

To work towards the implementation of the Council's Digital Strategy which was adopted during 2019. The strategy ultimately works towards making Lancaster a megabyte district with good broadband speeds throughout the district both in urban and rural areas. The strategy also focusses on the Council using digital technology to improve its own processes.

REVENUE REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
GENERAL FUND				
Minimum Revenue Provision	54,411	119,941	123,099	123,099
Total	54,411	119,941	123,099	123,099

CAPITAL REQUIREMENTS

	2020/21 £	2021/22 £	2022/23 £	2023/24 £
LLFN Roll Out	5,350,000	5,785,000	421,000	0
Assume 85% externally funded	(4,547,500)	(4,917,250)	(357,850)	0
LLFN net	802,500	867,750	63,150	0
Collaborative Space	0	300,000	0	0
E Campus	30,000	0	0	0
Augmented Reality for Digi Inclusion	0	50,000	0	0
Laptop replacement - agile	30,000	30,000	30,000	0
Total	862,500	1,247,500	93,150	0

APPLICATION OF RESERVES

RESERVE	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Consultancy: Digi Strategy	15,000	0	0	0
Digi Strategy Social Inclusion	10,000	0	0	0
Digital Strategy Events	5,000	0	0	0
Further roll out of CCC WiFi	30,000	0	0	0
Members Paperless ICT	30,000	0	0	0
	90,000	0	0	0

COUNCIL PRIORITIES

A Sustainable District	Digital Strategy includes ambitions with respect to agile and paperless working which should contribute to lower levels of CO2e.
An Inclusive and Prosperous Local Economy	The digital economy is a high value sector of the economy and a number of the projects are aimed at supporting this sector as well as providing faster broadband available to all local businesses.
Healthy & Happy Communities	
A Co-operative Kind and Responsible Council	The use of digital technology to support change at the Council will aim to make processes more efficient as well as delivering better, more connected services to our communities.

CROSS CUTTING THEMES	
Climate Emergency	
Community Wealth Building	
Community Engagement	

OUTCOMES		
Outcome	Performance Measure	Target
LLFN (Gigabyte Broadband)	Percentage of area that receives minimum speed for broadband (to be defined)	To be set
Digital Collaboration	Number of businesses that are actively signed up to the Lancaster Digital Strategy	To be set
Paperless / Agile	Reduced costs Reduced CO2e	To be set

Outcome-Based Budgeting 2020/21 – 2023/24 Resource Growth / Refocus Proposal

Ref No: 20

Directorate: OFFICE OF THE CHIEF EXECUTIVE

Proposal : VCSE MISCELLANEOUS GRANTS

PROPOSAL DETAILS

Proposed scheme of quarterly awards of £1,500 for creative ideas from communities and Voluntary, Community and Social Enterprise (VCSE) sector partners.

Quarterly award rounds would be themed around council and community priorities i.e. climate emergency, social exclusion, community wealth-building.

The Community Connectors team would work with partners to convene a representative group to consider proposals and make awards.

The scheme itself would provide resource at grass-roots level to bring creative, socially beneficial ideas into fruition across the district.

Convening a group would give ownership of the scheme to communities, and build community engagement beyond that which a council-only initiative would achieve.

REVENUE REQUIREMENTS

	2020/21	2021/22	2022/23	2023/24
GENERAL FUND	£	£	£	£
Grant Payments	6,000	6,000	6,000	6,000
Total	6,000	6,000	6,000	6,000

COUNCIL PRIORITIES

A Sustainable District	Award rounds to be agreed in line with priorities
An Inclusive and Prosperous Local Economy	As Above
Healthy & Happy Communities	As Above
A Co-operative Kind and Responsible Council	As Above

CROSS CUTTING THEMES

Climate Emergency	As Above
Community Wealth Building	As Above
Community Engagement	As Above

PERFORMANCE OUTCOMES

Outcome	Performance Measure	Target
Community Engagement	Contribute to wider engagement / connection objectives	
Direct outcome of initiatives themselves	Measures to be agreed alongside award of each initiative	

COUNCIL

Council Plan: Strategic Priorities Update 29 January 2020

Report of Cabinet

PURPOSE OF REPORT

To agree the Council's strategic priorities, for the purpose of informing budget decisions for 2020-21 and future years, and developing a comprehensive strategic plan in consultation with stakeholders.

This report is public

RECOMMENDATIONS

- (1) That Council adopt the priorities set out in Appendix B as the basis for further development of its Policy Framework including budget decisions for 2020-21 and future years.

1.0 Introduction

- 1.1 Cabinet and 'alliance' leaders developed the priorities set out in Appendix B during 2019, formally agreeing these at the Cabinet meeting of 14 January 2020. The Cabinet report at Appendix A contains details of the process for developing these.
- 1.2 Cabinet agreed to consider these priorities to inform its budget recommendations for 2020-21, and refer the priorities for adoption by Full Council.

2.0 Proposal Details

- 2.1 Council is asked to adopt the priorities set out in Appendix B. If adopted, these would form the basis of its Policy Framework, with further activity to follow in developing the outline priorities into a more detailed strategy.

3.0 Details of Consultation

- 3.1 Appendix A summarises the consultation activity carried out so far. Adoption of the high-level priorities by Council will trigger wide-ranging further consultation activity, as the outline priorities are developed into a comprehensive strategic plan.

4.0 Options and Options Analysis

	Option 1: Agree the new priorities	Option 2: Do not agree the new priorities
Advantages	The council will have a refreshed set of clear priorities, agreed by Cabinet, to inform its strategic decision-making.	No specific advantages as the current Policy Framework will be unchanged.

Disadvantages	The Policy Framework priorities will be at an outline level during the time taken to consult and develop a comprehensive strategic plan.	A lack of clear alignment between Cabinet's identified priorities and Full Council would impact the council's strategic decision-making.
Risks	Adopting priorities at outline level could cause some ambiguity while consultation and development is ongoing; minimal risk in comparison to failing to agree new priorities.	As stated above, failing to agree new priorities would have a considerable negative impact on decision-making, as the Policy Framework would not reflect Cabinet's strategic priorities.

5.0 Officer Preferred Option (and comments)

- 5.1 The officer recommended option is Option 1, agreeing the proposed new priorities and enabling further consultative strategy development in line with Cabinet's aims.

RELATIONSHIP TO POLICY FRAMEWORK

The priorities will supersede those set out in Ambitions: Our Council Plan 2018-22. As the priorities are currently set out in outline form, agreement of these by Council would trigger wide-ranging further consultation activity, developing the priorities into a comprehensive strategic plan.

CONCLUSION OF IMPACT ASSESSMENT

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

Whilst adoption of the priorities will result in refocusing many of the council's activities, the content of this report has no impact in itself.

LEGAL IMPLICATIONS No legal implications directly arising from this report.

FINANCIAL IMPLICATIONS No financial implications directly arising from this report.

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

No other implications directly arising from this report.

SECTION 151 OFFICER'S COMMENTS

Although there are no financial implications arising directly from this report the updating of the Council's priorities will have a significant impact informing the Council's budgets and budgeting processes for 2020/21 and beyond.

MONITORING OFFICER'S COMMENTS

By law the Council must have a Policy Framework. The Council Plan forms part of that Policy Framework and is to be decided by Full Council.

BACKGROUND PAPERS

Appendix A: Cabinet Report 14 Jan 2020

Appendix B: Draft Priorities Update

Contact Officer: Kieran Keane

Chief Executive

Telephone: 01524 582501

E-mail: chiefexecutive@lancaster.gov.uk

Lancaster City Council | Report Cover Sheet

Meeting	Cabinet	Date	14/1/2020
Title	Council Plan: Strategic Priorities Update		
Report of	Chief Executive		
Purpose of Report			
To set out a summary of Cabinet's strategic priorities, for the purpose of informing budget decisions for 2020-21 and future years.			
Key Decision (Y/N)	Y	Date of Notice	16/12/2019
Exempt (Y/N)	N		

Report Summary

The report summarises activity on developing Cabinet's strategic priorities since May 2019, and includes an appendix setting out proposed priorities in outline format. If adopted, the priorities would be used as the basis for further consultation, development and budget decision-making, and referred to Full Council.

Recommendations of Councillor Erica Lewis

- (1) That Cabinet adopt the priorities set out in Appendix A to support strategic decision-making.
- (2) That Cabinet consider these priorities as the basis for 2020-21 budget recommendations.
- (3) That Cabinet refer these priorities for adoption by Full Council at its January 2020 meeting.

Relationship to Policy Framework

The priorities will eventually supersede those set out in Ambitions: Our Council Plan 2018-22. The initial adoption of these by Cabinet, and referral to Council, will inform further consultation and development in detail towards a comprehensive strategic plan. A refreshed plan would form the core of a future policy framework.

Conclusion of Impact Assessment(s) where applicable

Climate	Wellbeing & Social Value
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Digital	Health & Safety
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Equality	Community Safety
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The content of this report has no impact in itself.

Details of Consultation

The content of this report and appendix is based on a wide variety of informal discussions, including Advisory Groups and comments from elected members.

Legal Implications

No legal implications directly arising from this report.

Financial Implications

No financial implications directly arising from this report.

Other Resource or Risk Implications	
No other implications directly arising from this report.	
Section 151 Officer's Comments	
Although there are no financial implications arising directly from this report the updating of the Council's priorities will have a significant impact informing the Council's budgets and budgeting processes for 2020/21 and beyond.	
Monitoring Officer's Comments	
By law the Council must have a Policy Framework. The Council Plan forms part of that Policy Framework and is to be decided by Full Council.	
Contact Officer	Kieran Keane, Chief Executive
Tel	01524 582501
Email	chiefexecutive@lancaster.gov.uk
Links to Background Papers	
Appendix A: Draft Updated Priorities	

1.0 Strategic Priorities Update

- 1.1 Following the appointment of a new Cabinet in May 2019, Cabinet members and 'alliance' (Labour, Green and Liberal Democrat) leaders recognised the need to clearly express their strategic priorities to inform decision-making and policy work.
- 1.2 Discussions took place during summer 2019, which produced a draft version of the priorities at a high level. These have since been considered in the following forums:
- Discussions with Directors
 - Circulation to all Lancaster City Council members for comment
 - Community Wealth-Building Partnership
 - Wellbeing Advisory Group
- 1.3 The outline priorities are set out in Appendix A to this report, for Cabinet to consider:
- Adopting these in order to conduct further consultation
 - Referring these to Council ahead of 2020-21 budget decision-making
- 1.4 It is recognised that further developing these outline priorities into a comprehensive strategic plan will require a significant amount of further consultation with the widest possible range of stakeholders. This work would commence immediately following adoption of the outline priorities by Cabinet and Council.
- 1.5 In the meantime, adopting the priorities at outline level will provide sufficient clarity and substance to provide a basis for Cabinet to make its budget recommendations for 2020-21 and beyond.

Appendix B: Draft Priorities Update 2020

Priorities	A Sustainable District	An Inclusive and Prosperous Local Economy	Healthy and Happy Communities	A Co-operative, Kind and Responsible Council
Themes				
Climate Emergency <i>Taking action to meet the challenges of the climate emergency</i>	<ul style="list-style-type: none"> ➤ net zero carbon by 2030 while supporting other individuals, businesses and organisations across the district to reach the same goal ➤ moving towards zero residual waste to landfill and incineration 	<ul style="list-style-type: none"> ➤ supporting the development of new skills and improved prospects for our residents within an environmentally sustainable local economy ➤ advocating for fair employment and just labour markets that increase prosperity and reduce income inequality 	<ul style="list-style-type: none"> ➤ supporting wellbeing and ensuring local communities are engaged, involved and connected ➤ addressing health and income inequality, food and fuel poverty, mental health needs, and loneliness ➤ focused on early-intervention approaches and involving our communities in service design and delivery ➤ (re)developing housing to ensure people of all incomes are comfortable, warm and able to maintain their independence ➤ improving access to the arts, culture, leisure and recreation, supporting our thriving arts and culture sector ➤ keeping our district's neighbourhoods, parks, beaches and open space clean, well-maintained and safe 	<ul style="list-style-type: none"> ➤ listening to our communities and treating everyone with equal respect, being friendly, honest, and empathetic ➤ working in partnership with residents, local organisations and partners recognising the strengths and skills in our community ➤ investing in developing the strengths and skills of our staff and councillors ➤ focused on serving our residents, local organisations and district ➤ embracing innovative ways of working to improve service delivery and the operations of the council ➤ providing value for money and ensuring that we are financially resilient and sustainable
Community Wealth-Building <i>Building a sustainable and just local economy that benefits people and organisations</i>	<ul style="list-style-type: none"> ➤ increasing the amount of sustainable energy produced in the district and decreasing the district's energy use ➤ transitioning to an accessible and inclusive low-carbon and active transport system ➤ supporting our communities to be resilient to flooding and adapt to the wider effects of climate change ➤ increasing the biodiversity of our district 	<ul style="list-style-type: none"> ➤ supporting new and existing enterprises in sustainable innovation and the strengthening of local supply networks ➤ using our land, property, finance and procurement to benefit local communities and encouraging residents, businesses, organisations and institutions to do the same ➤ securing investment and regeneration across the Lancaster and South Cumbria Economic Region 		
Community Engagement <i>Drawing on the wealth of skills and knowledge in the community and working in partnership</i>				

COUNCIL**Councillor Darren Clifford****29 January 2020****Report of the Standards Committee****PURPOSE OF REPORT**

To inform Council of the findings of the Standards Committee, and the sanctions imposed, following two separate hearings into breaches of the Councillors' Code of Conduct by Councillor Darren Clifford.

This report is public.

RECOMMENDATIONS

(1) That the report be noted.

1.0 Background

1.1 At its meeting on Thursday 16 January 2020, the Standards Committee held two hearings regarding complaints of misconduct by Councillor Darren Clifford. The complaints were in respect of two separate matters. The first was voting on Council Tax proposals whilst in arrears. The second was granting of unauthorised access to restricted areas in Lancaster Town Hall.

1.2 Councillor Clifford did not attend the meeting. The hearings proceeded in his absence.

2.0 Matter One - Voting on Council Tax Proposals whilst in arrears

2.1 The first allegation concerned Councillor Clifford voting on a future increase in council tax, despite being in arrears with his own. This occurred at a meeting of Cabinet held on 15 January 2019 (Councillor Clifford being a Cabinet Member at that time). This is a breach of Section 106 of the Local Government and Finance Act 1992, which makes it an offence for a Councillor to be more than two months in arrears with their council tax and take part in votes on financial matters.

2.2 An investigation found that Councillor Clifford had given assurances to Statutory Officers that he was up to date with his payments before the Cabinet meeting commenced. During the meeting he took part in a vote which recommended the City Council's increase in council tax for 2019/20. Further investigations, however, found that he had only cleared his arrears after the meeting on 15 January 2019 had taken place. This was substantiated with CCTV footage and electronic evidence.

2.3 The Standards Committee upheld the complaint that Councillor Clifford had

breached the Code of Conduct in this matter. The Committee imposed sanctions, as follows:

- a) *That the matter be reported to full Council; and*
- b) *a press release be issued by the Council.*

3.0 Matter Two – Granting Access to Restricted Areas in Lancaster Town Hall

3.1 The second allegation concerned Councillor Clifford conducting a private tour of Lancaster Town Hall on 15 August 2019, despite having been warned, in writing, not to do so by the Council’s Monitoring Officer after a previous similar incident in May 2019.

2.2 Evidence showed that Councillor Clifford had granted access to restricted areas of Lancaster Town Hall to two people on 15 August 2019. Neither of the two visitors had been signed into the building.

2.3 The Standards Committee upheld the complaint that Councillor Clifford had breached the Code of Conduct in this matter. The Committee imposed sanctions, as follows:

- a) *That the matter be reported to full Council.*
- b) *That Councillor Clifford be excluded from Council offices, with the exception of meeting rooms as necessary for attending meetings of Council/Committees for a period of six months.*

4.0 Conclusion

4.1 This report is submitted by the Committee accordance with Rule 2.1 (i) of the Council Procedure Rules in the Council’s Constitution, and is for noting.

CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing) None.
LEGAL IMPLICATIONS This report is submitted to Council for noting, as required by the sanctions imposed by the Standards Committee.
FINANCIAL IMPLICATIONS There are no financial implications as a result of this report.
OTHER RESOURCE IMPLICATIONS, such as Human Resources; Information Services; Property; Open Spaces: None.

SECTION 151 OFFICER'S COMMENTS

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

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Investigating Officer's report submitted to the Standards Committee.

Contact Officer: Debbie Chambers

Telephone: 01524 582057

E-mail: dchambers@lancaster.gov.uk

Ref:

COUNCIL

Allocation of Seats to Political Groups 29 January 2020

Report of Chief Executive

PURPOSE OF REPORT

To advise Council of the calculations relating to the allocation of seats, following a change to political groupings, in accordance with the Local Government and Housing Act 1989.

This report is public

RECOMMENDATIONS

- (1) That the change in political composition be noted and the new calculation be approved.
- (2) That the MBI group pass a committee seat to the Labour group, as set out in paragraph 5 of this report.

1.0 Introduction

- 1.1 Members will be aware that Councillor Cleet recently resigned from the MBI group of the City Council. He is now an Independent Councillor, unaligned to any political group.

2.0 New composition of the Council

- 2.1 The make-up of the Council is now:

Labour	20
Morecambe Bay Independents	13
Conservatives	12
Green	10
Liberal Democrats	3
Non-aligned Independent	2
	60

3.0 Method of Calculation

- 3.1 At its meeting on 10 April 2019 Council unanimously agreed a local calculation for political balance on the Council's Committees (not including Overview and Scrutiny). However, at the annual council meeting on 20th May, the decision to use the local calculation was rescinded and the calculation of the 78 committee places on all standing committees was undertaken using rules A-E, set out in s. 15(5) of the Local

Government and Housing Act 1989. Those rules, explained in **Appendix A**, have been used to make the re-calculation for this report.

4.0 Calculation (See Appendix B)

4.1 The impact of the change is that the MBI group, which had 19 of the 78 committee seats at the last calculation in July 2019, now receives 18 seats. The Labour group gain one seat from the MBI group.

5.0 Adjustment

5.1 The MBI group is required to give one committee seat to the Labour Group.
5.2 For information, the MBI seat formerly held by Councillor Cleet which was required to step down from was on the Council Business Committee.

6.0 Conclusion

6.1 Members are requested to agree the new calculation and make the necessary adjustments.

CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing) There are no direct implications as a result of this report.	
FINANCIAL IMPLICATIONS There are no financial implications as a direct result of this report.	
SECTION 151 OFFICER'S COMMENTS The Section 151 Officer has been consulted and has no comments.	
LEGAL IMPLICATIONS This report has been prepared in accordance with the provisions of Section 15 of the Local Government and Housing Act, 1989 and Part 4 of the Local Government (Committees and Political Groups) Regulations 1990.	
MONITORING OFFICER'S COMMENTS The Monitoring Officer has been consulted and has no comments.	
BACKGROUND PAPERS Affiliation to Political Groups file.	Contact Officer: Debbie Chambers Telephone: 01524 582057 E-mail: dchambers@lancaster.gov.uk

THE RULES

The main rules are set out in s. 15(5) LGHA, and they are to be applied sequentially. So Rule B cannot override Rule A; Rule C cannot override Rules A and B; and Rule D cannot override Rules A, B or C. An additional rule is set out in s. 16.

Rule A: all the seats on a committee or sub-committee may not be allocated to members of the same political Group. Note that this does not require that each political Group needs to be represented on each committee or sub-committee.

Rule B: where a majority of the members of Council are members of the same political Group, a majority of the seats on each committee and sub-committee must be allocated to that political Group. So, where there is a majority Group, it must be allocated a minimum of 2 seats on each committee or sub-committee of 3 members, 3 seats on each committee or sub-committee of 4 members, and so on. This means that, where a political Group enjoys a narrow majority on Council, that majority Group will be allocated significantly more seats than would result from simple proportionality. Incidentally, the combination of Rules A and B reinforces the point that the minimum size of a committee or sub-committee ought to be 3.

Rule C: deals with the aggregate of seats on all committees, taken together. [It does not apply to sub-committees, joint committees or outside bodies (see later)]. It provides that, subject to Rules A and B, the relationship between the total number of committee seats allocated to each Group and the total number of seats on all committees must, as near as possible, be the same as the relationship between the number of members of the Group as a proportion of the total number of members of Council. This is subject to Rules A and B.

Rule D: Having worked out how many committee seats are to be allocated to each political Group, Rule D then determines which committees those seats relate to. Rule D now says that, taking each committee separately, the seats on that committee must be allocated as close to proportionately as possible, without offending Rules A, B or

There is also a "**Rule E**", inserted into s.16 by reg. 16(3), which provides that, where appointments to seats are to be made other than in accordance with Rules A to D (i.e. to seats which are not allocated to a political Group) then the Council or the committee must appoint members to those seats who are not members of a political Group. The exact wording is:

“(2A) Where appointments fall to be made to seats on a body to which section 15 applies otherwise than in accordance with a determination under that section, it shall be the duty of the authority or the committee, as the case may be, so to exercise their power to make appointments as to secure that the persons appointed to those seats are not members of any political Group.”

Appendix B

The calculation was last undertaken in July 2019, when Councillor Clifford resigned from the Labour group and became a non-aligned independent.

The revised calculation below shows the changes that will be required across all 78 committee seats based upon the revised political balance following Councillor Cleet's resignation from the MBI Group. It is deemed that Councillor Cleet is a non-political independent and as such is excluded from the political balance calculation. This means that the calculations shown below are based on a pro rata share of 78 seats across 58 councillors using roundings.

	July 19	Jan 20	July 19	Jan 20	Change
Labour	20/59	20/58	26	27	1
Morecambe Bay Independents	14/59	13/58	19	18	-1
Conservatives	12/59	12/58	16	16	0
Green	10/59	10/58	13	13	0
Liberal Democrats	3/59	3/58	4	4	0
			78	78	

COUNCIL**Executive Functions – Scheme of Delegation****29 January 2020****Director of Corporate Services****PURPOSE OF REPORT**

To inform Council of a change to the Scheme of Delegation made by the Leader relating to Executive functions, as detailed in the report.

This report is public.

RECOMMENDATIONS

(1) That the report be noted.

1.0 Background

1.1 Amendments to the Scheme of delegation relating to Executive functions may be made by the Leader in accordance with Paragraph 4(b) of section 2 of Part 3 of the Constitution. Any amendments that are made by the Leader are reported to the Director of Corporate Services, and any other officers concerned. The Director of Corporate Services then presents a report to the next ordinary meeting of Council setting out the changes made by the Leader.

2.0 Details of the Change

2.1 The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 came into force on 1 October 2018. The regulations, made under the Animal Welfare Act 2006, relate to licensing of animal activities, namely dog and cat boarding, dog breeding, hiring out horses, selling animals as pets, and keeping or training animals for exhibition.

2.2 S.4 (2)(a) of the regulations requires that 'The local authority must appoint one or more suitable qualified inspectors to inspect any premises on which the licensable activity or any part of it is being or is to be carried on...'

2.3 Similarly, enforcement matters to be conducted under the Animal Welfare Act 2006 have to be carried out by a duly appointed inspector.

2.4 Inspectors must be suitably qualified, either by holding qualifications defined in the guidance accompanying the regulations or, until October 2021, by having at least one year of experience in licensing and inspecting animal activities businesses.

2.5 The Leader has agreed an amendment to the Scheme of Delegation relating to executive functions so the Director for Communities and the Environment may

appoint, in writing, suitably qualified officers to act on behalf of the Council under the Animal Welfare Act 2006 and hence The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018.

3.0 Conclusion

3.1 This report is submitted in accordance with Rule 4 (b) of the Cabinet Procedure Rules in the Council’s Constitution, and is for noting.

<p>CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing) None.</p>	
<p>LEGAL IMPLICATIONS</p> <p>This report is submitted to Council for noting, as required by Paragraph 4(b) of section 2 of Part 3 of the Constitution.</p>	
<p>FINANCIAL IMPLICATIONS</p> <p>There are no financial implications as a result of this report.</p>	
<p>OTHER RESOURCE IMPLICATIONS, such as Human Resources; Information Services; Property; Open Spaces:</p> <p>None.</p>	
<p>SECTION 151 OFFICER’S COMMENTS</p> <p>The Section 151 Officer has been consulted and has no further comments.</p>	
<p>MONITORING OFFICER’S COMMENTS</p> <p>The Monitoring Officer shall update the Council’s Scheme of Delegation in the Constitution to reflect this new delegation.</p>	
<p>BACKGROUND PAPERS</p> <p>None.</p>	<p>Contact Officer: Debbie Chambers Telephone: 01524 582057 E-mail: dchambers@lancaster.gov.uk Ref:</p>

CABINET**6.00 P.M.****3RD DECEMBER 2019**

PRESENT:- Councillors Erica Lewis (Chair), Dave Brookes, Tim Hamilton-Cox, Caroline Jackson, John Reynolds, Alistair Sinclair and Anne Whitehead

Apologies for Absence:

Councillors Kevin Frea (Vice-Chair), Janice Hanson and Jean Parr

Officers in attendance:

Daniel Bates	Director of Corporate Services
Mark Davies	Director for Communities and the Environment
Jason Syers	Director for Economic Growth and Regeneration
Paul Thompson	Chief Financial Officer (Head of Finance & Section 151 Officer)
Luke Gorst	Acting Head of Legal Services and Monitoring Officer
Liz Bateson	Principal Democratic Support Officer

42 MINUTES

The minutes of the meeting held on Tuesday 5 November 2019 were approved as a correct record.

43 ITEMS OF URGENT BUSINESS AUTHORISED BY THE LEADER

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

44 DECLARATIONS OF INTEREST

No declarations were made at this point.

45 PUBLIC SPEAKING

Members were advised that there had been no requests to speak at the meeting in accordance with Cabinet's agreed procedure.

At this point the Chair requested that standing order 17 (Cabinet Procedure Rule 17) be suspended to allow for questions to be taken from all members as the reports were introduced. The proposal was seconded by Councillor Hamilton-Cox and unanimously agreed.

Resolved unanimously:

(1) That Standing Order 17 (Cabinet Procedure Rule 17) be suspended.

46 DELIVERING OUR AMBITIONS, Q2 2019-20**(Cabinet Member with Special Responsibility Councillor Whitehead)**

Cabinet received a report from the Director of Corporate Services that provided members with an update on performance, projects and resources during the second quarter of 2019-20 (July-September 2019).

No options were provided as Cabinet was asked to consider the updates. In response to a question regarding the updating of performance measurements the meeting was advised that this was work in progress. In response to a question on the capital programme, the Leader requested further detail on the governance approval with regard to the electrical works in Dalton Square.

Councillor Whitehead proposed, seconded by Councillor Brookes:-

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

Councillors then voted:-

Resolved unanimously:

- (1) That the update on performance, projects and resources for Quarter 2 2019-20 be endorsed.

Officer responsible for effecting the decision:

Chief Executive

Reasons for making the decision:

Performance, project and resource monitoring provides a link between the Council Plan and operational achievement by providing regular updates on the impact of operational initiatives against strategic aims.

47 TREASURY MANAGEMENT MID YEAR REVIEW 2019-20

(Cabinet Member with Special Responsibility Councillor Whitehead)

Cabinet received a report from the Chief Finance Officer, which sought Cabinet’s consideration of various matters in connection with the Treasury Management Mid-Year Review 2019/20 and associated revisions to the Council’s Prudential Code Indicators.

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

<p>Option 1: Cabinet considers the report and passes to Full Council for approval of the revisions to the Prudential Code indicators.</p>
<p>Advantages: Should Cabinet forward on to Full Council for consideration and approval of the revisions to the Prudential Code indicators is given, the Council will be able to proceed with the purchase of the investment opportunities and associated net revenues.</p>
<p>Disadvantages:</p>

None
<p>Risks: Council does not approve the revisions and the purchases are therefore unable to proceed resulting in the loss of important additional revenue contributions.</p>
<p>Option 2: Cabinet does not consider the report, or pass to Full Council for approval of the revisions to the Prudential Code indicators.</p>
<p>Advantages: None</p>
<p>Disadvantages: Should Cabinet not forward the report on to Full Council for approval, the purchases may stall until a point when Council is able to approve the Treasury Management Strategy and associated indicators, or fail all together resulting in the delay or loss of the associated revenue streams.</p>
<p>Risks: Council does not approve the revisions, the investment and revenue generating opportunities are lost</p>

The officer preferred option is Option 1. The Code requires Full Council to approve any revisions to the Council's Prudential Code Indicators. The Indicators have been revised to allow sufficient flexibility to enable the Council to proceed with its agreed initial purchased, but also allow for those which may occur before 31st March 2020. The acquisition of commercial investment opportunities and the revenues streams form a central pillar in the Councils Funding the Future Strategy and will play a significant role in addressing the budget deficit over the next 4 years.

Councillor Whitehead proposed, seconded by Councillor Reynolds:-

"That the recommendation, as set out in the report, be approved and that the Financial Resilience Group be requested to review the Treasury Management Strategy to ensure it is consistent with the Climate Emergency priority prior to Budget Council in February 2020."

Councillors then voted:-

Resolved unanimously:

- (1) That Cabinet endorse the various matters in connection with the Treasury Management Mid-Year Review 2019/20 and associated revisions to the Council's Prudential Indicators.
- (2) That Cabinet recommend that Full Council approve the acquisitions and

associated funding into the Council's capital programme in accordance with the Council's Budget and Policy Framework.

- (3) That Cabinet recommend that Full Council approves the revisions to the Council's Capital Financing Requirement (CFR), the Operational and Authorised limits for External Debt and the Ratio of Borrowing Cost to Net Revenue Stream as set out in the report and Appendix A to the report.
- (4) That the Financial Resilience Group be requested to review the Treasury Management Strategy to ensure it is consistent with the Climate Emergency priority prior to Budget Council in February 2020.

Officer responsible for effecting the decision:

Director of Corporate Services

Reasons for making the decision:

Treasury Management forms part of the Council's Budget Framework and the decision is consistent with the Council's priorities:

A Thriving & Prosperous Economy: Economic Prosperity is a high level Corporate Priority for the City Council; whilst the acquisition of an investment does not give an immediate opportunity to generate short term wealth building, the medium term control of land and redevelopment does.

Clean Green & Safe Neighbourhoods: As the freeholder of an estate the ability to provide renewable energy sources (solar power), can be delivered as part of the asset management strategy, however this can only be undertaken with the tenants consent or once a lease has been determined. The Council cannot force a tenant to change the terms of their lease.

A Smart & Forward Thinking Council: This is the first investment acquisition by the Council, helping to deliver the ambition to be smart, forward thinking and commercially astute. The Property Investment Strategy is one the four pillars of the Funding the Future Strategy which aims to provide financial stability.

48 EXCLUSION OF THE PRESS AND PUBLIC

It was moved by Councillor Hamilton-Cox and seconded by Councillor Brookes:-

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

Members then voted as follows:-

Resolved unanimously:

- (1) That, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business,

on the grounds that it could involve the possible disclosure of exempt information as defined in paragraph 3 of Schedule 12A of that Act.

49 SALE OF CABLE/WOOD ST CAR PARK, LANCASTER (Pages 7 - 9)

(Cabinet Member with Special Responsibility Councillor Hamilton-Cox)

Cabinet received a report from the Interim Regeneration Manager to confirm, following the agreement of the sale contract, instructions to exchange contracts in a disposal of a short-term stay surface car park for redevelopment. The report was exempt from publication by virtue of paragraph 3, of Schedule 12A of the Local Government Act, 1972.

The options, options analysis, including risk assessment and officer preferred option, were set out in the exempt report.

It was proposed by Councillor Hamilton-Cox and seconded by Councillor Brookes and resolved:

Resolved:

(5 Members (Councillors Brookes, Hamilton-Cox, Jackson, Lewis and Sinclair) voted in favour, and 2 Members (Councillors Reynolds and Whitehead) abstained.)

- (1) The resolution is set out in a minute exempt from publication by virtue of paragraph 3, of Schedule 12A of the Local Government Act, 1972.

Officer responsible for effecting the decision:

Director for Economic Growth & Regeneration

Reasons for making the decision:

The decision is consistent with the Council's priorities. Exactly how the decision fits with those priorities is set out in the exempt minute.

Chair

(The meeting ended at 7.05 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 MONDAY 16 DECEMBER 2019.

**EFFECTIVE DATE FOR IMPLEMENTING THE DECISIONS CONTAINED IN THESE MINUTES:
TUESDAY 24 DECEMBER 2019.**