



Committee: CABINET

Date: TUESDAY, 14 MARCH 2023

Venue: MORECAMBE TOWN HALL

Time: 6.00 P.M.

A G E N D A

1. Apologies

2. Minutes

To receive as a correct record the minutes of Cabinet held on Tuesday, 28 February 2023 (previously circulated).

3. Items of Urgent Business Authorised by the Leader

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

4. Declarations of Interest

To receive declarations by 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.

5. Public Speaking

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

Reports from Overview and Scrutiny

None

Reports

6. Outcomes-Based Resourcing: Structure and Programme (Pages 4 - 11)

(Cabinet Member with Special Responsibility Councillor Caroline Jackson)

Report of Chief Executive (report published on 8.3.23)

7. Exclusion of the Press and Public

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

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

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

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

8. Lancaster Canal Quarter - Early Phase Housing Regeneration Proposals - Update Report (Pages 12 - 22)

(Cabinet Member with Special Responsibility Councillors Hamilton-Cox & Matthews)

Report of Head of Property, Economic Growth & Regeneration (report published on 13.3.23)

9. Urgent Decision taken by the Chief Executive - Acceptance of Grant Award Money (Pages 23 - 68)

(Cabinet Members with special responsibility Councillors Brookes & Frea)

Report of Chief Executive (report published on 8.3.23)

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Caroline Jackson (Chair), Kevin Frea (Vice-Chair), Dave Brookes, Gina Dowding, Tim Hamilton-Cox, Tricia Heath, Cary Matthews, Sandra Thornberry, Anne Whitehead and Jason Wood

(ii) Queries regarding this Agenda

Please contact Liz Bateson, Democratic Services - email ebateson@lancaster.gov.uk.

(iii) Apologies

Please contact Democratic Support, telephone 582000, or alternatively email democracy@lancaster.gov.uk.

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

Published on Monday 6 March, 2023.

CABINET**Outcomes-Based Resourcing:
Structure and Programme****14 March 2023****Report of Chief Executive****PURPOSE OF REPORT**

The council's ambition to achieve long-term success for the district whilst addressing significant resourcing challenges requires a structured and coordinated approach.

This report proposes the principles, structure and outline plan for the Outcomes-Based Resourcing (OBR) programme in 2023-24 to pursue an outcomes-focused approach whilst achieving sustainable long-term financial and resourcing stability.

This report is public.

RECOMMENDATION OF THE LEADER

- (1) That Cabinet approves the delivery of the Outcomes-Based Resourcing (OBR) programme based on the principles and outline structure set out in this report, along with the outline Programme Plan set out in Appendix A.

1.0 INTRODUCTION

- 1.1 Lancaster City Council is ambitious in its pursuit of the sustainability of its environment and the success of its economy and communities. The council's Priorities, along with the Outcomes that will contribute to the delivery of each Priority, are set out in its core Plan 2030.
- 1.2 The council faces significant resourcing challenges in both the short- and medium-term as a result of increased costs and continued resourcing constraints. Achieving positive long-term outcomes for the Lancaster district while addressing these challenges requires a highly coordinated and purposeful approach, and substantial collaboration and partnership between the council and local residents, stakeholders and partners.
- 1.3 During 2022-23 the council has laid the foundation of its 'Outcomes-Based Resourcing' (OBR) programme, an outline plan for 2023-24 is set out in Appendix A to this report. The programme, if approved, will take an outcomes-focused approach to achieving sustainable long-term financial and resourcing stability. The programme focusses on both delivery of the outcomes agreed by the Council in setting its budget and development of workstreams already agreed by Cabinet.

2.0 PRINCIPLES

- 2.1 The overall goal of the OBR programme is to ensure the council maintains a primary focus on the achievement of local environmental, economic and community priorities for the district as summarised above.
- 2.2 This means that whilst necessary decisions on funding and resources will be required to fulfil the council's statutory duty of maintaining a balanced budget, its OBR approach will focus on the strategic, priority- and outcomes-focused implications in its decision-making, ensuring that the organisation continues to

- make the most of its available **resources**, via a balanced budget and sustainable approach
- deliver **excellent services** for its residents and businesses
- achieve long-term strategic **outcomes** for the Lancaster district's success in alignment with the council's Plan 2030 Priorities.

2.3 Six core principles for the OBR programme are proposed to maintain a strategic, outcome-focused approach:

- Protecting and enhancing our frontline and neighbourhood services
- Working collaboratively and sharing resources with our partners and communities
- Maintaining control of our services i.e. through direct delivery rather than outsourcing, so we can be as agile and responsive as possible
- Ensuring our services reach those who need them the most
- Supporting our people to do what people do best, using technology to do what technology does best
- Seeing the big picture (data) and listening (conversations & dialogue)

3.0 STRUCTURE

3.1 Successful delivery of the OBR programme on a clear and structured approach, supported by the appropriate resources across each workstream and at every stage.

3.2 The 2023-24 budget process was delivered through collaboration between members and officers in themed working groups, supported by external resources where appropriate.

3.3 A similar approach is proposed for the wider programme going forward, based on groups delivering each of the programme's workstreams set out in Appendix A.

3.4 Overall responsibility for the direction and delivery of the programme will be provided by a Strategy & Coordination group. This group will receive regular updates from each of the workstreams, and provide a point of escalation for issues and resource requests as well as directing the programme's strategy and communications.

3.5 All OBR groups will be led by Portfolio holder(s) and Senior officer(s).

3.6 It is anticipated external support will be required. Currently Peopletoo are engaged to provide this.

3.7 Delivering outcomes via partnerships is integral to the OBR approach. It is intended that strategic direction will be provided through the strategy and coordination group. Development of purposeful partnerships will be an essential part of the scope of every group.

4.0 DECISION-MAKING AND MONITORING

4.1 The proposed approach to structuring the programme, set out above, will enable frequent and intensive monitoring of each workstream at an internal level.

4.2 Any specific programme-related decision-making will be conducted in accordance with the council's constitutional requirements, with decisions referred to Cabinet, Full Council or committees as appropriate.

4.3 The programme will be reported publicly in full through the council's quarterly '*Delivering Our Priorities*' projects, performance and resource monitoring process. Reporting will summarise the progress of the programme as a whole, with each workstream reported as an individual corporate project with its own update.

5.0 DETAILS OF CONSULTATION

5.1 Substantial consultation has taken place during the council's budget development process alongside the foundational OBR preparatory work. Public communications and briefings have set out the overall OBR approach, and a public survey in December 2022 sought public views on the council's strategic resourcing.

6.0 OPTIONS AND OPTIONS ANALYSIS (including risk assessment)

Option 1: Approve the proposed OBR programme and approach
<p>Advantages</p> <p>Approving the proposals will enable an outcomes-focused approach to the district’s success, whilst delivering sustainable long-term financial and resource stability.</p>
<p>Disadvantages</p> <p>None identified in this report.</p>
<p>Risks</p> <p>Circumstances may continue to change through the lifecycle of the programme, requiring a level of strategic flexibility and agility.</p>
Option 2: Do not approve the proposed OBR programme and approach
<p>Advantages</p> <p>None identified in this report.</p>
<p>Disadvantages</p> <p>Failure to take a structured and coordinated approach to strategic success and resource stability would have severe disadvantages for both the council and the Lancaster district.</p>
<p>Risks</p> <p>As above.</p>

7.0 OFFICER PREFERRED OPTION

7.1 The officer preferred option is Option 1. Pursuing the OBR programme will enable an outcomes-focused approach to the district’s success, whilst delivering sustainable long-term financial and resource stability.

<p>RELATIONSHIP TO POLICY FRAMEWORK</p> <p>The Outcomes-Based Resourcing programme represents the council’s plan for successfully delivering positive outcomes for the Lancaster district whilst achieving long-term financial and resourcing sustainability for the council. As such, this report contributes to each of the council’s strategic Priorities as set out in its core Plan 2030.</p>
<p>CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability etc)</p> <p>No direct impact arising from this report. All initiatives forming part of the programme will be considered for their impact as appropriate.</p>
<p>FINANCIAL IMPLICATIONS</p> <p>There are no direct financial implications arising from this report. Any future officer time required will be managed from within existing budgets.</p>

It is likely that future reports will be required to be presented to Cabinet as necessary other the forthcoming months. Financial consequences/decisions contained within these reports will be discussed in the context of that individual report as appropriate.

SECTION 151 OFFICER'S COMMENTS

The Councils current projected funding gaps reveals the continuing financial challenge faced by the Council. It is becoming increasingly difficult for the Council to identify further savings without significantly impacting on services. The proposals put forward within the Funding the Future strategy provide a combination of short-, medium- and longer-term solutions, aligned with the Councils Medium Term Financial Strategy to bridging the funding gaps and building financial resilience within the Council.

LEGAL IMPLICATIONS

Legal advice will need to be taken at appropriate stages in the delivery of the OBR programme. Officers need to ensure that relevant statutory provision and public law duties are being met when making and implementing decisions.

Any agreements on collaboration or shared services with partners/ other councils made under the Local Government Act 1972 (or otherwise) will need input and assistance from the Legal Services department.

When exercising the Council's functions, officers/members will need to consider their duties under the Equality Act 2010 and in particular to their s149 duties. They will also need to consider the Human Rights Act 1998 in any decisions which engage protected convention rights.

Specialist advice may be needed on employment and property law. With regards to generating revenue, officers will need to consider the extent of the council's powers to raise revenue under the Local Government Acts and the Localism Act 2011.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has nothing to add to the legal implications set out above.

BACKGROUND PAPERS

Appendix A: Outline Programme Plan

Contact Officer: Mark Davies, Chief Executive

Telephone: 01524 582501

E-mail:

chiefexecutive@lancaster.gov.uk

Ref: N/A

Outcomes-Based Resourcing (OBR) | Outline Programme Plan | February 2023 onwards

Goals of each workstream

Statutory Services	Assets	Discretionary Activities	Commercial	Key
Maximum efficiency	Maximum usage	Maximum partnership	Provide value for money	S A Sustainable District (Environmental)
Digital by default (with appropriate options)	Clear purpose	Strategic approach	Strategic approach	I An inclusive and Prosperous Local Economy (Economy)
Self-service by default (with appropriate options)	Sharing and co-location where possible	External funding where possible	Understand the council's position in the market	H Healthy and Happy Communities (Social)
Agreed service levels and specification based on local priorities and needs	Social value	Based on local priorities, evidence and listening	Build community wealth	R A Co-operative, Kind and Responsible Council (Governance)
Cost recovery where possible				

Council Priority	Workstream	Scope	OBR groups	Duration		Dependent on
				Recommendations	Implementation	
S I H R	Partnership & Shared Outcomes	Forming a strategic partnership. Agreeing shared outcomes for the District. Collaboration with partners, Town & Parish Councils.	Strategy and coordination	Throughout Project	12 months duration and then ongoing work	Clear priorities & outcomes Baseline data Strategic capacity to support Strategy & Coordination Group
I	Digitalisation	Phase 1- Planning a digital approach that is prioritised based on the goals above. Phase 2- delivering a digital approach	Phase 1- Strategy and coordination Phase 2- Service delivery	31 Oct 23	18 months duration	Capacity to be redirected to a) review b) implement.
S	Property, Assets & Energy	Immediate: Palatine Hall, Morecambe Town Hall Ongoing: Review of whole estate	Assets	Ongoing	18 months duration	Resources in place. Decisions will be brought forward at the appropriate points.
	Shared Services and different delivery models	Phase 1- Evidence based consideration of which services most lend themselves to shared services / different delivery models. Includes assessment of what other Councils / providers would also want to share. Phase 2- Engaging with other Councils / providers to develop shared services.	Phase 1- strategy and coordination Phase 2- HR / Governance	Phase 1- 31 Oct 23	Phase 2- 1 Nov 23	Agreement of other Councils / providers to share services
	Community Engagement	Review of how we use our resources to engage with our communities.	Strategy and coordination	Final recommendations by 31 Oct 23		
	Leisure	Salt Ayre	Service delivery	Final recommendations by 31 Oct 23		Peopletoo review – draft due Wednesday 1 st March, final report due end March 23.
S	Waste Services	Household Waste (environment bill) and the implications that will arise. Trade waste review to optimise service	Service delivery	TBC	TBC	Dependent on government environment bill
	Arts & Culture	Delivery of Council 22/02/23 decisions relating to Museums, Platform, events and other council venues	Service delivery HR / Governance	Already agreed by Council	From 1 Oct 23	Source external funding for events

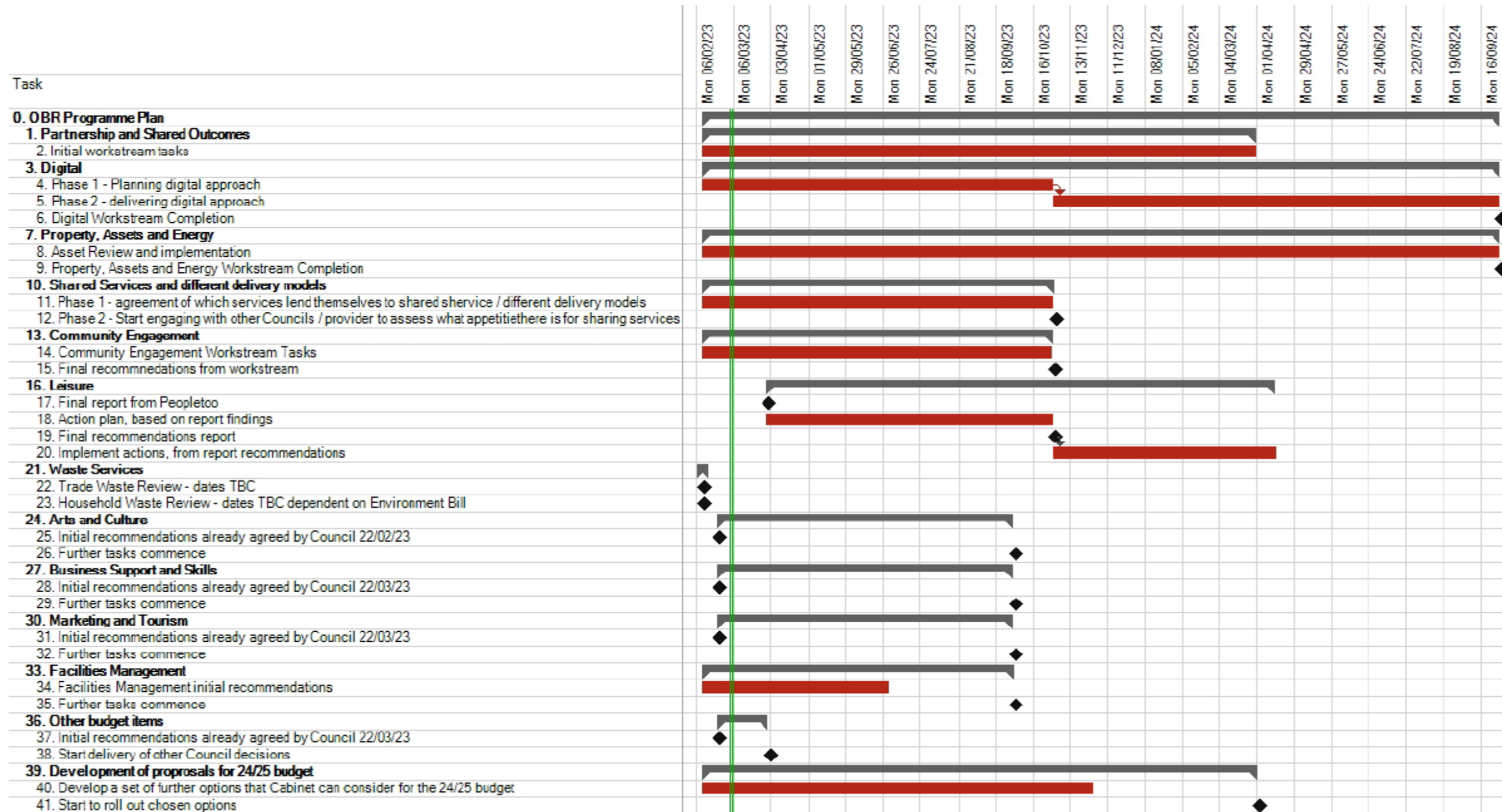
Outcomes-Based Resourcing (OBR) | Outline Programme Plan | February 2023 onwards

I	R	Business Support & Skills	Delivery of Council 22/02/23 decisions relating to Business Support, Skills	Service delivery HR / Governance	Already agreed by Council	From 1 Oct 23	Source external funding
	H R	Marketing & Tourism	Delivery of Council decisions 22/02/23 relating to VIC, online marketing	Service delivery HR / Governance	Already agreed by Council	From 1 Oct 23	Source external funding
	H R	Facilities management	Review and recommendations relating to the facilities management of Council buildings including hospitality, room / venue bookings, cafes etc	Service delivery HR / Governance	30 June 23	From 1 Oct 23	
	R	Other budget items	Delivery of Council decisions 22/02/23 not specified as a work stream	Service delivery HR / Governance	Already agreed by Council	From 1 April 23	
	H R	Development of proposals for 24/25 budget	<p>To develop a set of further options that Cabinet can consider in its proposal to Council of the 24/25 budget.</p> <p>These options will be informed by-</p> <ul style="list-style-type: none"> a) Results of reviews outlined above b) Government policy (e.g. 24/ 25 settlement, planning fees consultation, environment bill). c) Medium term financial strategy. d) Ongoing monitoring / review of performance v outcomes e) Review of all service areas not included above – within the context of Council's agreed priorities and outcomes. f) Key strategic priorities as detailed in 'Delivering our Priorities'. 	<p>Strategy and Coordination</p> <p>Service delivery</p> <p>Finance strategy</p>	30 Nov 23	From 1 April 24	Priorities / Outcomes agreed by new administration

Outcomes-Based Resourcing (OBR) | Outline Programme Plan | February 2023 onwards

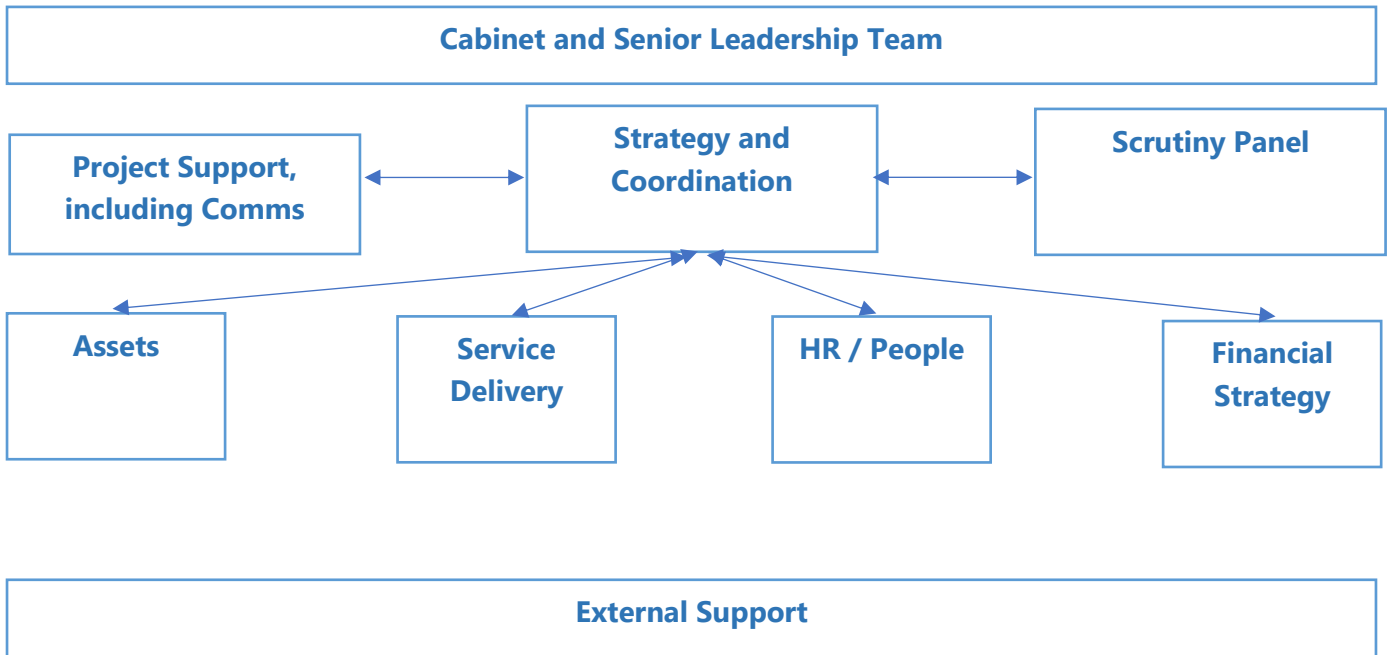
Emerging corporate projects for reporting via Delivering Our Priorities rather than OBR workstreams

Council Priority				Existing Strategic Project	Scope	Resources Required
S	I	H	R			
	I		R	Canal Quarter & Nelson Street	To regenerate the Canal Quarter area of Lancaster in order to provide more useful space in this section of the City.	Project Lead – Jonathan Noad
	I		R	Frontierland	To lead the development of the site	Project Lead – Jonathan Noad
		H	R	Mellishaw	Redeveloping the Mellishaw site to provide improved facilities for the residents.	Project Lead - Jo Wilkinson
	I		R	Williamson Park	Provide new facilities to generate revenue for the Council and benefit the local community.	Project Lead - Will Griffith



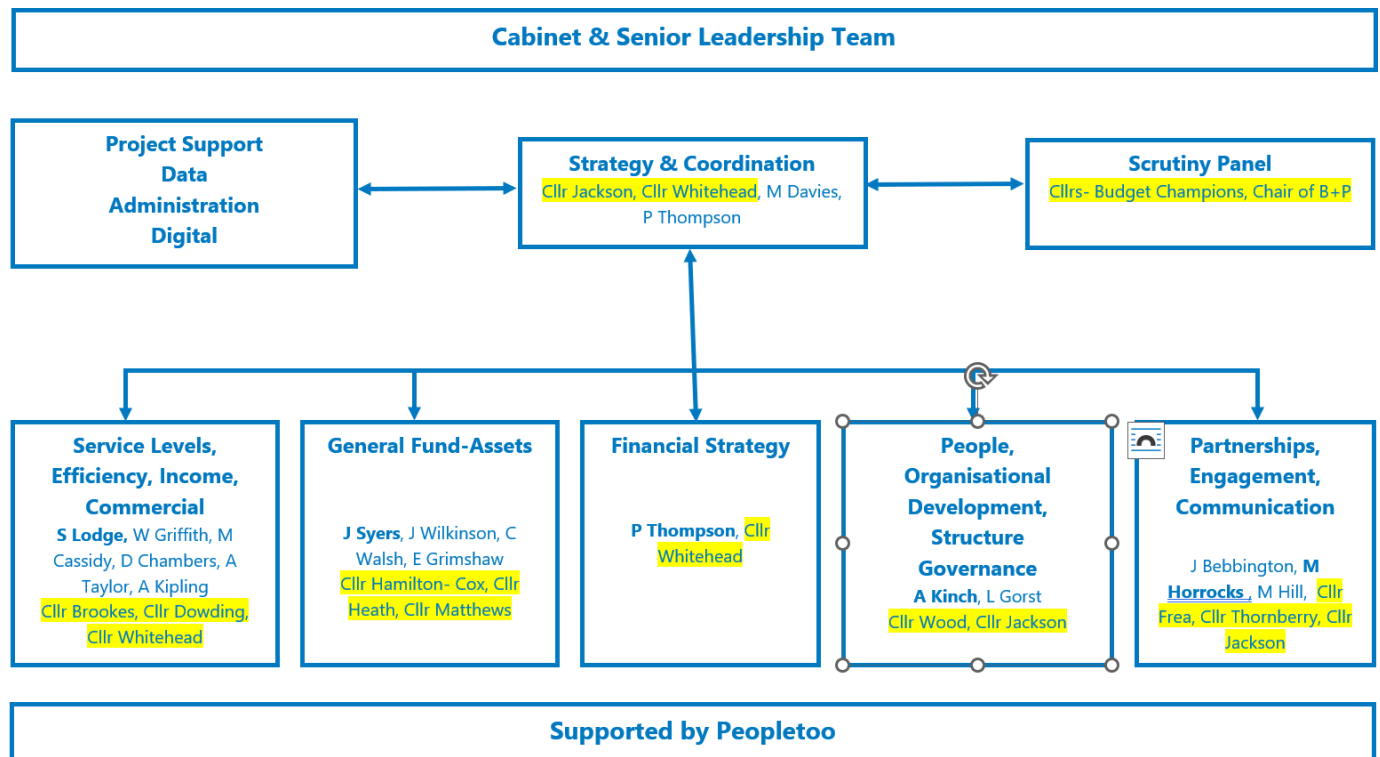
OBR Structure, next phase | February 2023

Structure – 23/24



NB-Partnerships, engagement and communication group are integral to all groups and will be included in the scope of each group. Strategic direction will be provided by the strategy and coordination group to each of the 4 delivery groups for their areas.

Structure - Original



Document is Restricted

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

Document is Restricted

Document is Restricted